

# **Santa Rosa Junior College**

## **Program Resource Planning Process**

### ***VP Human Resources 2023***

#### **1.1a Mission**

Human Resources provides comprehensive personnel services for all segments of the College including interpretation, implementation and oversight of related board policies and administrative procedures and labor agreements, recruitment and selection of faculty, management, classified and temporary staff, equal employment opportunity, mentoring, retention and employee recognition programs and services, classification, compensation, professional development and performance evaluation programs, employee compliance, health, welfare and leave programs, and promoting and maintaining a thriving 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 thriving 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 and procedure development and implementation, collective bargaining negotiations, benefits administration, classification and compensation, human resources system administration, evaluation tracking and monitoring, employee health and compliance, and managing employee relations issues such as grievances, and complaints of alleged discrimination and sexual harassment and/or assault (Title IX), all duties of the District Compliance Office, Americans with Disabilities Act (ADA) Coordination, and professional development.

## **1.1d Hours of Office Operation and Service by Location**

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. 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 thirteen regular, full-time staff members who perform administrative, confidential and technical duties. The component includes four 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 assist with open enrollment periods for benefits enrollment or when handling a large volume of recruitments for vacant positions.

## **2.1a Budget Needs**

The NEOED 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 NEOED 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 and are processed electronically.

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 to management team development and to diversity, equity, inclusion and anti-racism. Additional funds are requested to support expanded online

functionality of Human Resources functions, such as professional development and performance evaluation tracking.

## 2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	02	04	\$60,000.00	Online performance evaluation and professional development tracking systems (such as NEOED Perform and Learn).

## 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	NOA and leave tracking, TB clearance tracking, FMLA and long term medical leaves, long-and-short-term disability claims processing, support for worker's compensation and reasonable accommodation programs.
Human Resources Technician	40.00	12.00	Provides technical support to the District's Recruitment, Onboarding and Employment functions; processes requisitions and recruitment documentation, compiles recruitment statistics, maintains and supports associate faculty pool recruitments, participates in job fairs and outreach events, drafts job postings, processes new hire paperwork, tracks STNC days , prepares and processes Personnel Action Forms (PAFs), tracks performance evaluations, tracks livescan fingerprint clearances, tracks instructional aid step movement. Supports District EEO Efforts. Provides support to Faculty Equivalency Committee. Provides support for Professional Development and other related areas as needed.
Human Resources Technician	40.00	12.00	Provides technical support to the Districts Recruitment, Onboarding and Employment functions; processes requisitions and recruitment documentation, compiles recruitment statistics, maintains and supports associate faculty pool recruitments, participates in job fairs and outreach events, drafts job postings, processes new hire paperwork, tracks STNC days , prepares and processes Personnel Action Forms (PAFs), tracks performance evaluations, tracks livescan fingerprint clearances, tracks instructional aid step movement. Supports District EEO Efforts. Provides support to Faculty Equivalency Committee. Provides support for Professional Development and other related areas 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 District's Recruitment, Onboarding and Employment functions; processes requisitions and recruitment documentation, compiles recruitment statistics, maintains and supports associate faculty pool recruitments, participates in job fairs and outreach events, drafts job postings, processes new hire paperwork, tracks STNC days , prepares and processes Personnel Action Forms (PAFs), tracks performance evaluations, tracks livescan fingerprint clearances, tracks instructional aid step movement. Supports District EEO Efforts. Provides support to Faculty Equivalency Committee. Provides support for Professional Development and other related areas as needed.

## 2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
HR Specialist, System & Compensation/Confidential	40.00	12.00	HRIS (Escape) systems analyst for Human Resources component. 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, faculty and classified seniority lists, faculty obligation number reporting.
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 policies/procedures, contract interpretation, employee/employer relations issues. Classification review; oversight of recruitment, EEO, professional development, benefits, equivalency, compliance compensation & systems functions. Board review, budget development, internal and external reporting requirements.
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 accessibility committee member.
Manager, Human Resources/Employment Equity	40.00	12.00	Recruitment of contract and associate faculty, management, classified staff, and short-term, non-continuing (STNC) employee recruitment and onboarding procedures and timelines, committee orientations, job announcements & advertising and minimum qualifications. Cultural competency training. Equal Employment Opportunity efforts. Leadership Academies. Committee monitor assignments. Maintenance of associate 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 13 regular positions including managers, classified, and confidential employees. The component has also employed at least one student employee 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	02	04	Administrative Assistant I		Classified

## 2.3a Current Contract Faculty Positions

Position	Description
n/a	n/a

**2.3b Full-Time and Part-Time Ratios**

<b>Discipline</b>	<b>FTEF Reg</b>	<b>% Reg Load</b>	<b>FTEF Adj</b>	<b>% Adj Load</b>	<b>Description</b>
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
0001	ALL	02	04	Professional Development and Performance Evaluation online management systems (NEOED estimate)	1	\$60,000.00	\$0.00	Human Resources		Sarah Hopkins

## 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 Human Resources staff who support the Employee Health and Safety function. Adjacent space was remodeled to accommodate personnel file storage. Larger training room facilities may be needed in the future to support employee professional development offerings.

## 3.1 Academic Quality

Professional development activities on culturally responsive andragogy and practices are provided to the college community on an ongoing basis through flex activities and at Professional Development Activities (PDA) days.

## **3.2 Student Success and Support**

The Professional Development Program promotes sensitivity to diversity by supporting trainings and workshops on diversity, equity, inclusion, accessibility and anti-racism. There are a wide variety of online resource materials available on this topic. Other related topics of interest brought forward by the committee and constituents are also supported.

Professional Development is supporting the implementation of a district-wide inclusion program known as "Embracing a Culture of Inclusion" (ECI) which was launched at Fall 2016 PDA day. Continued development and enhancement of the content for this program is planned to continue.

Additionally, the second cohort of a Leadership Academy was offered in Spring 2019 and included equity and inclusivity components. The ECI program and employee affinity groups formed a collaboration in Fall 2021 and have developed a Courageous Leaders Academy that was implemented in Fall 2022. This leadership academy provides opportunities for SRJC employees who are committed to actively promoting an environment of diversity, equity, inclusion, anti-racism and accessibility by providing participants with opportunities to participate in leadership development activities to promote culture change to support the District's retention efforts of SRJC employees. This program is also intended to equip faculty and staff with the tools needs to best support the success and to create a sense of belonging for our students.

## **3.3 Responsiveness to Our Community**

Professional Development, in conjunction with the Professional Development Committee, has supported the theme of diversity, equity, inclusion, anti-racism and accessibility as well as employee safety and wellness through programming on PDA day. Surveys are conducted after each Professional Development Activities (PDA) day and Needs Assessments are conducted regularly to assess the professional development needs of our community. The enrollment fee reimbursement program is available for faculty and staff to be reimbursed for taking related courses at SRJC. Classified staff are also eligible to request release time to pursue professional development opportunities related to their responsibilities and career goals.

### **3.4 Campus Climate and Culture**

As noted in Section 3.2, the ECI program and employee affinity groups formed a collaboration in Fall 2021 and developed a Courageous Leaders Academy that was implemented in Fall 2022. This leadership academy provides opportunities for SRJC employees who are committed to actively promoting an environment of diversity, equity, inclusion, anti-racism and accessibility by providing participants with opportunities to participate in leadership development activities to promote culture change to support the District's retention efforts of SRJC employees. This program is also intended to equip faculty and staff with the tools needs to best support the success and to create a sense of belonging for our students. The second cohort of the Courageous Leaders Academy will be implemented in August 2023 with an emphasis on implementing academy design team project proposals which demonstrate action steps towards improving campus climate. The project proposals include implementation of thrivance hubs to support community building and a sense of belonging, ongoing cultural enrichment opportunities and other professional development opportunities on topics related to diversity, equity, inclusion, anti-racism and accessibility and allyship/mentorship/support programs for employees.

In 22/23, Human Resources collaborated with Academic Affairs to submit a grant proposal to the Chancellor's Office for implementing innovative best practices related to equal employment opportunity. The District was selected as a recipient for these funds in order to implement the 'Cultivating an Ecosystem of Belonging' program. This program will provide training and mentorship opportunities for academic deans, department chairs and faculty mentors to best support new BIPOC faculty hires. The program will be implemented in 23/24 with the first cohort of the program being implemented by 24/25.

Human Resources also collaborated with the employee affinity groups to implement the Affinity Group New Hire Welcome Receptions starting in Fall 2022. This was an opportunity for affinity group representatives to welcome the new hires to create a sense of belonging and community. The second annual reception is scheduled for August 2023.

Professional Development supports sustainability, wellness and emergency preparedness programming through the flex credit program and District-wide Professional Development Activity (PDA) days.

#### **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 supervises 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 foundational 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

The comprehensive range of services Human Resources provides include: recruitment, policy and procedure development and implementation, collective bargaining negotiations, benefits administration, classification and compensation, human resources system administration, performance evaluation tracking and monitoring, employee health and compliance, and managing employee relations issues, such as grievances, and complaints of alleged discrimination and sexual harassment and/or assault (Title IX), all duties of the District Compliance Office, Americans with Disabilities Act (ADA) coordination, and professional development.

The information below provides data on the workload and performance measures for 2022-23:

District Employee Headcount	Classification	As of 07/01/22	As of 07/01/23		
	Management	79	74		
	Regular Faculty	288	311		
	Adjunct Faculty	1,462	1,242		
	Classified	379	383		
	STNC	490	135		
	Professional Expert	211	42		
	Student Employees	<u>132</u>	<u>95</u>		
	Total # District Employees	3,041	2,282		
Recruitment (Hiring, Onboarding, Outreach, EEO)	Hiring Date for 2022/23				
	<u>Classification</u>	<u>Positions</u>	<u>Applications</u>	<u>Interviews</u>	<u>Hired</u>
	Classified	53	404	228	53
	Management	3	63	28	3
	Faculty	49	1253	325	49
	Interim/Intrnl Trans.	2	8	8	2
	Total	107	1728	589	107

Retirements	Resignations/Retirements for 2022/23		
	<u>Classification</u>	<u>Resignations</u>	<u>Retirements</u>
	Management Team	4	4
	Classified Professionals	14	14
	Full Time Faculty	2	6
Benefits Administration	<p>Number of New Hires for 22/23: 75  Number of Retirees for 22/23: 24  As of 7/1/23, there were 653 retirees who were enrolled in SRJC health insurance and/or receive the stipend.</p>		
Classification & Compensation	<p>Ongoing Classification Study Progress:  Approximately 200+ job descriptions being finalized for approximately 400+ Classified Professional employees.</p>		
Employee/District Support (Leaves, Employment verifications, Employment Development)	<p>Partial, Paid and Unpaid Leaves for 2022/23: 68  Employment verification for 2022/23: 347  Unemployment claims for 2022/23: 448</p>		
Worker's Compensation & Reasonable Accommodations	<p>Worker's Compensation claims: 23  Reasonable Accommodations: 51</p>		
Professional Development	<p>See separate PRPP for professional development.</p>		

## **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 Personal Action Form (PAF)	Develop an electronic system to reduce paper and more efficiently route PAFs for approvals; NEOED and Escape functionality being assessed in coordination with Fiscal services to determine feasibility.	May 2023	This process improvement is still under development with Escape. HR and IT are meeting regularly to discuss implementation of crosswalk between Escape and NEOED to avoid manual entry in Escape for hires that are onboarded in NEOED.
0001	ALL	08	07	Classification & Compensation Study for Classified unit members	Facilitate classification/compensation study on behalf of the negotiations teams for Classified staff.	June 2023	It is anticipated that the study will be completed by June 2024.
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.	Ongoing - May 2023	Continuing to work with NEOED to pull the data that is needed from the system. In Fall 2022, data was used to prepare the employee demographics report for the Board presentation and the data was sufficient.
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.	December 2022	Continue to work on a viable proposal.
0002	ALL	03	03	Embracing a Culture of Inclusion (ECI) Training Program	Continue development of collaboration between Embracing a Culture of Inclusion Program and Employee Affinity Groups. Development and implement Employee Affinity Group New Employee Welcome Reception and Courageous Leaders Academy– no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds.	Ongoing	Affinity Group New Hire Reception and Courageous Leaders Academy were implemented in 2022/23. Next reception and academy are planned for implementation in August 2023.
0003	ALL	04	06	Online Benefits Information	Develop tools for on-line benefits information.	May 2023	The webpages for the District’s Employee Benefit Plans have been streamlined to provide self-service options for employees
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	This goal has been on-hold while we work out a solution for having data automatically populate in Escape from NEOED.

**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 Personnel Action Form (PAF)	Develop an electronic system to reduce paper and more efficiently route PAFs for approvals; NEOED and Escape functionality being assessed in coordination with Fiscal services to determine feasibility.	May 2024	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.	June 2024	Staff time to finalize job descriptions, collect responses from participants, determine final classifications/job descriptions and serve as a liaison to the consultant. Plan and prepare the results of the study for negotiations. Work with consultants to plan for Board presentation on implementation of study, if requested by Cabinet.
0001	ALL	04	06	ERP Conversion and Improvements to New Hire Onboarding Process	Collaborate with Information Technology to implement effects of ERP conversation and to create crosswalk between NEOED and Escape to streamline new hire onboarding process.	May 2024	Staff time to plan and implement improvements.
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.	Ongoing - May 2024	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 Human Resources to address staffing vacancies and targeted budget reductions.	June 2024	Staff time to discuss and develop and implement a plan.
0001	ALL	01	01	Reestablishment of Management Team and Classified Professional Performance Evaluation Processes	Ongoing performance evaluation processes have been on hold for Management Team and Classified Professional employees since before the pandemic. Human Resources will be responsible for updating guidelines, forms and processes and implementing the evaluation review process for all affected employees.	May 2024	Staff time to develop and implement processes.



Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	04	08	Reestablishment of In-person New Hire Orientations for Classified and Management Team Employees	In-person new hire orientations have been offered online and with online resources. Human Resources is responsible for bringing back in-person new hire orientations to support retention of new employees.	May 2024	Staff time to implement process.
0001	ALL	04	08	Caring Campus Initiative	Human Resources employees will support implementation of this new initiative by providing outreach services to students and performing other tasks as needed.	Ongoing	Staff time to support Caring Campus initiatives.
0001	ALL	01	01	Online Performance Evaluation Tracking System	Implement online performance evaluation tracking system after system issues between NEOED and Escape described above are resolved with IT	May 2024	Cost of purchasing NEOED Perform Module and staff time to implement system and train others on the use of the system.
0002	ALL	03	03	Embracing a Culture of Inclusion (ECI) Training Program	Continue development of collaboration between Embracing a Culture of Inclusion Program and Employee Affinity Groups. Development and implement Affinity Group New Employee Welcome Reception and Courageous Leaders Academy-- no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds. First year of Affinity Group Reception and Courageous Leaders Academy implemented; these efforts will be offered annually with no plans for an end date	Ongoing	Staff time to plan, develop, implement and participate activities.
0002	ALL	02	04	STNC Employee Unit Implementation	A new employee unit was implemented in 22/23 for Short-term, Non-Continuing (STNC) employees; this requires the need to stream line STNC approval and onboarding fingerprinting and other related processes.	May 2024	Staff time to develop and implement hiring processes and procedures for STNC unit.

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0002	ALL	01	01	BIPOC Faculty Retention Program	<p>The District was awarded EEO Innovative Best Practices funds to implement the Creating an Ecosystem of Belonging (CEB) Program. The primary goal of the CEB program is to increase retention of newly hired BIPOC faculty at SRJC.</p> <p>External consultants will be hired to provide strategic DEIA training and coaching provided to Deans, Department Chairs and faculty mentors to support BIPOC faculty.</p>	May 2024	Expenses will be covered by the grant funds; development and implementation of the program will require staff time.

### 6.3b Institution-Wide/Cross-Component Planning

Rank	Location	SP	M	Project Name	Funding Source	Cost	Objectives	Justification	Resources
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