



Police Blueprint

NEAR HORIZON 1-2 YEARS

- Implement Milestone I strategies:
 - Assess the police department's current operations
 - Develop strategies for improvement/delivery of service based on department assessment
 - Retrain department personnel to address the assessment's findings
- Implement Milestone II strategies:
 - Establish the purpose and charge of the Student, Staff, and Faculty Discussion Group
 - Develop selection criteria for group members
 - Establish, implement meeting schedule
- Maintain and continue the department's community engagement efforts such as the campus community forums, coffee with the cops events and the use of the RAVE and emergency mass notification systems to communicate public safety information

MEDIUM HORIZON 3-4 YEARS

- Implement Milestone III strategies:
 - Conduct an assessment and analysis for determining the needs for external cameras on campus to improve public safety
 - Develop a liaison with the Information Technology department to select most feasible cameras
 - Establish criteria for determining the funding source for the project

FURTHER HORIZON 5+ YEARS

- Based on assessment findings of the police department's operations (Milestone I), identify long range projects and tasks needed to address the improvement of the police operation

HUMAN RESOURCES

The human resource function is increasingly critical to colleges' institutional missions and this is no exception at VVC. Human resource strategies need to align with VVC's goals to assure employees are aware the college's priorities and support the work needed to achieve VVC's vision, mission, values, and goals.

College human resource departments are now implementing new approaches and features that make a connection to the institution's larger strategic objectives, such as those included in this educational master plan. They are also making existing, new, and prospective employees feel more connected to the institution. For example, recognition and awards the college has received are being touted in job advertisements. Job descriptions are becoming more informal or conversational and employee testimonials are featured on colleges' webpages.

Human resources now must use every method possible to advertise positions (including social media and online ad technology), make landing pages where jobs are listed attractive and engaging with links to information about the best features of the college, and make the application process easy. Employee referrals are being utilized as an effective and efficient method of hiring along with the use of professional marketing networks such as LinkedIn. Additionally, cross-functional training is being conducted to help find employees who stand out as internal candidates.

In addition to changing recruiting practices to attract and find candidates, colleges are also developing better ways to retain them – from changing evaluation procedures to offering flex work schedules which also adds the benefit of expanding hours for some support services. Alternative, flexible work arrangements will be necessary for accommodating nontraditional students' schedules and as the increased demand for learning and services, 24/7—grows. This work extends



beyond the current remote working arrangements that have been put in place to respond to the pandemic. Correspondingly, there will be a continued need for VVC to leverage its facilities and technology more effectively for its employees in and out of their jobs; particularly to support efforts to support telecommuting and flexible work schedules.

Given the rapid pace of change that colleges face and the need to be incredibly nimble and flexible to remain relevant and responsive, human resources departments are responding in tandem. For example, more competency-based hiring, professional development, and evaluation processes are being employed recognizing employee skill-sets will need to continuously evolve. Gig work arrangements are being expanded to provide just-in-time human resources but mostly to support individuals who prefer more flexible and/or project-based working arrangements. Additionally, new occupation/position classifications, the emergence of hybrid jobs (that mix/combine responsibilities and skills), and new organizational structures will likely be necessary.

To support the evolving human resources function described above (and below), an extensive data and technology infrastructure is essential.

Having a diverse team is also a top human resources imperative. In this context diversity is more than simply employee demographics, it is about having an inclusive and equitable college culture.

Lastly, human resources is focusing on creating opportunities for college employees to make a meaningful impact, realize both their personal and professional goals, build strong relationships, be recognized for work they do, and enjoy the unique value they contribute to the college mission. This is directly aligned with VVC’s Caring Campus efforts which should begin being reflected in VVC job descriptions, interview processes, and other hiring procedures.

Human Resources Blueprint

The following is a Human Resources blueprint for addressing the trends above and the strategies, activities, and practices included elsewhere in this plan.

NEAR HORIZON 1-2 YEARS	MEDIUM HORIZON 3-4 YEARS	FURTHER HORIZON 5+ YEARS
RECRUITMENT		
<ul style="list-style-type: none"> Develop data infrastructure for collecting, analyzing, and disseminating applicant and workforce demographic data Initiate the dissemination of demographic data on past applicant pools and current VVC employees to selection/hiring committees to foster data-driven discussion on equity, inclusion, and diversity Identify significantly underrepresented groups to inform recruitment efforts Expand recruitment efforts to include online referrals through social media sites Establish specialized recruiting strategies for high school/CCAP partnerships, online, and distance education instructors 	<ul style="list-style-type: none"> Refine data infrastructure (developed in years 1-2) for collecting, analyzing, and disseminating applicant and workforce demographic data Refine the dissemination of demographic data on past applicant pools and current VVC employees to selection/hiring committees to foster data-driven discussion on equity, inclusion, and diversity Refine practices for identifying significantly underrepresented groups to inform recruitment efforts Refine specialized recruiting strategies for high school/CCAP partnerships, online, and distance education instructors 	<ul style="list-style-type: none"> Evaluate data infrastructure and make necessary adjustments and improvements Evaluate the practice of disseminating demographic data on past applicant pools and current VVC employees to selection/hiring committees to foster data-driven discussion on equity, inclusion, and diversity; make necessary changes/improvements Evaluate practices for identifying significantly underrepresented groups to inform recruitment efforts; make necessary improvements Evaluate specialized recruiting strategies for high school/CCAP



**NEAR HORIZON
1-2 YEARS**

- Establish onboarding materials to include information on Caring Campus and Guided Pathways

**MEDIUM HORIZON
3-4 YEARS**

- Refine onboarding materials that include information on Caring Campus and Guided Pathways

**FURTHER HORIZON
5+ YEARS**

- partnerships, online, and distance education instructors; make necessary adjustments
- Evaluate onboarding materials that include information on Caring Campus and Guided Pathways, make necessary adjustments
- Incorporate Caring Campus language in all job announcements and job descriptions
- Incorporate student demographic data in all job announcements

PROFESSIONAL DEVELOPMENT

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| <ul style="list-style-type: none"> • Engage labor groups in the development and implementation of FLEX calendar for faculty and staff • Negotiate with labor groups to incorporate Caring Campus competency into staff and faculty evaluations • Collaborate with Student Services and Instruction to develop personal development/job readiness/skills course for students hired as student employees | <ul style="list-style-type: none"> • Collaborate with labor groups in the continued development and implementation of FLEX calendar for faculty and staff • Collaborate with Student Services and Instruction to scale and sustain development/job readiness/skills course for students hired as student employees | <ul style="list-style-type: none"> • Institutionalize college-sponsored professional development calendar for all faculty and staff in support of Caring Campus, Guided Pathways, and Pursuit of Excellence |
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WORKFORCE DEVELOPMENT

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| <ul style="list-style-type: none"> • Establish classification plan that reflects broader class concepts that would more easily allow for cross training opportunities amongst staff • Expand professional expert and other short term employee classifications to accommodate growing trend of flexible work arrangements • Negotiate flexible work schedules with labor groups • Reimagine student worker experiences and assignments within the college to include enhanced role in the areas of outreach, marketing, and branding, etc. | <ul style="list-style-type: none"> • Refine faculty and staff support roles and positions in distance and digital learning environment • Refine negotiated faculty and staff support roles and positions in distance and digital learning environment • Refine classification plan that reflects broader class concepts that would more easily allow for cross training opportunities amongst staff • Refine professional expert and other short term employee classifications to accommodate growing trend of flexible work arrangements • Refine negotiated flexible work schedules with labor groups • Refine student worker experiences and assignments within the college to include enhanced role in the areas of outreach, marketing, and branding, etc. | <ul style="list-style-type: none"> • Re-examine faculty and staff support roles and positions in distance and digital learning environment • Re-examine negotiated faculty and staff support roles and positions in distance and digital learning environment • Re-examine classification plan that reflects broader class concepts that would more easily allow for cross training opportunities amongst staff • Re-examine professional expert and other short term employee classifications to accommodate growing trend of flexible work arrangements • Re-examine negotiated flexible work schedules with labor groups • Re-examine student worker experiences and assignments within the college to include enhanced role in the areas of outreach, marketing, and branding, etc. |
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