

**HUMAN RESOURCES, PAYROLL, AND
STAFF DEVELOPMENT DEPARTMENT**

Program Review

April 2005

HUMAN RESOURCES DEPARTMENT

PROGRAM REVIEW

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1. Service Description

Department History

The Human Resources Department has grown and expanded with the college

- Lyle Engeldinger was hired as the assistant director in 1998 and served in that capacity for several months before being transferred to the Datatel Implementation Project.
- April 2001 Lyle was hired as Human Resources Director. The department was reorganized to improve workflow and processes. Staff Development was added to the department's responsibilities.
- July 2002 the department was restructured and the payroll department was transferred into the department from the accounting department and Judy Masters was hired as the Supervisor, Human Resources and Payroll.
- New Ways To Work – Department service initiative, tentative, proposed and adopted in 2003-2004.

The department consistently monitors external forces such as changing Federal and State laws and regulations to ensure compliance. Current workplace trends are monitored in order to recommend policies, practices and benefits beneficial to the college and the employees. Employee relations and customer service are department priorities as we support students, the board, management, faculty and staff .

Department Mission Statement

The primary mission of the Ohlone College Human Resources, Payroll and Staff Development Department is to be responsive to and supportive of the Ohlone College vision and core values, sensitive to employee needs, accurate, timely, service oriented, to be respected by our customers and keep abreast of current laws, regulations and trends.

2. Service Scope

Department Objectives

- Timely recruitment and hiring of qualified faculty and staff
- Simplify HR, Benefit and Payroll processes for faculty and staff
- Ensure timely Government Reporting and Compliance

2. Service Scope (cont'd.)

- Communicate in a timely, accurate and fair manner with the diverse workforce from whom the College derives its strength
- Enhance our ability to support Ohlone College and its vision and core values
- Meet or exceed department operating objectives
- Seize opportunities which demonstrate excellent execution, caring attitude, and a sense of urgency
- Improve the efficiency and effectiveness of human resources at all levels
- Employ technology and methods which enhance service, communications and productivity
- Help make Ohlone College a great place to work –professionally and personally

2. Data Analysis

The 2001 Human Resources Service Survey was a basis for improvements. (Survey results attached – Exhibit 1)

Recruitments:

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>
Faculty	32	12	10	34
Staff	<u>76</u>	<u>20</u>	<u>29</u>	<u>28</u>
Total	108	32	39	62

New Hires:	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>
	108	47	31	48

A Recruiting Survey conducted in November of 2004 provided the following data:

Search Committee Total Respondents

All satisfaction rates were measured on the scale from Excellent, Good, Satisfactory and Poor with a Weighted Average.

<u>Process</u>	<u>Weighted Average</u>
Responsiveness to Requirements	3.25
Schedule to meet operational needs? (Y or N)	All Yes
Initial Communication	2.90
Effectiveness of advertising	3.00
Quality of applicant pool	2.90

Search Committee Total Respondents – (cont'd.)

Diversity of applicant pool	3.00
Recruiting follow through	2.78
<u>Data Analysis (cont'd.)</u>	

<u>Process</u>	<u>Weighted Average</u>
Applicant Screening	3.00
HR facility availability	3.11
HR staff availability	3.11
HR staff willingness to assist	3.30
Interview committee support	3.22
HR process follow-through	2.78
HR communication with applicants	2.89
Interview arrangements	3.00
Job Offer Process	3.11
Initial Payroll for New Hire	3.11
Follow up interviews (Y or N)	4 Yes – 1 No
Overall rating	3.03 (2.64 – 2001)

Applicant Committee – Total Respondents - 10

Initial Communication	3.60
Application Process	3.40
Recruiting follow through	3.50
Overall communication	3.50
Interview arrangements	3.70
Interview process	3.60
Post interview process	3.60
Job offer process	3.60
Experience with benefits	3.55
First Payroll Check Correct? (Y or No)	9 Yes

4. Measuring Service Success

- Pay-By-Contract – completion of adjuncts to pay-by-contract for all courses with the exception of “by-arrangement”.
- On-line Time Entry – Complete implementation for staff and faculty by June 30, 2006.
- Education and Training for Managers and Staff
 - Survey managers for current skills and needs
 - Survey managers for Datatel super users who train new hires
 - Develop curriculum
 - Develop training calendar
 - Develop training budget
 - Assign Senior H.R. Specialist to train specific courses

4. Measuring Service Success (cont'd.)

- Continued cross training department staff –
 - Supervisor of HR/Payroll cross-train for STRS/PERS Reporting
 - Payroll staff cross-trained in pay cycles
 - Sr. H.R. Specialist – Classified cross-train in workers compensation and benefits

5. Measuring Service Satisfaction

The Human Resources/Payroll Department offers a wide range of services, support and benefits to management and a wide range of employees of faculty, staff and student employees.

One of our responsibilities is to ensure the college's compliance with a wide range of federal and state laws and regulations, the California Educational Code and the contracts of our various unions. We continually monitor trends and competitive practices to ensure our policies and practices are current and meet the needs of the college.

Internal Benchmarks include:

- Accessibility
- Responsive to customer questions and needs
- Have a sense of urgency
- Teamwork
- Care about the quality of work
- Focus on New Ways to Work
- Service Survey results
- Prompt and smiling service.

6. Review of Recommendations from Previous Program Review

The last Human Resources Program Review was in Fall of 2002.

- Implementation of Department Calendar – completed.
- Payroll Guidelines Implemented – completed
- Payroll Processes Streamlined – payroll processes stabilized with ongoing quality and improvement review
- Excel spreadsheets checklists for each payday is circulated to HR and payroll to ensure inclusion of all data for the pay period and decreases the opportunities for items to be missed. This process has improved quality and accuracy of payroll.
- Salary Increase worksheets generated for faculty salary schedule changes have improved faculty understanding of their pay and generated positive responses from faculty.

6. Review of Recommendations from Previous Program Review (cont'd.)

- Absence reports are input timely with notices sent to those employees who have or may be close to zero balances in leaves. Also notifies employee that future time may be without pay. This allows deduction for time without pay on a timely basis and controls the possibility of negative balances.
- A report of Missing Absence Reports is run monthly and managers are notified of employees with missing reports. Assures absence reports do not become delinquent.
- Monthly Leave Balance Reports sent to Division Heads and Managers. Managers with employees who have vacation balances over the maximum allowed by contract have been notified and are working with those employees on a plan to reduce those balances.
- Pay-by-Contract has been implemented for 75% of adjunct faculty with the remaining adjuncts to be implemented in Fall 2006
- Scannable Adjunct Time Sheets – completed
- Scheduled Department Meeting – ongoing
- Increased Cross Training – ongoing
- Open House to increase awareness/communications
Conducted on 11/20/2002 – 2:00 – 3:30 p.m. in Smith Center

7. Strengths and Improvement Areas

We are proud of our accomplishments, which include the transition of all processes from QSS to the Datatel Colleague System in January of 2001, the successful migration to Release 17 in 2003, the successful integration of the Payroll Department into the Human Resources Department since July 2002, all accomplished with the reduction of staff by 3.75 FTE. The transition has not been easy, but the staff has and continues to work together to find and implement solutions. Our staff brings a variety of experience with a shared concern for the quality of the work they perform. The “New Ways To Work” model resulted in eliminating many outdated procedures and implementing new service oriented procedures (see attached report – Exhibit 1). In addition, Human Resources is now prepared to add employee training as part of its responsibilities with no addition to staff, the equivalent of adding 1 FTE at no additional cost to the District.

Strengths

Experienced, knowledgeable staff
Cross training of functions
Technology
Dedicated to the function and the college

Improvement Areas

Response Time for Questions
Accuracy of responses
Sense of Urgency
Payroll process stabilized and streamlined.

We need and seek the continued support of management and faculty. We also need to develop a greater sense of teamwork, urgency and responsiveness.

8. Recommendations and Implementation Plan with Timeline

Recommendation/Goal	Timeline	Cost
Release 18 Implementation.	2006	Time for training and meetings for project team
Pay-By-Contract	Fall 2006	!00% of adjunct courses with exception of “by arrangement”
Pay-by-Contract	Fall 2007	Overload and over-lapping contracts on PBC, if possible
Establish Education and Training for Managers and Staff	Fall 2005/Spring 2006 Survey managers for current skills and needs Survey managers for Datatel super user for their department Develop curriculum Develop training calendar Develop training budget Assign Sr. H.R. Specialist to specific courses Consulting services Other Hourly Support	Survey Software \$1,200 Training Software Computer assisted training modules - \$1,200 \$2,300 \$2,000 \$ 800 Grant proposal for these funds from LC Task Force
On-line Time Entry	June 30, 2006.	System Module - \$15,000 estimate Datatel Consultant - \$1000 Implementation (setup and testing plus training for HR/Payroll, staff and faculty)
Increase Communication With Community	Open House, Meetings, Newsletter	Cost of time, handouts, paper, preparation time and refreshments
Improve efficiency/ effectiveness of HR and Payroll Staff	Immediate and ongoing	Make process improvement a part of everyone’s job. Review each manual check and adjustment for cause and effect.
Conduct Patch Testing	On going	Continue to conduct Patch

		Testing on schedule.
Documented payroll processes/Reduce processing times/increase accuracy and ability to answer questions	On going	Time to review and test processes in test accounts and to document new processes
Have HR/Payroll representatives serve on the 15 week Survey Committee	Spring 2005 – on going	Sharon Quintana and Chrissy Lammers are serving on the committee to research the pros/cons of going to a 15-week regular term.