Human Resources NIPR

LASSEN COMMUNITY COLLEGE

(Human Resources, Vickie Ramsey – Director of Human Resources; Melissa Hill – Human Resources Generalist)

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Human Resources NIPR

SECTION 1: INSTITUTIONAL EFFECTIVENESS PLANNING

I. Program Overview and Objectives

The Department of Human Resources is a service area of the college designed to meet the administrative functions of recruitment, training, performance review, labor relations, and personnel services including employee benefits and compensation. The Human Resources Department ensures compliance with local, state, and federal regulations in regards to personnel and employment issues. The department supports the commitment to diversity in its faculty, staff and student body.

Department personnel currently perform a variety of manual tasks, which through automation, would become more efficient. Task automation includes online employment applications, enhanced Datatel utilization and reporting, Web Advisor payroll access to include direct deposit, employee self-service benefits administration, Maxient for the employee and student complaint process, and campus-wide access to standard human resources documents. Achievement of this automation will be a methodical process requiring the addition of one or more short-term employees to relieve staff of manual duties. By relieving staff of these duties they will be able to focus on the automation of current processes for future use. When fully automated, staff workloads can be redirected to more efficient and productive processes. In addition, the college's hiring procedure was written with unintended bottlenecks which slow the hiring process and make it cumbersome. These procedures need to be reviewed and rewritten.

The function of the Human Resources Department is to support the constituents of the college. The Lassen Community College Human Resources Department's efforts are intended to help the college reach its educational goals, provide informational materials to students and the community, and to assist in meeting the following:

College Vision #3: Be a Trusted Steward by providing capable leadership and accountability

College Vision #4: The Economic and Workforce Development Leader for the community

College Vision #5: Be the cultural leader in the community

Strategic Goal #1 Institutional Effectiveness: Provide the governance, leadership, integrated planning and accountability structures, and processes to effectively support an inclusive learning environment, while ensuring responsible stewardship of public trust and resources.

Strategic Goal #3 Resource Management: Manage human, physical, technological and financial resources to sustain fiscal stability and to effectively support the learning environment.

Institutional Student Learning Outcome #4: Personal/Interpersonal Responsibility: Ability to develop and apply strategies to set realistic goals for personal, educational, career, and community development; ability to apply standards of personal and professional integrity; ability to cooperate with others in a collaborative environment for accomplishment of goals; ability to interact successfully with other cultures.

Description/Evaluation:

a. Describe and evaluate the program objectives against the LCC strategic plan, specifically the mission statement and strategic goals [available online or in the current catalog].
b. Evaluate any changes in the program since last review. Include summary of Annual Updates completed since last review.

The Human Resources Department recruits applicants through local, statewide, and national advertisements. Ad Club manages all job advertisements, including suggestions for recruiting and the posting of the open positions. Due to the shutdown of the local newspaper, jobs are advertised locally on the website www.susanvillestuff.com. Statewide advertisements may include, but are not limited to, CalJobs.com, GovernmentJobs.com, www.lassencollege.edu, and the California Community College Registry. Nationwide advertisements may include, but are not limited to, the Chronicles of Higher Education, NCCAA, Careerbuilder.com, LinkedIn, and other nationally circulated advertisements. Applications are currently received via HireTouch, an electronic job application database system. This process assists us in achieving the applicable strategic goals through robust and diverse advertising in an attempt to reach the most qualified individuals.

The department provides mandated trainings on an annual schedule, which are conducted over the internet and with in-person sessions. Additionally, the director and staff of the department participate on the Human Resources and Professional Development Planning Committee with the creation and updates of the master planning documents, employee handbook, and hiring process manual. Effective training ensures that employees are supported and encouraged to thrive and grow in their careers.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning, Student Services Planning, and/or Academic Planning tables at the end of the section for any recommendations requiring institutional action.

1. Integrate new automated processes for performance evaluation schedules, electronic employee files, online orientation and hiring committee training.

2. Hire human resources positions to fulfill the department's needs.

3. Rewrite policies and procedures for hiring to streamline the process if possible.

4. Create trainings, or hire outside trainers, to deliver required trainings for Title IX, Clery Act, as well as diversity, equity and inclusion.

II Administrative Unit and/or Student Learning Outcomes Assessment

Student Learning Outcome Assessment
AUO and SLO assessment is important to maintain and improve institutional effectiveness and provide an effective learning experience for LCC students. Departments are expected to measure AUO and/or SLO annually; these records are maintained in WEAVE and are available for review at any time.

Description/Evaluation:
1. Identify and evaluate Administrative Unit and/or Student Learning Outcomes including the relationship to strategic goals for AUOs and institutional student learning outcomes for SLOs utilizing information from WEAVE.
2. Attach an AUO and/or SLO assessment summary as provided by Office of Institutional Effectiveness.
3. Provide an analysis of findings of the assessment results may be leveraged to support equipment, facility, staffing, or other budget and planning need and include the justification in your analysis.

In order to strengthen operations at the Human Resources Department established the following administrative unit outcomes (AUOs) during 2020-2021:

ISLO	AUO	ASSESSMENT MEASURE/TARGET
3	Maintain compliance training (child abuse identification intervention, EEO, ergonomics, disaster preparedness, sexual harassment)	**Measure:** Benchmark **Target:** 100% of trainings will be completed annually
1	Ensure the HR website contain the up-to-date contract and human resources information.	**Measure:** Benchmark data **Target:** 100% of documents online will be up-to-date
4	Maintain campus high level campus satisfaction with services offered by HR department	**Measure:** Survey **Target:** Maintain a 90% satisfaction rate

List recommendations and actions by the above evaluation of AUO and/or SLO results. Complete Institutional Effectiveness Planning, Student Services Planning and/or Academic Planning tables at the end of the section for any recommendations requiring institutional action. For any items needing Human Resources Planning, Institutional Technology Planning, or Facilities Planning action, please make sure to include the information within the appropriate section and table later in the program review document.

Action Plan: Affirm a new training schedule for the 2021-2022 with the HRMP Committee.
- Timely sexual harassment training to all new and existing staff
- Currency in the 2-year Sexual Harassment training cycle for Administrators and Managers
- Child abuse reporting training for all staff. Ensure all new staff is provided the training within thirty (30) days of starting work
- Training on Family Education Rights to Privacy Act (FERPA) for all staff
- Disaster Preparedness Training for all staff
- EEO Training for staff who wish to participate

AUO2. A bi-annual website assessment should be completed in order to ensure all documents are up-to-date.

Action Plan: Ensure documents are sent to IT in a timely manner, and plan follow-up as needed to verify addition to website.

AUO3. The results of the Spring 2021 survey are as follows:

	VERY DISSATISFIED	SOMEWHAT DISSATISFIED	NEUTRAL: NEITHER SATISFIED NOR DISSATISFIED	SOMEWHAT SATISFIED	VERY SATISFIED	N/A	TOTAL	WEIGHTE AVERAGE
Ability to meet your requested deadline:	0.00% 0	13.89% 5	5.56% 2	2.78% 1	55.56% 20	22.22% 8	36	4.2
Communication:	0.00% 0	13.89% 5	5.56% 2	5.56% 2	58.33% 21	16.67% 6	36	4.3
Accuracy:	0.00% 0	5.56% 2	8.33% 3	11.11% 4	55.56% 20	19.44% 7	36	4.4
Professionalism:	0.00% 0	0.00% 0	8.33% 3	13.89% 5	58.33% 21	19.44% 7	36	4.6
Helpfulness:	0.00% 0	2.78% 1	5.56% 2	13.89% 5	61.11% 22	16.67% 6	36	4.6
Confidentiality:	0.00% 0	0.00% 0	5.56% 2	11.11% 4	58.33% 21	25.00% 9	36	4.7

Action Plan: Increase the staff to best meet internal and external demands. In

addition, increase the professional development budget to ensure all staff have equal opportunity to attend trainings and how to fulfill their obligations to the college, students, and the community. The laws and regulations surrounding public education employment are continually changing and evolving. It is important for the Human Resources staff to be vigilant of, and properly employ, those changes to help the college use its resources to assist in the success of its students.

III. Equipment

Description/Evaluation:

1. List capital outlay equipment, age of equipment and replacement schedule.
2. Identify any existing equipment maintenance/service agreements.
3. Evaluate the condition of capital outlay equipment in light of the replacement schedule and available funds.
4. Evaluate the effectiveness of and need for additional maintenance /service agreements.
5. Justify any proposed modification or additions to equipment available for students and/or faculty/instructional assistants within the program.

The Human Resources Department currently has the use of 3 laptop computers and a desktop system. The number of systems is sufficient for the current needs of the department, however the age and functionality of these systems needs to be addressed.

Due to the confidential nature of the department, individual printers are necessary to ensure the safe handling of private information. Currently the department shares a printer with the entire building and many times the secure printing function does not work, leaving confidential documents for anyone to see.

The department is currently transitioning to an electronic personnel file system. There is only one scanner for the department, this is not sufficient to keep up with the daily paperwork. A scanner in each office would allow us to keep up with scanning on a daily basis.

Current onboarding is lengthy and involves a large amount of paperwork. Switching this process to electronic forms would free up time and make the process more efficient. A tablet with fillable forms that allows the new hire to electronically sign is needed to make this work.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning, Student Services Planning, and/or Academic Planning table at the end of the section for any recommendations requiring institutional action.

Upgrade current computer systems to make them more efficient ($10,000)

Purchase and install individual printers in each office ($3,000)

Purchase and install scanners in each office ($1,000 + $350 Annual Licensing Each)

Purchase and outfit a tablet for onboarding ($750)

10 Fire-Safe File Cabinets ($50,000)

IV. Outside Compliance Issues (if appropriate for program)

Description:

If appropriate, describe the role of outside compliance issues on the program.

TRAINING COMPLIANCE:
The Human Resources Department should conduct the following trainings annually:
- Safety training through Keenan SafeColleges
- EEO compliance
- California Education Code
- Title 5 of the California Code of Regulations
- Title IX for both staff and students
- Clery Act for all staff involved with student events
- FERPA training through Keenan SafeColleges
- Mandated Reporter training through Keenan SafeColleges

While making many advances in the availability of trainings, the department has continued to struggle to keep pace with the increasing demands that have been placed on the department from both internal needs and Covid-19 related issues, as well as the rapidly changing rules and regulations governing HR practices that seem to evolve year to year. This limits our availability to provide training as needed to the campus.

FACULTY OBLIGATION NUMBER COMPLIANCE:
The California Code of Regulations (CCR), Title 5 Section 51025 requires community college districts to increase their base number of full-time faculty over the prior year in proportion to the amount of growth in funded credit FTES. CCR, Title 5 Section 53300 et seq. defines full-time and part-time faculty and provides the rules for calculating full-time equivalent faculty (FTEF) attributable to full-time and part-time faculty.

FLSA, FMLA, ACA, and ADA COMPLIANCE:
The Human Resources Department is required to keep apprised of all changes to the regulations surrounding FLSA, FMLA, ACA and ADA. These regulations change frequently and may need legal assistance in the interpretation and implementation. Outside trainings are a must in order to be aware of, and understand, the changes required by law.

The Human Resources Department is heavily regulated by local, state and federal laws and regulations, which include the Education Code, Title V, Community College Chancellors Office, regulation agencies, Board Policies and Procedures, and Union Labor Agreements. Additional staff and updated technology are required in order to ensure complete compliance with the changes to the rules and regulations while serving the employee population, external agencies, and the public at large.

Evaluation:

Assess changes in compliance or identification of compliance-related needs and the impact on the program.

Additional staff and an increased budget for outside trainings are needed to ensure compliance with required laws and regulations.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning, Facilities Planning, Technology Planning and Human Resource Planning Forms as appropriate for any recommendations requiring institutional action.

Increased Training Budget ($10,000)

Increased Travel Budget to Attend Trainings ($5,000)

An Additional Human Resources Generalist ($98,047)

A Human Resources Technician ($92,918)

Increased Budget for Outside Training to Staff – FRISK, Clery Act, Title IX, DE&I, etc. ($10,000)

VI. Prioritized Recommendations

A. Prioritized Recommendations for Implementation by Program Staff

List all recommendations made in Section One that do not require institutional action (ie. curriculum development) in order of program priority.

1. An Additional Human Resources Generalist ($98,047)
2. 10 Fire-Safe File Cabinets ($50,000)
3. Upgrade current computer systems to make them more efficient ($10,000)
4. Purchase and install individual printers in each office ($3,000)
5. Purchase and install scanners in each office ($1,000 + $350 Annual Licensing Each)
6. Increased Training Budget ($10,000)
7. Increased Budget for Outside Training to Staff – FRISK, Clery Act, Title IX, DE&I, etc. ($10,000)
8. A Human Resources Technician ($92,918)
9. Increased Travel Budget to Attend Trainings ($5,000)
10. Purchase and outfit a tablet for onboarding ($750)

Section Two: Human Resource Planning

I. Program Staffing

Description/Evaluation:

1. List the current staffing for the program include: managers, faculty positions, and classified staff.

   Currently, the department is composed of two district funded full-time positions: one director and one human resources generalist. The current structure is a decrease from 2019-2020, which was composed of a director, a generalist and a technician.

2. This section provides an opportunity for analysis and justification of projected staffing needs to support the program. Work-study student needs may be included.

   Based on the current structure of the department and demand from the institution and outside agencies, in the past the office has had to hire part time hourly workers to assist with the workflow. Due to staffing limitations, the department needs to hire additional employees to provide the highest quality service it can.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning and Human Resources Planning Forms as appropriate for any recommendations requiring institutional action.

An Additional Human Resources Generalist ($98,047)

A Human Resources Technician ($92,918)

II. Professional Development

Description/Evaluation:

1. Describe the professional development and professional activities of the program staff relevant to program improvements that has occurred during the period under review. (workshops, conferences, staff development, work experiences, etc.)

   There is a professional development budget for the Human Resources Department. This consists of a travel budget as well as a training budget used to attend annual conferences, meetings and trainings.

   During the last three years the department staff members have attended the following events and conferences:

- ACHRO

- T-IX Training

- FRISK

- Multiple Webinars and E-Conferences

Many trainings are available, but due to constricted training and travel budgets, the department has not been able to attend.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning and Human Resources Planning Forms as appropriate for any recommendations requiring institutional action.

Increase the staff to best meet internal and external demands. In addition, increase the professional development budget to ensure all staff have equal opportunity to attend trainings and how to fulfill their obligations to the college, students, and the community. The laws and regulations surrounding public education employment are continually changing and evolving. It is important for the Human Resources staff to be vigilant of, and properly employ, those changes to help the college use its resources to assist in the success of its students.   ($15,000). [AUO 3 action Plan]

III. Administrative Unit and/or Student Learning Outcome Assessments

Description/Evaluation:

1. Describe any results from assessment of administrative units and/or student learning outcomes that affect human resource planning

ISLO	AUO	ASSESSMENT MEASURE/TARGET
3	Maintain compliance training (child abuse identification intervention, EEO, ergonomics, disaster preparedness, sexual harassment)	**Measure:** Benchmark **Target:** 100% of trainings will be completed annually
1	Ensure the HR website contain the up-to-date contract and human resources information.	**Measure:** Benchmark data **Target:** 100% of documents online will be up-to-date

4	Maintain campus high level campus satisfaction with services offered by HR department	**Measure:** Survey **Target:** Maintain a 90% satisfaction rate

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning and Human Resources Planning Forms as appropriate for any recommendations requiring institutional action.

Increase staff

Increase training/travel budget

IV. Prioritized Recommendation

Prioritized Recommendations for Implementation by Program Staff
List all recommendations made in Section Two that do not require institutional action (ie. curriculum development) in order of program priority.

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Prioritized Recommendations for Inclusion in the Planning Process
List all recommendations made in Section Two that should be included in Lassen College's planning and budgeting process. See Attachment C for Master Plan Overview to determine where recommendations are best placed.

Prioritized Recommendations for Inclusion in Human Recourse Master Plan
Human Resources 2021-2022

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
1	Human Resources Generalist	2021-2022	$98,047	Increased efficiency
3	Professional Development Budget Increase	2021-2022	$92,918	Increased knowledge and best human resource practices

Section Three: Facilities Planning

I. Facilities

Description/Evaluation:

1. Describe and evaluate the Lassen Community College facilities available to the program.

   The department is located in the Business Office Building. Our current location is inefficient for the daily workflow of the Human Resources department. The HR Director's office lacks the privacy needed in confidential situations. Without proper privacy people in the hallway are able to overhear personnel and student issues that should remain private. It is obvious when people need to come in to the HR department to make a complaint or speak with HR staff and this can be a deterrent to both students and staff feeling comfortable approaching HR.

   The department lacks an efficient storage space. Currently there is an enormous amount of confidential information stored in various locations across campus. We have storage above the purchasing department, as well as a shared space with multiple departments in TECC. This should not be the case as laws require personnel files to be locked in an area that only HR has access to.

2. Describe and evaluate additional facilities utilized off-campus by the program (attach any relevant rental agreements)

   None

Planning Agenda:
List recommendations and necessary actions necessitated by the above evaluation.
Complete Institutional Effectiveness, Facilities Planning, and Technology Planning Forms as appropriate for any recommendations requiring institutional action.

   Increased Storage

   Relocation of HR offices

II. Prioritized Recommendations

Prioritized Recommendations for Implementation by Program Staff
List all recommendations made in Section Three that do not require institutional action (ie. curriculum development) in order of program priority.

1. Increased Storage
2. Relocation of HR offices

Prioritized Recommendations for Inclusion in the Planning Process

List all recommendations made in Section Three that should be included in Lassen College's planning and budgeting process. See Attachment C for Master Plan Overview to determine where recommendations are best placed.

Prioritized Recommendations for Inclusion in the Facilities Master Plan
Human Resources 2020 - 2021

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
3	Increased Storage	2021-2022	$0	Secure files and more efficient use of space
3	Relocation of HR offices	2021-2022	$0	More efficient use of office space

Section Four: Technology Planning

I. Institutional Technology

Description/Evaluation:

1. Describe and evaluate technology and technology support provided for instruction and instructional support.

   Software is needed for the HR Department to continue to provide quality service to both employees and the public.

2. Describe any technology and technology support needs identified by assessment of administrative unit and/or student learning outcomes.

   Maxient ($5,000 Annual Fee)

   ALEX ($10,000, $5,000 Annual Fee Thereafter)

   Cornerstone ($0)

   HireTouch upgrades or additional modules ($20,000)

II. Prioritized Recommendations

Prioritized Recommendations for Implementation by Program Staff

List all recommendations made in Section Four that do not require institutional action (ie. curriculum development) in order of program priority.

1. Maxient ($5,000 Annual Fee)
2. Cornerstone ($0)
3. ALEX ($10,000, $5,000 Annual Fee Thereafter)
4. HireTouch upgrades or additional modules ($20,000)

Prioritized Recommendation for Inclusion in the Planning Process

List all recommendations made in Section Four that should be included in Lassen Community College's planning and budgeting process. See Attachment C for Master Plan Overview to determine where recommendations are best placed.

Prioritized Recommendations Inclusion in Institutional Technology Master Plan
Human Resources 2020-2021

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
3	Maxient	2021-2022	$5,000 Annual Fee	More efficient complaint process for staff and students
3	Cornerstone	2021-2022	$0	Organized professional development opportunities
3	ALEX	2021-2022	$10,000; $5,000 Annual Thereafter	Help for employees to determine which benefits are right for them
3	HireTouch upgrades or additional modules	2021-2022	$20,000	Increased efficiency with the hiring process

Lassen Community College Master Plan Overview

Six master plans comprise the Comprehensive Institutional Master Plan. Recommendations from program reviews will be input into the selected master plans as determined by faculty in the prioritized recommendation spreadsheets. To better understand which master plan might be most appropriate for each program recommendation, a summary/objective of each plan is included below. More information can be found in the Shared Governance and Consultation Council Handbook and the Comprehensive Institutional Master Plan.

Institutional Effectiveness Master Plan (IEMP): the IEMP addresses college needs not addressed in other plans. These needs include research, governance, outcome assessment, and administrative operations.

Educational Master Plan (EMP): The EMP addresses the instructional planning needs of the college.

Student Services Master Plan (SSMP): The SSMP highlights the services needed to maximize the student experience through a variety of key student support services.

Institutional Technology Master Plan (ITMP): The ITMP addresses the technology needs of the campus.

Facilities Master Plan (FMP): The FMP addresses the physical infrastructure, facility, and maintenance needs of the campus.

Human Resources Master Plan (HRMP): The HRMP identifies and manages the administrative functions of recruitment, selection, evaluation, and professional development needs of the College to ensure a fully-staffed and highly functioning team of employees.