

Santa Rosa Junior College

Program Resource Planning Process

VP Human Resources 2021

1.1a Mission

Human Resources provides comprehensive personnel services for all segments of the College including interpretation and implementation of major policies and procedures and labor agreements, recruitment and selection of faculty, management and classified staff, equal employment opportunity and mentoring programs and services, classification, compensation and performance evaluation programs, overall administration of health, welfare and leave programs, professional development, employee health and safety and compliance with employment laws, rules and regulations, resolving employee relations and disciplinary issues and promoting and maintaining a safe and equitable learning and working environment.

1.1b Mission Alignment

Human Resources is committed to recruiting and retaining faculty and staff who are knowledgeable, current in their fields and demonstrate a sensitivity to and understanding of the diverse needs of the students and employees of the District. In addition, the staff in Human Resources are dedicated to providing a safe learning and working environment for employees and students of the District.

1.1c Description

Human Resources provides a range of comprehensive personnel services at the District level for all segments of the College. These services include: recruitment, policy development and implementation, collective bargaining, benefits administration, classification and compensation, system administration for position control, evaluation tracking and monitoring, employee health and safety, and managing employee relations such as grievances, and complaints of alleged discrimination and sexual harassment and/or assault (Title IX), all duties of the District Compliance Office, and professional development.

1.1d Hours of Office Operation and Service by Location

Since March 2020, Human Resources staff have continued providing service to the college District, mostly remotely due to the safety protocols in place due to the COVID-19 Pandemic. Under normal circumstances, Human Resources is open to the public from 8:00 am until 5:00 pm, Monday through Friday. For the months of June and July, Human Resources is normally open from 8:00 am until 5:00 pm Monday through Thursday. There are currently 14 full-time positions in the Human Resources component. Human Resources is located on the Santa Rosa Campus in Bussman Hall Annex. The Human Resources offices were moved from the Button Building to Bussman Hall in July 2020.

1.2 Program/Unit Context and Environmental Scan

Human Resources is supported by fourteen regular, full-time individuals who perform administrative, confidential and technical duties. The component includes five managers, three confidential employees, and six classified professional employees. The component also employs student employees when funds allow. Human Resources provides a full-service human resource function, which periodically requires additional assistance through the employment of short-term, non-continuing (STNC) employees during peak periods, for special projects, and to temporarily provide assistance for vacant positions to support ongoing needs, such as to provide support for COVID-related duties, to assist with open enrollment periods for benefits enrollment or when handling a large volume of recruitments for vacant positions.

2.1a Budget Needs

The NEOGOV applicant tracking system was implemented in August 2014. This has resulted in significant cost savings for the department's paper supply and copier budgets since employment application materials are no longer printed or reproduced. Job postings are only printed for outreach events, so this also reduced the Graphics budget. In 2016, the onboarding function in NEOGOV was also implemented to allow new hire employees to complete onboarding employment documents online. This has significantly reduced expenses related to postage, printing and staff time since employment documents no longer are mailed to new hire employees.

Additional funds are needed in order to providing ongoing trainings/workshops to provide sufficient professional development programming for employees, particularly in the areas of technology and topics related management team development and to diversity, equity, inclusion and anti-racism.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	03	06	\$20,000.00	Provide professional development opportunities by external vendors for employees on topics related to technology, management team development and diversity, equity, inclusion and anti-racism.

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Administrative Assistant I	40.00	12.00	Department secretary/front office receptionist, processing application materials and communicating with applicants, processing employment and federal loan forgiveness verifications, providing general information to all District employees and the public, training and directing the work of student employees, ordering office supplies, scheduling preventative maintenance and repair services for office facilities and related technology.
Human Resources Technician	40.00	12.00	STNC days tracking, Classified/Master PAFs, evaluation tracking, employment paperwork processing, fingerprinting, NOA and leave tracking, TB clearance tracking, classified resignations, FMLA and long term medical leaves. Liaison with Payroll and primary user of ESCAPE. IA step movement & tracking.
Human Resources Technician	40.00	12.00	STNC days tracking, Classified/Master PAFs, evaluation tracking, employment paperwork processing, fingerprinting, NOA and leave tracking, TB clearance tracking, classified resignations, FMLA and long term medical leaves. Liaison with Payroll and primary user of ESCAPE. IA step movement & tracking. Assistance in recruiting as needed.
Human Resources Technician	40.00	12.00	Provides technical support to the Districts Recruitment and Equal Employment Opportunity functions; processes requisitions and recruitment documentation, compiles recruitment statistics, participates in job fairs and outreach events, develops drafts job postings, processes new hire paperwork. Supports District EEO Efforts. Maintenance of Adjunct Faculty pools. Provides support to Equivalency Committee.
Administrative Assistant I	40.00	12.00	Provides administrative support to Professional Development, in addition to supporting the Employee Leaves and Benefits and Recruitment functions. Provides additional support to the other areas of the component as needed.
Administrative Assistant II	40.00	12.00	General information for Employee Health and Safety. Ergonomic assessments for all District employees. COVID employee support, Reasonable accommodation assistance. Workers' compensation assistance.
Human Resources Technician	40.00	12.00	Provides technical support to the Districts Recruitment and Equal Employment Opportunity functions; processes requisitions and recruitment documentation, compiles recruitment statistics, participates in job fairs and outreach events, develops drafts job postings, processes new hire paperwork. Supports District EEO Efforts. Maintenance of Adjunct Faculty pools. Provides support to Equivalency Committee.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
HR Specialist, System & Compendation/Confidential	40.00	12.00	Position control and data entry, salary placements and salary schedule movement for regular and adjunct faculty, faculty and management PAFs/Master PAFs, faculty resignations, review of transcripts for salary placement.
Vice President, Human Resources	40.00	12.00	Responsible for entire Human Resources function, interpretation of contracts, all legal issues, ADA compliance, and serves as the District's Compliance Officer.
Executive Assistant, Human Resources/Confidential	40.00	12.00	Executive Assistant to VP of HR, VP of HR's calendar, HR portion of Board of Trustees monthly agenda, Management Team Organization chart, Employee of the Month, special projects. Budget management. Retirement/resignation letters from superintendent/president & tracking.
Director, Human Resources	40.00	12.00	Supervision of staff. Oversight of polices/procedures, contract interpretation, employee/employer relations issues. Classification review; oversight of recruitment, EEO, professional development, benefits, equivalency, compliance compensation & systems functions.
Manager, Human Resources/Training & Compliance	40.00	12.00	Sexual assault prevention promotion strategies and programming and related trainings. Investigates and responds to allegations of sexual harassment, sexual assault and discrimination complaints. In collaboration with Director, Human Resources, participates in oversight of Professional Development.
Manager, Human Resources/Employee Health & Safety	40.00	12.00	Employee health and safety. ADA reasonable accommodations coordinator for District employees. Ergonomics program management. District workers' compensation coordinator. District safety and health committee chair. District accessibility committee member.
Manager, Human Resources/Employment Equity	40.00	12.00	Recruitment of regular and adjunct faculty, management and classified staff, recruitment procedures and timelines, committee orientations, job announcements & advertising and minimum qualifications. Cultural competency training. Equal Employment Opportunity efforts. Committee monitor assignments. Maintenance of Adjunct faculty pools.
Human Resources Specialist, Benefits/Confidential	40.00	12.00	Benefits administration, retirement issues.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Student	20.00	12.00	Various clerical duties
STNC	25.00	12.00	Various clerical duties.

2.2d Adequacy and Effectiveness of Staffing

Human Resources has a total of 14 regular positions including managers, classified, and confidential employees. The component has also employed at least four student employees consistently, as well as STNC employees when peak workloads warrant to accomplish the support work provided by Human Resources. Student interns are also employed on a periodic basis to work on special projects.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	ALL	08	07	Administrative Assistant I		Classified

2.3a Current Contract Faculty Positions

Position	Description
n/a	n/a

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
n/a	0.0000	0.0000	0.0000	0.0000	

2.3c Faculty Within Retirement Range

n/a

2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests

n/a

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
0001	ALL	00	00		

2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

2.4c Instructional Equipment Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0000	ALL	00	00	None at this time.	0	\$0.00	\$0.00			

2.4d Non-Instructional Equipment and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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2.4f Instructional/Non-Instructional Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
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2.5b Analysis of Existing Facilities

Human Resources was relocated to Bussman Annex in Summer 2020 in order to vacate the Button Building which has since been demolished in order to provide space for student housing and parking. The Human Resources staff are now incorporated in one facility, including adjacent space to accommodate personnel file storage. Larger training room facilities may be needed in the future to support employee professional development offerings. Human Resources staff who support the Employee Health and Safety function remain in a separate facility located on Elliot Avenue.

3.1 Develop Financial Resources

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3.2 Serve our Diverse Communities

The issue of using local demographics to impact the hiring process is not supported by Title 5 and the California Constitution. Local demographics are useful in comparing SRJC to the State of California, but as a guide or goal for hiring faculty and staff, they are problematic. As a state institution, we are prohibited by our Constitution from considering race, sex, color, ethnicity, or national origin in our hiring practices. 3.2 states that

we should monitor local demographics in order to achieve a diverse workforce. In fact, there is little that anyone can do to achieve a diverse balance in our workforce that is compatible with the California Constitution, Article 1, Section 31.

Adverse impact is defined in Title 5, §53001 (a), and states in pertinent part, “Adverse impact” means that a statistical measure (such as those outlined in the Equal Employment Opportunity Commission’s “Uniform Guidelines on Employee Selection Procedures”) is applied to the effects of a selection procedure and demonstrates a disproportionate negative impact on any group defined in terms of ethnic group identification, gender, or disability.

Title 5, §53001 (k) Projected Representation. “Projected representation” means the percentage of persons from a monitored group determined by the Chancellor to be available and qualified to perform the work in question.

Title 5, §53001 (n) Significantly Underrepresented Group. “Significantly underrepresented group” means any monitored group for which the percentage of persons from that group employed by the district in any job category listed in section 53004(a) is below eighty percent (80%) of the projected representation for that group in the job category in question.

Title 5, §53003 (c)(7) an analysis of the degree to which monitored groups are underrepresented in comparison to the numbers of persons from such groups whom the Chancellor determines to be available and qualified to perform the work required for each such job category and whether or not the underrepresentation is significant;

If we as a college want to do a comparison of the diversity of our students to our faculty and staff, we should be careful to use the Chancellor’s data, not our own. In other words, we should compare our students with the data gathered on a statewide basis, not just Sonoma County. The statewide data includes Sonoma County.

PRPP section 3.2 refers to “adverse impact”. The data charts and tables referred to are from our Fact Book. The “ [hot links to relevant pages from most recent Fact Book](http://www.cccco.edu/SystemOffice/Divisions/TechResearchInfo/MIS/DataMartandReports/tabid/282/Default.aspx)” is used as the Data Mart on the Chancellor’s web site, <http://www.cccco.edu/SystemOffice/Divisions/TechResearchInfo/MIS/DataMartandReports/tabid/282/Default.aspx> .

3.3 Cultivate a Healthy Organization

Staff are encouraged to pursue ongoing professional development activities. Release time is granted, as appropriate, to pursue continuing education or attend job-related workshops. In addition, classified staff, confidential and management team employees in Human Resources are encouraged to identify and attend professional conferences or programs that would be relevant to their job, including health and wellness classes. Travel funds, when available, have been used to encourage and support the attendance of staff at professional conferences or trainings.

3.4 Safety and Emergency Preparedness

The following staff member serves as the Area Safety Leader/Building Safety Leader for Human Resources:

Bridget Hodenfield, Administrative Assistant I

The Director, Human Resources serves as the Logistics Team Lead for the Emergency Operations Center (EOC)/Department Operations Center (DOC). Other Human Resources Staff also serve on this team for Emergency Preparedness planning.

The Manager, Employee Health and Safety and support staff provide District-wide services to support employee health and safety in assigned areas, including worker's compensation, reasonable accommodation, COVID employee safety programs and services and other related areas.

3.5 Establish a Culture of Sustainability

Human Resources staff strive to promote sustainable business practices. Following are examples that demonstrate the component's commitment to sustainability:

- Limited printing of emails/documents to minimize waste of paper and printing products and equipment.
- Double-sided copies when using the copier, if at all possible.
- Recycling of paper as much as possible.
- Continuous implementation of online forms for staff to limit printing costs/products.
- Implementation of an online Applicant Tracking system.
- Implementation of an online onboarding system.
- Implementation of an online Notice of Absence (NOA) plan.
- Pending plans for implementation of on-line performance evaluation system.
- Pending implementation of online Personnel Action Forms and other HR processing documents such as Change of Address Forms. Since Spring 2020, PAFs have been routed via AdobeSign while working remotely.

4.1a Course Student Learning Outcomes Assessment

n/a

4.1b Program Student Learning Outcomes Assessment

Human Resources department regularly employs two or more student employees. Generally, student employees take at least one Work Experience class which has student learning outcomes and are assessed routinely by an instructor in Work Experience. Currently the Administrative Assistant I position in Human Resources supervise the student employees and meets with them regularly to ensure that learning outcomes are met.

4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Course	N/A	N/A	N/A	N/A

4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
n/a																

4.2b Narrative (Optional)

All employees in the component are competent in the foundation skills, personal development and management skills, communication and critical analysis skills as identified as institutional learning outcomes. These skills have been attained by having our regular employees meet the minimum qualifications of their respective positions and by encouraging participation in ongoing professional development activities. Student employees attain learning outcomes as they work in the department and in their regular instructional curriculum through coursework at SRJC.

5.0 Performance Measures

Human Resources provides a range of comprehensive personnel services at the District level for all segments of the College. These services include: recruitment, policy development and implementation, collective bargaining, benefits administration, classification and compensation, system administration for position control, evaluation tracking and monitoring, employee health and safety, and managing employee relations such as grievances, and complaints of alleged discrimination and sexual harassment and/or assault (Title IX), all duties of the District Compliance Office, employee health and safety, and professional development.

The information below provides data on the workload and performance measures for 2020-21:

District Employee Headcount	Classification	As of 07/01/20	As of 07/01/21		
	Management	84	80		
	Regular Faculty	277	291		
	Adjunct Faculty	1,490	1,450		
	Classified	406	391		
	STNC	130	143		
	Student Employees	<u>84</u>	<u>80</u>		
	Total # District Employees	2,471	2,435		
Recruitment (Hiring, Onboarding, Outreach, EEO)	Hiring Date for 2020/21				
	Classification	Positions	Applications	Interviews	Hired
	Classified	9	168	53	6
	Management	7	82	28	
			2		
	Faculty	14	450	78	35
	Interim/Intrnl Trans.	11	24	18	
			<u>14</u>		
Total	41	724	177		
		57			

Retirements	Resignations/Retirements for 2020/21	
	<u>Classification</u>	<u>Resignations Retirements</u>
	Management Team	4 9
	Classified Professionals	32 12
	Full Time Faculty	0 20
Benefits Administration	Number of New Hires for 20/21: 43 Number of Retirees for 20/21: 41 As of 7/1/21, there were 653 retirees who were enrolled in SRJC health insurance and/or receive the stipend.	
Classification & Compensation	Ongoing Classification Study Progress: Approximately 200+ job descriptions being finalized for approximately 400+ Classified Professional employees.	
Employee/District Support (Leaves, Employment verifications, Employment Development)	Partial, Paid and Unpaid Leaves for 2020/21: 285 Employment verification for 2020/21: 533 Unemployment claims for 2020/21: 635	
Worker's Compensation & Reasonable Accommodations	Worker's Compensation claims: 22 Reasonable Accommodations: 19	
Professional Development	See separate PRPP for professional development.	

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	04	06	Electronic Personnel Action Form (PAF)	Develop an electronic system to reduce paper and more efficiently route PAFs for approvals; Escape functionality being assessed in coordination with Fiscal services to determine feasibility.	May 2020	HR and Payroll staff have continued to meet with Escape representatives to develop a system for implementing online PAFs. Escape has not yet been able to provide this functionality. The District is also considering implementing an ERP which may provide additional options for implementing online PAFs
0001	ALL	08	07	Classification & Compensation Study for Classified unit members	Facilitate classification/compensation study on behalf of the negotiations teams for Classified staff.	December 2020	Draft job descriptions are being finalized and shared with unit members. The negotiations teams will agree on external salary study parameters once the draft job descriptions are finalized.
0001	ALL	03	03	Diversity and Inclusion Climate Surveys	Implement solution forum for students as follow up to the diversity and inclusion climate surveys to faculty, staff, management and students.	Fall 2019	This goal was completed by Fall 2019.
0001	ALL	07	07	Streamline staffing processes	Plan and implement streamlined processes for consolidation of positions (reduction of STNC, reassignments, restructures and elimination of positions.)	June 2021	The district-wide reorganization process was implemented in 2019 and will continue through at least 2023/24. Processes have been developed to consolidate positions during the reorganization.
0001	ALL	01	03	Recruitment Outreach Fair Program	Develop and implement recruitment outreach fair program to connect with students who are interested in pursuing careers in teaching at SRJC – no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds.	May 2020	This program was implemented in Spring 2020 and will be an ongoing program sponsored by the EEOAC.
0001	ALL	03	03	System for EEO Data Accountability	Continue development and implementation of a system for EEO data accountability – no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds.	May 2020	This program was implemented in Spring 2020 and will be an ongoing program sponsored by the EEOAC and administered by Human Resources staff.

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	04	06	Human Resources Department Facilities Move	Collaborate with Capital Projects, Facilities Operations and Information Technology to plan and implement the move of department staff and equipment from the Button Building to Bussmen Hall.	June 2020	This project was completed in July 2021, with some ongoing facilities issues that continue to be resolved.
0001	ALL	08	06	Human Resources Reorganization	Develop and implement a plan for reorganizing functions and duties in the department to address staffing vacancies and targeted budget reductions.	May 2020	Plans are under development to reorganize Human Resources staffing in order to address vacant/eliminated positions and to address the District's targeted budget reductions.
0002	ALL	03	03	Embracing a Culture of Inclusion (ECI) Training Program	Continue development of 'Building Community' workshops and trainings through Embracing a Culture of Inclusion Training Program – no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds.	Ongoing	This is an ongoing program with plans underway to collaborate with SRJC's employee affinity groups to develop and implement inclusive hiring and retention practices
0003	ALL	04	06	Online Benefits Information	Develop tools for on-line benefits information.	May 2020	Employee benefit orientations have been offered remotely since Spring 2020. This conversion has aided in streamlining the orientation process.
0003	ALL	04	06	Improvements to Onboarding Process including Data Security Training	Collaborate with Information Technology for implementation of data security training – no unrestricted general funds needed if we implement this training with existing compliance training program.	May 2020	This goal is ongoing.
0003	ALL	04	06	Online Hiring Orientation	Develop an online resource for hiring committee orientations.	May 2020	Hiring orientations have been offered remotely since Spring 2020. This conversion has aided in streamlining the orientation process.

6.2b PRPP Editor Feedback - Optional

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6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	04	06	Electronic Personal Action Form (PAF)	Develop an electronic system to reduce paper and more efficiently route PAFs for approvals; Escape functionality being assessed in coordination with Fiscal services to determine feasibility.	May 2023	May require additional funds to add functionality in Escape.
0001	ALL	08	07	Classification & Compensation Study for Classified unit members	Facilitate classification/compensation study on behalf of the negotiations teams for Classified staff.	December 2022	Staff time to collect responses and serve as a liaison to the consultant. Plan and prepare the results of the study for negotiations.
0001	ALL	07	07	Streamline staffing processes	Plan and implement streamlined processes for consolidation of positions (reduction of STNC, reassignments, restructures and elimination of positions.)	June 2022	Staff time to plan and implement the process.
0001	ALL	01	03	Recruitment Outreach Fair Program	Develop and implement recruitment outreach fair program to connect with students who are interested in pursuing careers in teaching at SRJC – no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds.	May 2022	Staff time to plan, implement and attend activities.
0001	ALL	03	03	System for EEO Data Accountability	Continue development and implementation of a system for EEO data accountability – no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds.	May 2022	Staff time to develop and implement a system for tracking and analysis of data.
0001	ALL	08	06	Human Resources Reorganization	Develop and implement a plan for reorganizing functions and duties in the department to address staffing vacancies and targeted budget reductions.	May 2022	Staff time to discuss and develop and implement a plan.
0002	ALL	03	03	Embracing a Culture of Inclusion (ECI) Training Program	Continue development of 'Building Community' workshops and trainings through Embracing a Culture of Inclusion Training Program – no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds.	Ongoing	Staff time to plan, implement and attend activities.

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0003	ALL	04	06	Online Benefits Information	Develop tools for on-line benefits information.	May 2022	Staff time to plan and implement new delivery of information.
0003	ALL	04	06	Improvements to Onboarding Process including Data Security Training	Collaborate with Information Technology for implementation of data security training – no unrestricted general funds needed if we implement this training with existing compliance training program.	May 2023	Staff time to plan and implement improvements.
0003	ALL	04	06	Online Hiring Orientation	Develop an online resource for hiring committee orientations.	May 2022	Staff time to plan and implement new programming.

6.3b Institution-Wide/Cross-Component Planning

Rank	Location	SP	M	Project Name	Funding Source	Cost	Objectives	Justification	Resources
0001	Santa Rosa	00	00	Technology Update	District	\$20,000.00	This proposal addresses the security of personnel files as space is strictly limited.	Upgrading the technology in this department will allow staff to work "smarter". The digital imaging of the personnel records will free up much needed work space.	