

# Ohlone College

## Program Review Report

- **Program Description and Scope:**

- *Program Review Title:* Human Resources and Training
- *Academic year:* 2015/2016
- *Review Type:* President's Office
- *Program/Departments:* Human Resources (67300)
- *Authority Code:* 14-Vice President, Human Resources and Training
- *External Regulations:* Yes X No

The Human Resources program is governed by the Education Code, Government Code, the State Chancellor's office, Federal and State Employment laws, the Public Employees Retirement System (PERS); State Teachers Retirement System (STRS); Equal Employment Opportunity regulations (EEO); Fair Labor Standards Act; Title 5 regulations; ADA;

- *Provide a brief narrative that describes the services provided.*

*The Human Resources Department (HRD) is a service area of the college designed to meet the administrative functions of recruitment and selection, on-boarding of new employees, mandatory trainings, performance management, benefits administration including leaves management and workers compensation, classification and compensation, professional development, compliance management, labor relations, employee recognition programs, counsel and support for managers, large events coordination such as job fairs, district-wide trainings, oversight of the implementation of administrative procedures, payroll transactions, and investigations pertaining to employee complaints.*

- **College Mission**

- *Mission Statement*

Ohlone College responds to the educational needs of our diverse community and economy by offering high quality instruction supporting basic skills, career development, university transfer, and personal enrichment and by awarding associate degrees and certificates to eligible students in an innovative, multicultural environment where successful learning and achievement are highly valued, supported, and continually assessed.

- *Program Relation to College Mission.*

- Support Services
- *State your program Mission/Purpose.*

*The HRD provides quality services and support in employment, employee relations, benefits, compensation, staff development, and training enabling our employees to contribute to student success. The department promotes the understanding and appreciation of the diversity of the students, staff, and the community..*

- *Briefly describe program accomplishments.*

The HRD has accomplished several key initiatives. The department has increase its use of technology and continues to collaborate with a variety of departments to achieve the district's mission. A major accomplishment is the completion and implementation of a classification and compensation study for managers and classified employees. Having all jobs re-benched allows the college to move forward knowing that district is competitive with surrounding colleges. Another program accomplishment is the implementation of an on-line applicant system as well as on-line orientations for new employees.

- **Student Impact Assessment**

- 1. **Student Learning Assessment -**

- *Enter assessment results for "Student Learning Impacts" and analyze student success:*

The HR department is responsible for all recruitment and hiring processes. The district's recruitment and hiring procedures have been standardized to ensure that the district complies with the Chancellor's Office Equal Employment Opportunity plan (EEO). In the past fiscal year the HR department conducted 14 open competitive recruitment processes and received approximately 1,000 applications. This is an indicator that job openings are well advertised and reaches a vast number of applicants. The district's employees are well qualified for their positions. Academic staff must meet the State Chancellor's Minimum Qualifications or equivalent in order to teach. All of the district's instructors meet minimum qualifications or has qualified for equivalency. Approximately 38% of the district's full-time faculty members hold doctoral degrees and approximately 33% hold more than one masters degrees. More than 60% of classified staff has earned college degrees ranging from Associates to Masters degrees. The College has a strong

commitment to continuous learning and professional development of all its employees. Many professional growth opportunities are available during Learning College Week (LCW) at the start of each semester. In addition, the district provides funds for employees to attend conferences, workshops, and courses. Additionally, academic employees are eligible for sabbatical leave after 6 years of employment. Classified employees are eligible to take Professional Development leave at 50% pay to pursue a college degree or pursue a particular certification(s).

- *Future Improvements:*

2. **Student Learning Assessment - Recruit and retain highly qualified employees to support a robust teaching and learning environment for students**

- *Enter assessment results for "Student Learning Impacts" and analyze student success:*
- *Future Improvements:*

• **Program Achievement**

- *List area-specific outcomes.*

In-house implementation of the Affordable Care Act requirements. Completion and implementation of a district-wide Classification and Compensation Study. Completion of a year-long review of the district's use of classroom of sign language interpreters that led to an agreement with the classified union to ensure that services provided is done by a combination of permanent and temporary sign language interpreters. Full implementation of an on-line applicant tracking system. Completion an on-line temporary employee handbook. Restarted the district's Employee Safety Committee. Developed and implemented an all-day new hire orientation. Implemented a 24-hour workers compensation injury reporting system. In collaboration with Student Service and Business Service, created and implemented a Tuition Waiver implementation. Create an on-line orientation process for Part-Time faculty. In collaboration with the Campus Safety Department, created, recruited, and hired Student Escort Officers. Created a work group that meets as needed to review accommodation needs for staff and students. Conducted the district's first "Biennial Review" to be in compliance with the Department of Education. In collaboration with the classified unions, created a way for employees to work temporarily in higher level positions or positions of interest as another level of professional development. In collaboration, implemented Lynda.com as the college's Learning Management System for all employees.

- *Identify internal and/or external benchmarks and regulations.*

- *Enter assessment results for area-specific outcomes and analyze trends.*
- *Analyze program budget trends and expenditures. Comment on how the program can best use budget resources.*

*The HRT has six (6) separate budget activity “centers” it is responsible for overseeing and monitoring: HR department operating budget, Faculty and Staff Development; District-wide contracts (to include the hiring of substitute employees); Accessibility (hiring of interpreters for non-classroom services), Ergonomics and a categorical budget for faculty and staff diversity.*

*Except for the department’s budget, the remaining budgets are considered for use district-wide. Centralization has assisted with ensuring that the district is complying with applicable laws when using certain funds. For example, centralizing the temporary employees’ budget has helped the HR department monitor the number of days a temporary employee can work without being in violation of the Education Code. Similarly, having the accessibility budget centralized, the HR department can ensure that proper accommodations are made in accordance with applicable laws.*

*In analyzing the budgets over the last 3 years, no particular area needs to be improved except the funding for legal advice. It is often the case that the district has to defend several legal cases during the fiscal year. Some of the cases can be avoided if we could be preemptive in our operations. An example of that is to have certain documents and procedures reviewed periodically by an attorney to make sure they are up-to-date and in compliance with any new changes.*

- *Analyze the program's current use of staff, equipment, technology, facilities, and/or other resources. Comment on how the program can best use these resources.*

*This year as a result of the classification study, 4 positions in the human resources department were found to be operating at a higher level by the duties they perform. The consultants recommended that those positions be moved from non-exempt (paid by the hour) to exempt. This means that the AVPHR can assign projects to these positions and expect to have limited oversight. While the employees had been performing higher level duties, the AVPHR was solely responsible for all work done in the department. That responsibility remains the same, however, planning and executing work in the department will be the responsibility of the two Senior Human Resources Analysts. These positions will have the ability to assign work to the Human Resources Analyst and the*

*Human Resources Specialist.*

*Having this level of support will enable the AVP to concentrate on providing strategic direction for the department without having to review projects that can be managed and completed at the Analyst level.*

*Since the HRD's last program review in 2013, significant strides have been made to maximize the use of technology. Staff learned Informer, which is the program used to access data from our ERP system, and manipulate for the department's needs.*

*The department has made progress in going paperless where possible. With two I-Pads installed in the lobby for applicants use, we are able to shift all applicants to submit paperwork on-line. Additionally, new hires can access documents on-line and submit prior to their in-person orientation.*

*While some trainings are required to be in-person, the majority of mandated trainings are done and captured on-line.*

*The HRD meets regularly with Information Technology Services and Business Services to review current processes and discuss ways to better use the ERP system in order to automate.*

- *Additional Program Table Data*
  - *Future Action*
- Current level of focus maintained. Describe.

● **Program Improvement Objectives**

1. *Based on the program data analysis and PSLO analysis, identify your Program Improvement Objective(s): What are you going to do? Why are you going to do it?*

Develop service learning impacts and metrics to ensure HR provides quality and efficient services.

*Notes (optional): Please include any notes related to your PIO. (2500 Character limit)*

*Program PIO will address the following:*

- *Service Impacts*

*How will you assess the effectiveness of your PIO:*

Analyzing and comparing data against metrics developed to assess service quality and efficiency.

**PIO Action Plan:**

*How will you accomplish this?*

Research other colleges and HR industry entities to gather ideas for metrics. Work with Executive Dean AARP to formulate metrics and data tracking process.

*What is your timeline?*

Academic year 2016-17

*Who is going to do this?*

AVP of HR and HR staff

*PIO Status:*

- New 12/31/2016

*Closing the loop - Describe the results of your PIO implementation or completion:*

*Conclusion: Complete if PIO has been completed*

*Fiscal Resources Status:*

**PIO Resources:**

- Resource: People Time  
Description: Time to research service impact and metrics

2. *Based on the program data analysis and PSLO analysis, identify your Program Improvement Objective(s): What are you going to do? Why are you going to do it?*

Work with Administrative Services to assess the feasibility of the budget development module in Colleague to improve budget development and monitoring.

*Notes (optional): Please include any notes related to your PIO. (2500 Character limit)*

*Program PIO will address the following:*

- Service Impacts

*How will you assess the effectiveness of your PIO:*

Determining that the program will provide the modular components needed to develop our budget.

**PIO Action Plan:**

*How will you accomplish this?*

Working with Director of Administrative Services

*What is your timeline?*

Academic year 2015-16

*Who is going to do this?*

AVP HR and Director of Administrative Services

*PIO Status:*

- New

*Closing the loop - Describe the results of your PIO implementation or completion:*

*Conclusion: Complete if PIO has been completed*

*Fiscal Resources Status:*

**PIO Resources:**

**Attached Files:**

