Allan Hancock College
Administrative Department Program Review

2022-2023 Comprehensive Self-Study

Program review is intended to be a reflective process that builds on the extensive information gathered for the Annual Updates and lays out the program's major directions for the future. It is based on data and evidence to assess and improve performance on established functions and Service Area Outcomes. Service Area Outcomes reflect the measures of effectiveness of the department functions. (Place your responses in the text boxes below each question.)

Date:	8/2/2022
Program/Department:	Human Resources
Team Chair:	Ruben Ramirez, Director, Human Resources
Team Members:	Janeal Blue, Tina Middleton, Thomas Reynolds, Stefanie Aye, Myrna Flores, Carla Castillo and Sierra Rivera

I.   Program Scope (must align with college mission)

I.a.   Scope of Services – list and describe primary types of services and functions, including primary clients.

Human Resources is responsible for the administration of personnel functions for all management, classified, and academic personnel of the college. HR is responsible for maintaining equal employment opportunity legal guidelines and the management, interpretation, and implementation of all collective bargaining agreements.   Human Resources also champions the DEI efforts across campus and serves as a co-chair on various committees including EEO Committee, DEI Taskforce and the Professional Development Committee.

The main services provided are:

1.   Recruitment & Onboarding
2.   Labor & Employee Relations
3.   Legal and Investigations (Including Title IX)
4.   Training & Professional Development
5.   General Customer Service (includes requests for reports, general information, subpoenas, etc.)
6.   Compensation & Classification Review
5.   HRIS Systems & Payroll Entry
6.   HR Portal/ HR Website
7.   Emergency Operations Response

I.b.   Location & Time (check all that apply). Indicate where support is provided – not necessarily where you have a physical office.

Our office provides support to all Hancock campuses and online services on an "as needed" basis at any time needed however, our general office hours are Monday – Thursday 8:00 a.m. - 4:30 p.m. and Friday 8:00 a.m. - 4:00 p.m.

Time	Santa Maria			Lompoc Valley			Santa Ynez			VAFB			Other			Online
	Always	Sometimes	Never	Always	Sometimes	Never	Always	Sometimes	Never	Always	Sometimes	Never	Always	Sometimes	Never	
M-F 8-4:30	X	☐	☐	X	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
M-F 4:30 on	X	☐	☐	X	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Weekends	X	☐	☐	X	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Other	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	

I.c.　　Admin Unit data

	2018	2019	2020	2021	2022
FT Employees	7	7	8	9	9
PT Employees	0	0	0	0	0
Student Workers		2		1	1
Temporary Workers		1		1	2

II. Past Program Service Area Outcomes (SAOs)

II.a.　　List program objectives (not resource requests) from past program reviews and provide an update: N/A – Last review done in 2003-2004 and there were no SAO's listed at that time.

II.b.　　Comment on challenges and/or obstacles in achieving the outcomes:

Due to the lack of program reviews completed for Human Resources and the lack of program service area outcomes listed we have been unable to properly assess the challenges and/or obstacles in achieving the outcomes. HR would like to use this area to list our current challenges and obstacles which will drive our requests in section IV.

Professional Development – There has been a cultural shift in professional development across the college and the state specifically regarding cultural responsiveness and DEI-related activities. Professional development at the college has also grown and there are multiple areas across campus working on different aspects of professional development which need to be centralized and managed in HR. Having a centralized approach to professional development would reduce duplication of efforts across campus and provide an ease of access to the campus community. While the state provides funding for activities related to culturally responsive PD, it does not provide funding for additional staff to manage professional development. Our office staff currently does not have the bandwidth to manage the increase in demand for various professional development opportunities and the associated tracking and reporting.

Recruitment and Onboarding – Recruitment activities slowed during the COVID-19 pandemic, it has now returned to pre-pandemic levels and growing beyond. Human Resources recently re-organized our department to better assist other areas in the department to support non-recruitment operations, which has brought to light a significant gap in recruitment and onboarding support; we have recently

hired temporary assistance to support the recruitment function. The current labor market has made it challenging to find qualified candidates for many of the vacant positions at the college. Many of our searches yield small pools and those selected for interviews withdraw from the process. In many cases, we are experiencing more than a 50% reduction in candidates by the time interviews are conducted. While our time-to-hire may be competitive within the context of higher education, we may be slower than our private competitors who have more streamlined and less bureaucratic processes. There is a need for the college to continue to assess the time-to-hire to ensure it is not creating barriers to finding highly qualified candidates and monitor any changes in recruitment and onboarding as we move further away from COVID-19 and shifts in the economy occur.

Physical Resources – Physical space has become an issue in Human Resources. The office lacks appropriate space for our current staff and leaves no room for growth; with additional staff planned, it further exacerbates the issue. We have recently converted our testing spaces to offices, which has eliminated space available to candidates for testing and other recruitment and pre-hire activities. The only remaining areas in the office that could potentially be repurposed if needed are the two conference rooms and a filing area. Eliminating the two conference rooms is not ideal, due to their use in the recruitment process, which is a major function of human resources.

Data Entry – Though the COVID-19 pandemic saw a reduction in staff, primarily in student and temporary employment, HR has returned to high-volume hiring, personnel transactions, and related data entry; returning to pre-pandemic levels. Quick fixes applied during the pandemic insofar as transitioning all hiring and pay documents to electronic forms, while provided necessary flexibility during the emergency remote modalities, we now realize the current tools do not provide necessary features such as tracking and case management, which has caused significant issues as volume returned to pre-pandemic levels.   This high-volume data entry is expected to continue as the organization grows, and due to lack of automation from the districts ERP (Banner), the need for additional HR staffing is inevitable to ensure processing of data is completed.

The department formerly staffed three "HR Assistants" responsible for these tasks. When those positions were negotiated out of the classified bargaining unit, we replaced one of the vacancies with an administrative assistant II. That position was not only operationally necessary but was also negotiated as part of the change of HR assistants to HR technicians. Due to the continued struggle with data entry and the delay in services this causes, it is imperative that we fill a third technician position to return to prior staffing levels.

II.c.   Based on assessment of the past 6 years, what are the current department strengths and weaknesses?

While we do not have an assessment of the past six years, we can outline general strengths and weaknesses within our department. Over the past six years the department has experienced a significant turnover and employees have been hired into new roles. Human Resources reorganized positions to better serve the needs of the college and have had to hire additional help for emergency response efforts during the COVID-19 pandemic.

In Human Resources priorities are constantly changing. One of the primary strengths of the department is the ability to transition its services to meet the needs and demands of the college. Each position must be able to switch priorities frequently to maintain the level of support to the college. Human Resources is extremely team-oriented and can assist each other when one person is struggling. On our previous

program review, one of the findings identified the climate and culture of Human Resources as not fostering teamwork, collaboration, and accountability. Based on the program review survey results, the department has been successful in changing those perceptions.

Human Resources, due to the constant shifting of priorities and the high volume of documents that are processed by our department, staying organized can become challenging.

III.   Performance, Stated functions & Demand for Service

III.a.   Quantitative data collected:

Service	2019	2020	2021	2022[1]
Employees Onboarded Annually – (Fig 1)	450	272	480	276 YTD
Data Entry for Assignments for Payroll Items Annually (Fig 2)	Std Wkr: 886 Staff: 136 Faculty: 2396	Std Wkr: 510 Staff: 85 Faculty: 2014	Std Wkr: 850 Staff: 237 Faculty: 4044	Std Wkr: 891 YTD Staff: 413 YTD Faculty: 2371 YTD

III.b.   What workload metrics do you collect (i.e. number of surveys, help desk requests, purchase orders)
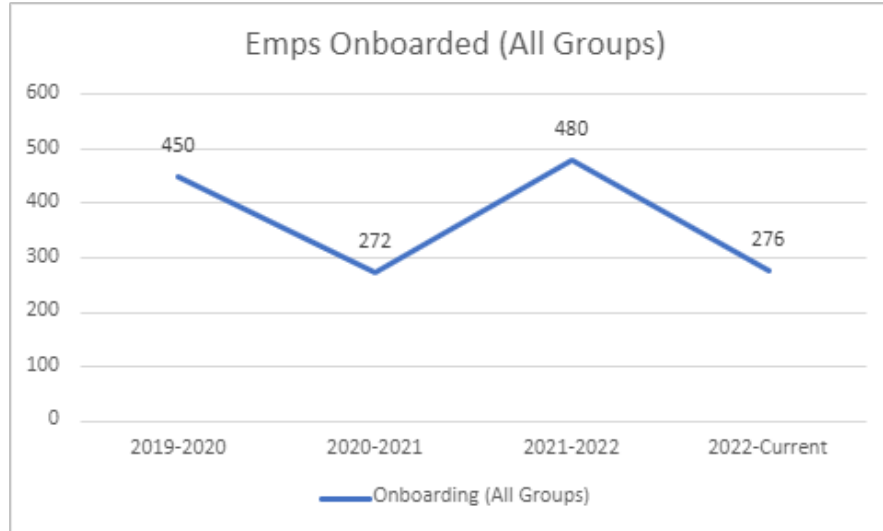

Figure 1

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[1] The FY 22-23 numbers indicate that we are on pace to significantly exceed prior year, and even pre-pandemic levels as we have eight months remaining in the fiscal year at the time of drafting this review (November 2022).
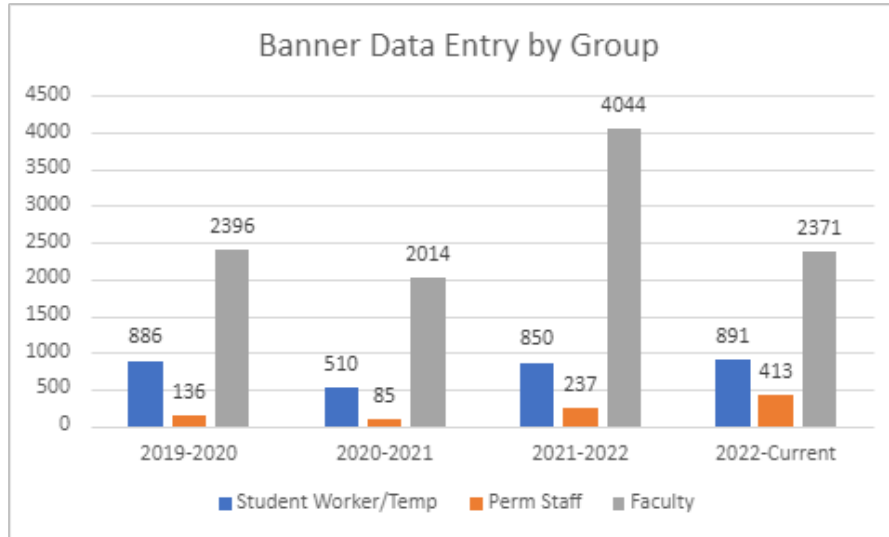
Figure 2

III.c.   Survey data collected:

Describe the demand and satisfaction based on the results from surveys, focus groups, customer feedback, or other means of feedback.

Service	Level of Satisfaction	Importance	Analysis
Customer Service	29.82% satisfied or 22.81% very satisfied	74.03% stated very important	Third highest in importance experiencing low levels of satisfaction. The department has had turnover recently, leaving fewer employees available to respond to internal customers. Front office coverage is important for general inquiries, but reasonable turnaround time to higher-level questions is important to improve these metrics. We're looking at implementing an online ticketing system to improve timeliness of communication and improve response time.

Recruitment	32.76% satisfied or 35.06% very satisfied	75% stated very important	Second highest in importance, but room for opportunity in satisfaction. Poor applicant pools and candidate withdraws have plagued recent recruitment efforts. This is largely due to the COVID and post-COVID job markets favoring candidates. Additionally, time to hire could be a factor, insofar as public sector recruiting cannot always move at the pace of private industry; for example, waiting for a search to close to review candidates, whereas private industry may interview candidates as they come in and a committee is not required.
Onboarding	23.31% satisfied or 14.11% very satisfied	77.56% stated very important	Indicated as the highest importance but yielding the lowest levels of satisfaction. Could be a result of the pandemic where hiring and onboarding saw a large decline. Also, there could be a lack of understanding of what onboarding means. Much of the recent information has shown that employees equate job and departmental training as onboarding, whereas HR onboarding is more of compliance and regulatory process. Recent surveys have

			also equated professional development to onboarding, which also does not fit the traditional definition. Nevertheless, HR has updated the new employee orientation to improve the experience.
Access of Information – Public & Internal	36.36% satisfied or 22.16% very satisfied	67.76 % stated very important	The college is currently looking into changing the online portal and public website so that items are more accessible to our internal and external customers.
Professional Development	30.12% satisfied or 28.92% very satisfied	43.05% stated very important	The low rating for level of importance in this area is inconsistent with the recent campus-wide climate survey that indicated a high need/want for more training and professional development. Additionally, there is currently a push to move all PD efforts centrally to Human Resources. All the PD groups such as Hancock Explores, the Learning Collective, and others are shifting the work to the PD committee and human resources. HR currently does not have the staff to support the increase in administrative workload associated with coordinating campus-wide PD efforts.

Emergency Operations	32.76% satisfied or 35.06% very satisfied	66.23% stated very important	COVID-19 operations were managed in Human Resources. These satisfaction percentages should be higher as the team successfully managed the college through a two-year pandemic. We kept our numbers remarkably low, given our student and staff population, and managed all leave of absence associated with COVID. We suspect the low satisfaction to be more associated with remote work availability and how quickly the campus returned to face-to-face instruction and services.

IV. Equity

IV.a.   How does your program support equity?

The Director, Human Resources serves as the co-chair of HR Council, EEO/ Diversity Committee and Professional Development Committee and the co-chair of the DEI Taskforce, which are all charged with creating equity minded practices and engaging in equity minded professional development opportunities for the campus.

V. New Program Outcomes & Plan of Action

V.a.   Identify recommendations to improve department performance in its functions and service outcomes (SAOs).

For example, if the function is payroll, an effective objective may be to process payroll on time with 99% accuracy. Example two, if the function is Plan Services repairs, an effective objective may be to complete all work orders in a timely manner. Example three, if the function is grant applications, an effective objective may be to file 'X' amount of grant applications and complete the application process on time.

EXAMPLE:

SAO 1: Reduce wait time for research requests		
Activity	*Timeline*	*Progress Measure*
Work with IT to create useful data views	*Fall 2017*	*Turnaround time for all requests*

SAO 1: Create workflow for paper/ adobe sign forms			
Activity	Timeline	Progress Measure	Link to Strategic Plan
Work with IT to set up team Dynamix for RTH and EA forms	Fall 2022	Turnaround time for requests and entry	
SAO 2: Reduce time to onboard new employees			
Activity	Timeline	Progress Measure	Link to Strategic Plan
Set up onboarding module in NEOGOV	FY 2022/2023	Turnaround time for requests and entry	
Improve post onboarding handoff to department for job training/guidance	FY 2022/2023	Quicker access to systems required for job role	
SAO 3: Complete payroll entry on time with 99% accuracy			
Activity	Timeline	Progress Measure	Link to Strategic Plan
Allow more time for payroll entry	FY 2022/2023	Number of errors found in the payroll	
SAO 4: Better manage professional development activities across campus	FY 2022/2023		
SAO 5: Streamline/improve service-levels regarding recruitment efforts and reduce time to hire.	FY 2022/2023		
SAO 6: Streamline/improve response time to general and tier two inquiries.	FY 2022/2023		

VI.   Resource Needs

VI.a.   To implement the actions above, list any resources needed (please include corresponding cost estimates):

	SAO	Strategic Planning Goal	*Specific Resource*	*Estimated Cost*	*Priority*
Facility Needs			Office Space	Unknown	High
Technology Needs	SAO 1, 2 SAO 1, 6		NeoGov Perform Team Dynamix	$50,000 None	Medium High
Staffing Needs	SAO 1, 2, 3, 5, 6		HR Technician	$89,705	High

	SAO 2, 5 SAO 4		HR Specialist (recruit) HR Specialist (PD)	$110,457 $110,457	High High
Equipment (non-technology)					
Other Resources					

<u>Validation</u>

To ensure institutional input, and when appropriate, the program review chair should solicit input from a validation team comprised of the following members:
1. One faculty appointed by AS – Thesa Roepke
2. One staff appointed by CSEA – Yvette Valdez-Andrade
3. One manager appointed by the Management Association – Janeal Blue

The validation team for the human resources program review will be HR Council. First review will be November 3, 2022. Final review will be on November 17, 2022.

The validation team will prepare a memo regarding validation of the program review.

1. Does the report include the program scope, relevant data related to program functions and services, findings and an action plan? Yes

2. Is the information in the program review valid and accurate? Yes
    a. Is there any important information missing? No

3. Are there any areas in which the program deserves a commendation for performance excellence?
    a. The department's response to the COVID-19 pandemic and flexibility/adaptability during this national emergency was exceptional including communication strategies. The work of Human Resources kept the college operational and safe during unprecedented times.
    b. The department demonstrates a high level of integrity regarding diversity, equity, and inclusion.
    c. The department produces and manages high volumes of work with limited staffing levels.
    d. The department remains committed to providing high standards of customer service.
    e. The department has made significant advances in transitioning Human Resources technologically, specifically related to recruitment, which has improved total applicant volume and diversity.

Program Review Committee

The program review committee must be approved by the superintendent/president or cabinet level administrator.

Department Manager: _____
Ruben Ramirez (Apr 27, 2023 09:16 PDT)

Committee Member: _Janeal Blue_

Committee Member: _Erica Biely_
Erica Biely (Apr 27, 2023 09:34 PDT)

Committee Member: _Janet McGee_

External Member: _Rick Rantz_ _____

Approval

The written report will be submitted to the appropriate cabinet member for approval. The program review and annual updates will be used for planning and budgeting purposes.

Cabinet Member: _paul murphy_
paul murphy (Apr 27, 2023 13:04 PDT)

Final HR Administrative Program Review 2022

Final Audit Report   2023-04-27

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