

Santa Rosa Junior College

Program Resource Planning Process

VP Human Resources 2019

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, overall administration of benefits programs, professional development, and compliance, resolving employee relations issues and promoting and maintaining a safe 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 cultural proficiency. 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, 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

Human Resources is open from 8:00 am until 5:00 pm daily. During the 4/10 Summer Schedule, the office is open from 8:00 am until 5:00 pm Monday through Thursday. There are currently 14 full-time positions in the department. Human Resources is located on the Santa Rosa Campus in the Button Building.

1.2 Program/Unit Context and Environmental Scan

Human Resources is supported by fourteen regular, full-time individuals who perform confidential and technical duties. The department includes five managers, three confidential employees, and six classified employees. The department also employs two 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 employees (STNCs) during peak periods

such as open enrollment periods for benefits enrollment or when handling multiple 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 we no longer print or reproduce employment application materials. Job postings are only printed for outreach events, so this also reduced the Graphics budget. We will be analyzing our budget over the next year to determine the savings.

Additionally, we implemented the on-boarding function in NEOGOV where employees complete their hiring documents online. This new process has significantly reduced our mailing budget since employment documents no longer are mailed to new employees.

Additional funds are needed in the area of professional development trainings/workshops in order to provide sufficient offerings for professional development.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	03	06	\$10,000.00	Increase EEO efforts using EEO funds. (Student recruitment fairs, Student climate survey, Consultant for training for EEOAC and the Board of Trustees)

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Administrative Assistant I	40.00	12.00	Department secretary/front office receptionist, application materials, employment verifications, general information, trains and directs student employees, and orders department office supplies.
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	Recruiting, requisitions, recruitment stats, job fairs and outreach events, job postings, adjunct new hire paperwork. Maintenance of Adjunct Faculty pools. Provides support to Equivalency Committee.
Administrative Assistant I	40.00	12.00	Provides administrative support to both Professional Development and the Benefits Specialist. As needed, provides additional support to the other functions of the department.
Human Resources Technician	40.00	12.00	Recruiting, requisitions, recruitment stats, job fairs and outreach events, job postings, adjunct new hire paperwork. Maintenance of Adjunct Faculty pools. Provides support to Equivalency Committee.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
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.
Director, Human Resources	40.00	12.00	Supervision of staff. Inquiries about personnel policies/procedures, contract interpretation, employee/employer relations issues. Classification review; oversight of recruitment, EEO, professional development, benefits, equivalency, compensation & systems functions.
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.
Executive Assistant/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.
Human Resource Analyst, Senior	40.00	12.00	Worker's compensation, long-term disability, extended medical leaves, adjunct health benefits program, volunteer sign-up sheets, reports or labels from HR system, pre-employment physical process, coordinates all requests for Reasonable Accommodation, and performs special projects.
Human Resource Specialist, Benefits/Confidential	40.00	12.00	Benefits administration, retirement issues.
HR Specialist, Systems & Compensation/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.
Manager, Human Resources/Training and 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.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Student	20.00	12.00	Various clerical duties
Student	20.00	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 office has also employed at least two student employees consistently, as well as STNC employees when peak workloads warrant. The office relies upon at least two student employees throughout the year to accomplish the work in the office. 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
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0001	ALL	08	07	Administrative Assistant I		Classified
0001	ALL	08	07	Vice President of Human Resources		Management
0001	ALL	08	07	Human Resources Analyst, Senior		Management

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
0001	ALL	04	07	Laptop	1	\$1,450.00	\$0.00	Sarah Hopkins		Sarah Hopkins

2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0001	Santa Rosa	04	06	1 Year	Button Building		\$0.00	The lift for the Button Building is in need of being replaced. With some of our services now housed on the second floor it is difficult for some disabled persons to get the help they need when the lift is inoperable.

2.5b Analysis of Existing Facilities

Within the last two years, the department has been reviewed by Environmental Health and Safety. A few minor recommendations were found and subsequently, corrected. All physical space and equipment appear to meet ADA standards. The current facilities were remodeled in Summer 2017. The remodel allowed for the Professional Development function and staff to be incorporated into the building. Work areas were designed to be more space efficient and outdated files were purged to allow for additional work space. Conference room facilities were updated and expanded to accommodate up to 18 individuals for trainings, interviews, and meetings. Technology was also upgraded to allow for remote meetings, interviews and trainings.

Human Resources has been in need of more secure space to store personnel files and other confidential records. The current workroom where files are stored is increasingly used as work space for students and space is limited. Plans to install an upgraded security system for the building with the remodel did not get implemented.

If future construction projects require the relocation of Human Resources to allow space for student housing or parking, the department will require adequate space on the Santa Rosa Campus where all staff are incorporated in one facility. The space should provide minimal visitor parking and be sufficiently professional to represent the District to the public and internal customers.

3.1 Develop Financial Resources

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 attend school or other job-related workshops. In addition, classified staff 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, from the department 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 Safty Leader/Building Safty Leader for HR:

Bridget Hodenfield, Administrative Assistant I
Shauna Malvino, Administrative Assistant I

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

3.5 Establish a Culture of Sustainability

Some of the things we are doing to promote sustainability are:

- Limited printing of emails/documents to minimize waste of paper and printing products and equipment.
- Double-sided copies made if at all possible.
- Recycling of paper as much as possible.
- On-line forms for staff to limit printing costs/products.
- Implementation of an 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.

4.1a Course Student Learning Outcomes Assessment

n/a

4.1b Program Student Learning Outcomes Assessment

Human Resources department regularly employs two or more students. Generally, students 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 positions in Human Resources supervise the students and meet 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 department 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. Student employees are attaining these learning outcomes as they work in the department and in their regular instructional curriculum through coursework at SRJC.

5.0 Performance Measures

This section is under review.

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; Escape functionality being assessed in coordination with Fiscal services to determine feasibility.	May 2020	Project still pending. Possible completion by timeframe stated with last year's goals.
0001	ALL	08	07	Classification & Compensation Study for Classified unit members	Facilitate classification/compensation study on behalf of the negotiations teams for Classified staff.	May 2020	Study delayed due to change in consultant. Anticipated completion of project by Spring 2021.
0001	ALL	03	03	Diversity and Inclusion Climate Surveys	Implement diversity and inclusion climate surveys to faculty, staff, management and students.	Fall 2018	Project completed; solution forum for students pending 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 2019	Collaborating with Cabinet on the District-wide reorganization. Anticipating beginning process in Fall 2019 and continuing in June 2021.
0001	ALL	04	06	On-line Management Performance Evaluations	Implement a streamlined process for online management evaluations and tracking (with possibility for implementation of faculty and classified on-line evaluation processes in the future).	Fall 2018	Project complete.
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 2019	This is a goal for EEOAC and it is still pending; HR will offer an adjunct pool recruitment open house in Fall 2019.
0001	ALL	06	03	Distribution of Fire Relief Funds	Collaborate with SRJC Foundation to distribute fire relief funds to employees with identified needs.	Fall 2018 (Completed 10/4/18)	Project complete.
0001	ALL	03	03	System for EEO Data Accountability	Develop and implement system for EEO data accountability – no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds.	May 2019	This goal is ongoing and progress is made on a regular basis.
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 goal. We will offer our Building Community workshops and our new hire orientations once a semester.
0003	ALL	04	06	Online Benefits Information	Develop tools for on-line benefits information.	May 2019	This goal may be implemented after the ERI is finalized. Projected completion: December 2019.
0003	ALL	04	06	Improvements to Onboarding Process including Data Security Training	Collaborate with Information Technology for implementation of data security training (may need to be negotiated) – no unrestricted	May 2019	Information Technology incorporated resources for new hires on NeoGov

					general funds needed if we implement this training with existing compliance training program.		Onboarding. Data security training to be added at some point in the future.
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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 2020	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 2020	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	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	Staff time to plan and implement solution forum and report out results to Student Services and other groups.
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	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 2020	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 2020	Staff time to develop and implement a system for tracking and analysis of data.
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	Staff time to development and implement move. Cost of projet covered by Measure H funds.
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	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.
0003	ALL	04	06	Online Benefits Information	Develop tools for on-line benefits information.	May 2020	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 2020	Staff time to plan and implement improvements.
0003	ALL	04	06	Online Hiring Orientation	Develop an online resource for hiring committee orientations.	May 2020	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.	
0002	Santa Rosa	00	00	Electronic PAF	District	\$5,000.00	Develop a way to reduce paper and more efficiently routing for approvals.	Streamline processing and move to a paperless environment.	