

PROGRAM REVIEW, ALLOCATION, AND INSTITUTIONAL STRATEGIES FOR
EXCELLENCE (P.R.A.I.S.E.) REPORT
PLANNING YEAR 2010-2011

CAMPUS SUPPORT DEPARTMENTS

Program (a/k/a Department or Service Area): Human Resources

DEPARTMENT STAFF INPUT

An important part of the Program Review process is the consultation and input of all members of the department or service area (hereafter "program"). Please have each member of the program (full-time and part-time, as possible) sign below to acknowledge that each was consulted during the process and was afforded an opportunity to provide input.

NOTE: This signature does not indicate "approval" of any information contained inside this document. It is an indication that program stakeholders had an opportunity to provide input in the process.

Name of Staff Member	Signature
Chavez, Magdalen	
Chavez, Rocio	
Compton, Nonnie	
Jasso, Evelyne	
Torres, Diana	
Yokotobi, Fusako	

PROGRAM REVIEW, ALLOCATION, AND INSTITUTIONAL STRATEGIES FOR
EXCELLENCE (P.R.A.I.S.E.) REPORT
PLANNING YEAR 2010-2011

CAMPUS SUPPORT DEPARTMENTS

Program (a/k/a Department or Service Area): Human Resources

PART I. ABSTRACT (EXECUTIVE SUMMARY). *In one page or less, summarize the major findings of the program review in terms of strengths, weaknesses, opportunities and threats. Provide a brief explanation of any evidence based on industry standards, reports or other data used, and the intended impacts supported by your action plan and/or budget augmentation requests for the relevant planning year.*

■ Summary of Strengths and Supporting Evidence:

The purpose of the Human Resources department is to support the institution's administration, faculty and staff in the commitment to cultivate successful students, in accordance with Victor Valley College's mission, vision and goals. The Human Resources department is responsible for the recruiting and hiring process, maintenance of personnel records and data and the institutional policies and procedures pertaining to the institution's personnel structure. Currently we are able to meet the demands of the institution. Our staff is dedicated and flexible. We continue to review our processes to look for opportunities to streamline and update them.

■ Summary of Improvements Needed and Supporting Evidence:

We work on improving and automating our operations and processes. We need an integrated system to maintain, update, and track all relevant employment information. In many cases, information related to contracts, evaluations, seniority, hiring lists, recruitment, etc. is maintained using spread sheets. In addition, we use three systems: Financial 2000, Datatel, and PeopleAdmin. Although PeopleAdmin has helped us to automate our on-line recruitment process, we are still working at implement on-line evaluations. Ideally, we would like to have a paperless system for most of our processes.

■ Summary of Annual Plan Goals and Budget Justification:

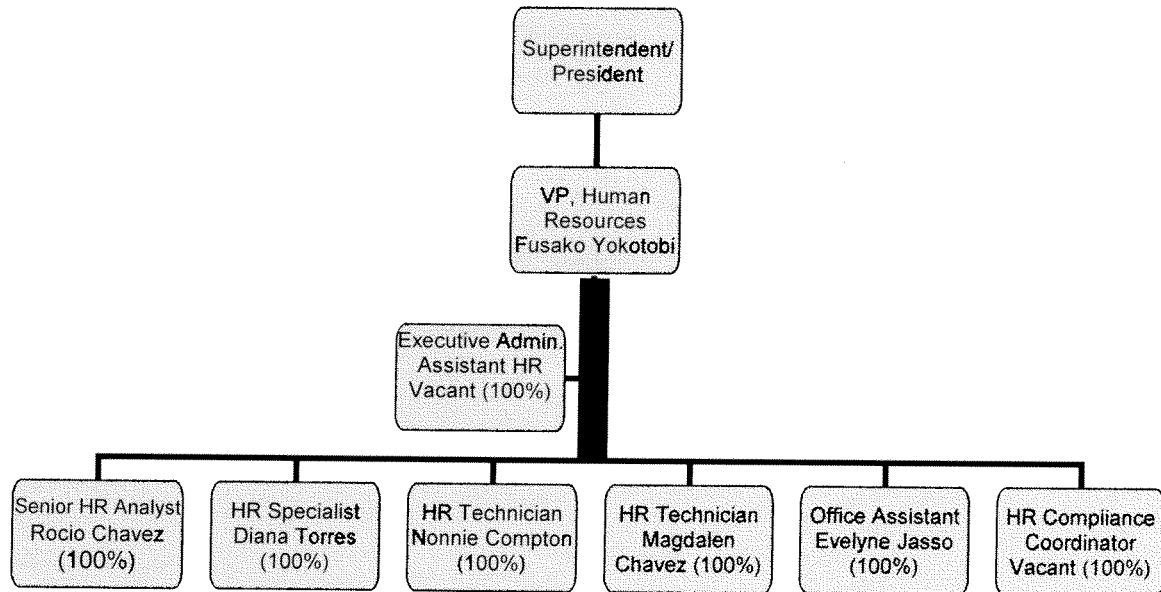
The Human Resources department has reviewed its policies and procedures to make sure that they are relevant and current. We conduct a campus wide orientation for our part-time faculty. We will review our general orientation process to improve on-boarding of new employees. We provide online harassment training to supervisory employees and would like to offer additional online training.

PART II. ORGANIZATIONAL STRUCTURE. *Please attach an organizational chart of this program, including position titles, percentage of workload, and the name of the employee in each position. An example is attached for your information.*

PROGRAM REVIEW, ALLOCATION, AND INSTITUTIONAL STRATEGIES FOR
EXCELLENCE (P.R.A.I.S.E.) REPORT
PLANNING YEAR 2010-2011

CAMPUS SUPPORT DEPARTMENTS

Program (a/k/a Department or Service Area): Human Resources



PART III. KEY QUALITY MEASUREMENTS (KQMs). *Key quality measurements (KQMs) are those of particular importance to each program. KQMs are organized under four (4) categories:*

- Meeting Demand/Maintaining Relevance: This information should explain how the program's core competencies (unique attributes, key services provided, and/or functions served) **meet the demands or needs of users across campus**. Address the following questions:

- How does this program ensure that its core competencies (services and functions provided) are relevant to campus needs?

Our core competencies are relevant to campus needs:

- **Recruitment and Hiring** – Criteria, qualifications and procedures for selection and personnel are clearly and publicly stated. We ensure that equal employment opportunity procedures are an integral part of all recruitment and hiring processes. A trained Fair Employment Representative (FER) is present at all selection committee meetings. We

PROGRAM REVIEW, ALLOCATION, AND INSTITUTIONAL STRATEGIES FOR
EXCELLENCE (P.R.A.I.S.E.) REPORT
PLANNING YEAR 2010-2011

CAMPUS SUPPORT DEPARTMENTS

Program (a/k/a Department or Service Area): Human Resources

actively recruit from both within and outside the district work force to attract qualified applicants for all openings. Also, we coordinate the hiring of approximately 300 non-classified employees per term.

- **Qualifications** – We employ personnel who are qualified by appropriate education, training, and experience to provide and support programs and services. We coordinate the equivalency process to ensure that candidates comply with the equivalency requirements set by the Faculty Senate.
- **Orientation and Processing** – We provide basic orientation to all new employees. This process complies with federal and state regulations and legal requirements. We process new hire paperwork, enter data and generate reports. Also, each semester, we coordinate a campus wide orientation for part-time faculty. During orientation, administrators and other representatives provide information about services and resources available to new faculty.
- **Records** – We maintain personnel and confidential records – employee files, ADA records, EEOC records, etc. Each employee has access to his/her personnel records in accordance with the law.
- **Human Resources Policies and Procedures** – Policies and procedures are available online. They are updated as needed.
- **Job Descriptions** – They are available online. Human Resources maintains, and processes revisions to job descriptions.
- **Contracts and Placement** – We prepare all contracts for our administrators, full-time and part-time faculty. We recommend salary placement whenever applicable.
- **Collective Bargaining** – Our vice president ensures that the district meets and negotiates in good faith on matters within the scope of bargaining as defined by law. Human Resources implement all areas of the agreements related to personnel matters.
- **Performance Evaluations** – We strive to evaluate all personnel systematically and in a timely manner. All evaluations processes seek to assess effectiveness of personnel and encourage improvement. We provide timely communications and follow-ups.
- **Relations** – We seek to build strong relations with our internal and external customers by providing great customer service to our applicants, employees, and our community. We are accessible.
- **Equal Employment Opportunity** – We annually survey the district's workforce composition. We monitor applicants on an ongoing basis to

PROGRAM REVIEW, ALLOCATION, AND INSTITUTIONAL STRATEGIES FOR
EXCELLENCE (P.R.A.I.S.E.) REPORT
PLANNING YEAR 2010-2011

CAMPUS SUPPORT DEPARTMENTS

Program (a/k/a Department or Service Area): Human Resources

- evaluate the district's progress in implementing the Equal Employment Opportunity Plan and monitor underrepresentation.
 - **Upward Mobility Program, Training and Professional Development** -- We coordinate the upward mobility programs. Currently we provide online anti harassment training for our supervisors, as required by law, AB1825.
 - **Employee Relations/Resource** – We are a resource to administrators, staff and faculty in regards to interpretation of regulations, contracts, and state and federal law. We assist our employees and provide answers related to their employment at VVC. We continue to improve our Human Resources Website.
- How does this program ensure that its core competencies (services and functions provided) are relevant to established college priorities pursuant to Administrative Procedure 1202 (Implementing Institutional Effectiveness).
- We ensure that our core competences are in sync with Victor Valley College mission and values by discussing the vision, values, mission and goals with our staff and applying them to the services that we deliver.
- Effective Process Management: This information relates to the program's key business processes and work systems.
 - Which of this program's main business processes and work systems are formally documented (e.g., administrative procedures, written guidelines, process maps, operations manuals, etc.)?
 - **Recruitment and Hiring** -- Our recruitment processes are documented in the Recruitment & Hiring Procedures, AP 7120 for staff, administrators and part-time faculty; and the Full-Time Faculty Hiring Procedures Agreement for full-time faculty. In addition we use the Educational Code, Title 5 guidelines, Minimum Qualifications for Faculty and Administrators in California Community Colleges issued by the Chancellor's Office. We use PeopleAdmin to administer our on-line recruitment process.
 - **Qualifications** – Minimum Qualifications for Faculty and Administrators in California Community Colleges, VVC equivalency process for faculty, and board approved job descriptions.
 - **Orientation and Processing** – We meet federal and state requirements. We utilize Financial 2000 and Datatel.

PROGRAM REVIEW, ALLOCATION, AND INSTITUTIONAL STRATEGIES FOR
EXCELLENCE (P.R.A.I.S.E.) REPORT
PLANNING YEAR 2010-2011

CAMPUS SUPPORT DEPARTMENTS

Program (a/k/a Department or Service Area): Human Resources

- **Collective Bargaining** – Currently there are three bargaining units, CTA, CSEA and AFT. We use the agreements, MOU's, Education and Government Codes as the foundation for our processes and practices.
 - **Personnel Evaluations** – We coordinate the evaluation processes for all of our employees, approximately 215 classified employees, 130 full-time faculty, 37 management/confidential/administrators, and over 300 part-time faculty members per semester. These processes are driven by the agreements with each group. Management evaluations require co-worker assessments, faculty evaluations require student evaluations, peer evaluations, etc. In the last year, we coordinated a pilot evaluation program for part time faculty. In collaboration with the Research department, we've been able to automate surveys, generate evaluations and collect data in a more efficient and timely way.
 - **Equal Employment Opportunity** – VVC EEO Plan, Title 5 guidelines.
 - **Upward Mobility Program, Training and Professional Development** -- Agreements, Employee handbook and processes established by Upward Mobility Committees, AB 1825.
 - **Employee Relations/Resource** -- All of the above
 - **Live Scan Program** – DOJ reporting, Penal Code and other California Codes.
 - **Relations** – All of the above, general campus procedures.
-
- How are the main business processes and work systems evaluated and improved on a regular basis?
 - Policies and Procedures are reviewed and updated as needed to meet organizational needs and be in compliance with the law.
 - Analysis of district workforce and applicants based on collected data is use to review and improve our recruitment efforts.
 - Reports are used to track information related to evaluations, seniority, training, recruitment, contracts, etc.
 - Staff Input – Staff is encouraged to provide input on how to improve processes.
 - Surveys – Surveys have been used to assess the effectiveness of specific areas or programs. For example, the evaluation pilot program for part-time faculty has been closely monitored and participants have been surveyed. The effectiveness of the program is currently under review.

PROGRAM REVIEW, ALLOCATION, AND INSTITUTIONAL STRATEGIES FOR
EXCELLENCE (P.R.A.I.S.E.) REPORT
PLANNING YEAR 2010-2011

CAMPUS SUPPORT DEPARTMENTS

Program (a/k/a Department or Service Area): Human Resources

- How do you officially communicate results of such evaluations and improvements plans to relevant stakeholders across campus?
 - Updated policies and procedures
 - Website, email communication
 - Memorandums, general communications, as needed
 - User training provided by Human Resources staff

- Use of Available Resources: Budget development worksheets are provided to you by Administrative Services for the object codes below.
 - 4000 Series-Supplies and Materials (software, subscriptions, etc.)
 - Supply costs have remained consistent over the last couple of years.
 - 5000 Series-Other Operating Expenses and Services (contracts, travel and conference, etc.)
 - Request for moderate increase to fund upward mobility program for management group and staff development, anticipated litigations and sexual harassment training
 - 6000 Series-Capital Outlay (new equipment, computers, peripherals, etc.)
 - Minimal and consistent over the last couple of years.

In addition, a 2-year budget/expenditure report will be provided for each program code. Follow the directions and timelines on the budget development worksheets. For those object codes where additional funding is being requested you will be asked to justify those additional requests, including the impact these needs are having on your main business processes and work systems.

For human resources/staffing changes (including need for additional staff or other needs), please provide:

Description of the staffing change	Data to support and justify the need for change	Estimated costs and outcomes associated with the change
------------------------------------	---	---

PROGRAM REVIEW, ALLOCATION, AND INSTITUTIONAL STRATEGIES FOR
EXCELLENCE (P.R.A.I.S.E.) REPORT
PLANNING YEAR 2010-2011

CAMPUS SUPPORT DEPARTMENTS

Program (a/k/a Department or Service Area): Human Resources

	(e.g., service requests, productivity indicators, cycle times, or other outcomes)	

- **Program Impact -- Students:** Evidence of the program's progress on intended service level outcomes.
Service level outcomes are being identified and assessed for the first time this year.

PART IV: DEFINITION AND ANALYSIS OF SERVICE LEVEL OUTCOMES (SLOs).

Please list and define any service level outcomes defined for your program, indicating each or every KQM category each supports (Meeting Demand/Maintaining Relevance; Effective Process Management; Use of Available Resources; Program Impact/Productivity). Also include an analysis of each indicator and attach a copy of any data or report used.

Service Level Outcome 1 (KQM 1, 2, 3, 4)

Definition: To employee individuals who are qualified by appropriate education, training, and experience.

Assessment: Criteria, qualifications and procedures for selection of personnel are clearly and publicly stated. Job descriptions reflect position duties, responsibilities, authority, and are directly related to institutional goals.

Service Level Outcome 2 (KQM 1, 2, 3, 4)

Definition: To meet staffing needs to support the institution's mission and purpose within budget restrictions.

Assessment: Needs assessment and analysis, review of vacant positions and available resources. Human Resources Vice President is a strategic partner who evaluates and recommends changes related to reorganization.

Service Level Outcome 3 (KQM 1, 2, 3, 4)

Definition: Updated personnel policies and procedures that are equitably and consistently administered.

Assessment: Periodically, Human Resources reviews and updates policies and procedures as needed to meet institutional goals and be in compliance with the law. Policies, procedures are applied consistently. Any changes are promptly communicated to users.

PROGRAM REVIEW, ALLOCATION, AND INSTITUTIONAL STRATEGIES FOR
EXCELLENCE (P.R.A.I.S.E.) REPORT
PLANNING YEAR 2010-2011

CAMPUS SUPPORT DEPARTMENTS

Program (a/k/a Department or Service Area): Human Resources

Service Level Outcome 4 (KQM 1, 2, 3, 4)

Definition: To demonstrate organizational understanding of and concern for issues of equity and diversity; to recruit, hire, and retain qualified individuals who represent the student population without sacrificing quality

Assessment: Diversity plan, Fair Employment Representatives assigned to all hiring committees. Employees are treated fairly and equitably.

Service Level Outcome 5 (KQM 1, 2, 3, 4)

Definition: To provide personnel with opportunities for continued professional development.

Assessment: Staff development activities and upward mobility program are assessed to continuously provide employees with opportunities for professional growth.

Service Level Outcome 6 (KQM 1, 2, 3, 4)

Definition: To evaluate the effective use of resources to improve processes as needed.

Assessment: Human Resources would benefit by having an integrated system capable of handling most personnel transactions.

PART V: CONCLUSIONS. *What can you conclude as a result of the analysis of KQMs and SLOs relative to*

- *opportunities for program improvement (i.e., what emerged as weak or in need of focused attention?);*
- *the goals the program must achieve to demonstrate improvement;*
- *the sequence of actions to be developed in order to make progress on goals; and*
- *an overview of the justification and rationale for next year's budget.*

The Human Resources department has the opportunity to improve the level of service provided by using an integrated system that is capable of handling multiple transactions and that provides centralized data access.

The goal of our department is to make meaningful contributions and to continue to connect to the overall mission of the college. Our staff works hard to keep up with the demands of our internal and external costumers.

PROGRAM REVIEW, ALLOCATION, AND INSTITUTIONAL STRATEGIES FOR
EXCELLENCE (P.R.A.I.S.E.) REPORT
PLANNING YEAR 2010-2011

CAMPUS SUPPORT DEPARTMENTS

Program (a/k/a Department or Service Area): Human Resources

PART VI: GOALS FOR DEPARTMENT

Increase customer service by continuing to utilize joint communiqués, improving our orientation program for faculty and staff, developing training programs for our staff and improving technology in human resources to better serve our faculty and staff.

Continue to insist upon institutional and academic excellence by improving evaluations for management and faculty. The AFT Pilot evaluation program has been run for two semesters and results are being reviewed for further implementation. The confidential evaluation processes was revised and updated.

PART VII: MAJOR INITIATIVES/INNOVATIONS - FUTURE GOALS FOR DEPARTMENT

Please describe any goals you have for the department within the next 2 to 3 years, and describe any additional resources needed by responding to all the questions below.

What is your goal for 2 to 3 years from now?

Staffing needs must be assessed to keep up with changing demands. This goal is related to the following College –wide strategic goals:

- create sustainability and environmental stewardship for our colleagues, our students, and our community.
- become an agile learning organization consistent with the needs of students and the communities that the college serves.
- provide affordable and attractive options for members of the community seeking a post secondary education, which includes an environment in which diversity thrives.

How will you know if the goal was successful (measurement)?

PROGRAM REVIEW, ALLOCATION, AND INSTITUTIONAL STRATEGIES FOR
EXCELLENCE (P.R.A.I.S.E.) REPORT
PLANNING YEAR 2010-2011

CAMPUS SUPPORT DEPARTMENTS

Program (a/k/a Department or Service Area): Human Resources

The Human Resources department currently has two vacancies:

- Executive Administrative Assistant, Human Resources vacant position is in recruitment
- Human Resources Compliance Coordinator vacant position is currently on-hold

After careful review of functions and needs in the Human Resources department, an analysis should be completed to make sure that important areas are not being overlooked. Critical areas, such as equal employment, litigation, contract review, and policy development, need a dedicated staff member.

The goal will be accomplished by assessing the main functions of the Human Resources department. After analysis is completed, it will be determined if departmental reorganization is needed.

PROGRAM REVIEW, ALLOCATION, AND INSTITUTIONAL STRATEGIES FOR
EXCELLENCE (P.R.A.I.S.E.) REPORT
PLANNING YEAR 2010-2011

CAMPUS SUPPORT DEPARTMENTS

Program (a/k/a Department or Service Area): Human Resources

District-Adopted Goals

PROGRAM REVIEW, ALLOCATION, AND INSTITUTIONAL STRATEGIES FOR
EXCELLENCE (P.R.A.I.S.E.) REPORT
PLANNING YEAR 2010-2011

CAMPUS SUPPORT DEPARTMENTS

Program (a/k/a Department or Service Area): Human Resources

The goals of Victor Valley Community College are to:

- create sustainability and environmental stewardship for our colleagues, our students, and our community.
- become an agile learning organization consistent with the needs of students and the communities that the college serves.
- offer educational programs that lead to meaningful and measurable student learning and success through seamless transfer opportunities to colleges, universities, and careers.
- increase the number of students served through recruitment, persistence, and retention strategies.
- provide affordable and attractive options for members of the community seeking a post secondary education, which includes an environment in which diversity thrives.
- develop and deliver enriching courses for community members and businesses seeking additional training and development.

Linda Cera - Re: I will need your assistance

From: Rocio Chavez
To: Diana Torres; Linda Cera
Date: 7/14/2010 10:01 AM
Subject: Re: I will need your assistance
CC: Fusako Yokotobi

I'll do them.

Thanks,

Rocio

>>> Linda Cera 7/14/2010 8:45 AM >>>

Diana and Rocio, I've attached a document with Fusako's four accreditation assignments. I think I could do A 4a and A5. Can yall decide who can do A 1c and A2 and let me know.....thanks!

>>> Fusako Yokotobi 7/13/2010 8:42 PM >>>

My schedule has been crazy since I got back. It looks very unlikely that I am going to get to any of my accreditation commitments. I need your help! thanks, Fusako