



Beta Annual Program Review Questions 2019

OFFICE OF HUMAN RESOURCES

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I. PROGRAM DESCRIPTION: In one or two paragraphs, provide a description of the primary goals of your program or service area. Attach an appendix to describe your program or service area in more detail, if needed.

Note: If no changes have occurred, copy and paste from last year's review.

If it exists, feel free to copy the brief description of your program from the college catalog:

<http://www.smc.edu/CollegeCatalog/Pages/default.aspx>

Academic Recruitment & Human Resources Operations

The Office of Human Resources (Human Resources) is responsible for all academic recruitment. Human Resources provides assistance and is responsible for all employee processing. Santa Monica Community College District ("The District" or "The College" or "SMC") employees include: full-time faculty, adjunct faculty, full-time and part-time classified staff, academic administrators, confidentials, classified managers, temporary, non-merit, and student employees. Human Resources is also responsible for the employee evaluation process, records management, appropriate placement of employees on the salary schedules, the review of minimum qualifications and/or equivalency, retirement enrollment and processing, employee information/data entry, maintenance of the employee data in ISIS (SMC database), and HRS (Human Resources System – the system that pays) databases and the CalSTRS SEW (Secure Employer Web Site) retirement system.

Benefits

Employee benefits oversees the educational components, as well as the administration of health benefits programs for all eligible District employees, retirees, and their dependents, administers 403b ,457 plans and section 125 plans, maintain billing and invoice reconciliation, manages early retiree reimbursements, processes voluntary deductions, and COBRA.

Leaves

Office of Human Resources oversees the leaves of absences and employees needing Americans with Disabilities (ADA) process for employees. Human Resources continuously works with staff and faculty on leaves, accommodations, and paid and unpaid time off processes for all employee groups. Human Resources provides to employees an understanding of the ADA and leave provisions in the contracts and any applicable State and federal laws.

Compliance

Human Resources infuses the practice of diversity and equity in all compliance responsibilities. It is responsible for all compliance activities under federal and state laws and regulations covering employment and unlawful discrimination. Compliance includes review, update and implementation of polices and administrative regulations, overseeing mandated training of staff and students related to state and federal laws, targeted education and training of staff regarding Title 5 (unlawful discrimination), Title IX (sexually related complaints), and workplace violence/bullying; investigations of complaints (this includes but is not limited to complaints regarding Title 5, Title IX and bullying), and employee discipline matters.

Employee & Labor Relations

The overall responsibility of the Employee & Labor Relations unit of the Human Resources office is multifaceted. The unit supports the District in maintaining compliance with employment and labor laws and regulations related to leaves. The unit supports the District in maximizing its human capital by fostering constructive working relationships, and promotes training and professional development for all employee groups. The unit is charged with improving employee performance through assisting managers with performance management processes and providing guidance and assistance through contract interpretation, leaves management, and performance intervention processes.

The work of the Employee and Labor Relations Unit supports the ability of the District to carry out its core mission, values & institutional learning outcomes (ILO). This is because employees - consisting of District managers, faculty, classified staff, and other employee groups- is essential to the District's ability to carry out its mission. To continue its effectiveness as an institution of higher education, the District has to be an effective employer, responsible for maintaining compliance with employment and labor laws to help foster and build constructive working environments.

Professional Development

Human Resources works with the campus community to coordinate, develop, implement, and make available training and professional development opportunities that build on knowledge, skills, and abilities, as well as maintain recent knowledge on statutes and other compliance related mandates. Human Resources also encourages employees to participate in training and professional development opportunities that broaden the employees' methodologies and techniques in their areas of expertise and to engage in opportunities that increase self-efficacy such as degree, certificate, and continuing education opportunities.

PARTNERSHIPS:

(CTE only):

Part 1:

Industry advisory meeting dates and attendance for 2018-2019. Insert additional rows as needed:

Date of meeting	# of SMC attendees	# of non-SMC attendees

Part 2:

Employer partnerships/collaborations in 2018-2019 (insert additional rows as needed):

Employer Name	Type of partnership or collaboration: <ul style="list-style-type: none">• Advisory attendance• Internship site• Donations• Job placement• Other	Optional: Additional information about partnership or collaboration

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III. PROGRESS SINCE LAST REVIEW (LAST YEAR'S OBJECTIVES):

Identify the original objectives from your last review as well as any new objectives that have emerged since then (if applicable).

For each objective, determine status and explanation for status.

Objective	Status (Completed, in progress, not started, no longer pursuing)	Status Explanation
1. Update HR related Board Policies	Completed	Board of Trustees approved the new Board Policies in November 2018.
2. Update HR related Administrative Regulations	In progress	HR has been working with the Management Association Executive Board members to update all administrative regulations related to Management. These regulations are outdated and have not been updated since the early 2000's.
3. Develop programs which support diversity-focused recruitment of faculty to better reflect the SMC Student population.	In progress	Human Resources partially accomplished this objective with the Faculty Diversity Job Fair and Open House that took place in October 2018.
4. Increase partnerships and programs that encourage interaction with people from diverse backgrounds by 10%.	Completed	Initial reachout goal was met and will continue to build relationships
5. Develop opportunities to improve institutional knowledge, compliance and relationships facilitated through the offering of at least one micro-training opportunity and/or one "town Hall" meeting.	In progress	Improve institutional knowledge, compliance, and relationships through management orientations; Mini-management Boot Camp has been instituted during Fall 2018.
6. Improve customer service by Implementing a policy to decrease the response time to all inquiries and questions from the College community to the Office of HR.	Completed	Implemented a daily check of incoming queries and HR staff response to inquiries that come through the SMC/HR email address.

IV. ACHIEVEMENTS:

(Optional) List any notable achievements your program accomplished in the last year.

During FY 2018-2019, the Office of Human Resources achieved the following:

- Diversity Job Fair and Open House October 2018
- Updated job descriptions and recruitment bulletins to include equity and diversity statements
- EEO Advisory committee re-established and expanded
- Training – New Management orientation and Mini-management Boot Camp (3)
- Switched to a new applicant tracking system – NeoGov
- Updated complaint/investigation templates
- Custodial Operations intervention
- Development and implementation of mandated sexual harassment training for non-supervisors per SB1343
- EEO focused training for Professional Development Day 2019
- Re-established the Professional Development Coordinator position (vacant since 2012)

V. ASSESSMENT AND EVALUATION

Part 1: Outcomes and Evaluation Results

- A. Reflect on the outcome assessment (PLO, SLO, and UO) data that your program reviewed in the current year (2018-2019) that have yielded **notable** or **actionable** findings. Insert additional rows as needed.

Note: It is not required that you mention every outcome assessed in your program.

What outcome were you assessing?	How was the outcome assessed?	What were the results of the assessments?	Describe any changes that are planned or in progress to address the results
Diversity of Faculty Job Fair & Open House participants	Through the use of a one-page survey completed by all attendees at sign-in	When compared to the LA County Ethnicity Projection for 2020, African American, Caucasian/White, and Multi-Racial attendees exceeded projected percentages. Asian, Hispanic, Native Americans were lower.	A 2 nd Annual Faculty Job Fair & Open House is planned for October 2019. More attention should be paid to advertising to diverse populations.
Academic Applicant and New Hire EEO Data	The HR Office conducts a longitudinal EEO analysis every 2 years (Diversity Report); Applicant data is pulled from NeoGov and new hire data from WebISIS.	This analysis has not yet been done. All data will be available after July 1, 2019 and will result in a more complete analysis.	The analysis will be a guide to future academic recruitment efforts.

- B. Reflect on other effectiveness data you collected and analyzed for the program this year.

1a: Course Success and Retention (Instructional Depts Only)

After reviewing the course success and retention rates for your program, describe how these rates reflect the overall effectiveness of your program, and discuss any planned changes or actions your program plans to take to address the results (if applicable). *Access data in Tableau (<http://tableau.smc.edu>)*

N/A

1b: Racial and Other Equity Gaps for Course Success (Instructional Depts Only)

After reviewing the course success rates by ethnicity/race and other demographic variables, identify any equity gaps, and discuss any planned changes or actions your program plans to take to address the gaps (if applicable). *Access data in Tableau (<http://tableau.smc.edu>)*

N/A

2: Degrees and Certificates (Instructional Depts Only)

After reviewing the numbers of degrees and certificates awarded by your program, describe how the data reflect the overall effectiveness of your program, and discuss any planned changes or actions your program plans to take to address the results (if applicable). *Access data in Tableau (<http://tableau.smc.edu>)*

N/A

3: Additional Data Demonstrating Effectiveness (If applicable)

If available, describe the results of other data indicating the effectiveness of the program and discuss any planned changes or actions your program plans to take to address the results.

Examples of other data include: surveys, document reviews, observations, performance indicators, focus groups/interviews, advisory committees, labor market demand, license exam pass rates

Part 2: Analyses of Results

This question is designed to bridge the results of your evaluation and outcomes assessment with next year's objectives (VI).

In one or two paragraphs, describe what you have learned about your program and how this knowledge will inform your plans for next year.

The Human Resources program is in need of adequate resources to perform its daily tasks, as well as short and long term projects, and resolve matters that affect working relationships within the District.

Next Year's Plans

Continue to assess and evaluate all training programs offered by Human Resources.

Improve the knowledge and understanding of policies and procedures amongst all employee groups.

Address and move forward one of the college's institutional objectives to develop a staffing plan.

VI. NEXT YEAR'S OBJECTIVES:

Itemize any specific strategies or projects you plan to accomplish next year to improve the effectiveness of your program. *Limit 3 objectives.*

Objective	Rationale for Setting Objective <i>Link to data, if applicable.</i>
1. Increase diversity in the hiring of full-time and part-time faculty.	To ensure that SMC has a direct impact on the diverse student population that we are serving and to work towards achieving the goals outlined in the Vision for Success.
2. Increase mandatory training opportunities for all management employees by offering quarterly workshops.	To be proactive in providing leadership resources and skills in support of managing employees and building relationships.
3. To develop the 'grow-your-own' faculty internship program.	Focused on expanding EEO/diversity within the District faculty and thereby more reflective of current student population.
4. To implement online sexual harassment training for all supervisors and non-supervisors in compliance with SB1343	State mandated sexual harassment training requirement for supervisors and non-supervisors to be completed by every employee by January 1, 2020. Replaces AB1825
5. To pilot a Title IX Leadership Program for students to be implemented in the fall 2019 semester	The 2017 Student Voice climate survey on sexual assault and harassment stated that only 37.1% of students were aware that resources related to sexual assault are available on campus. The introduction of this pilot program is one way to address that, as the graduates of the program will be active as Title IX peer leaders. http://www.smc.edu/ACG/InstitutionalResearch/Documents/1161.StudentVoicesSexualAssault.Tuitasi.20171130.pdf
6. Develop up to 2 new procedures in the hiring process reflective of equity practices that better reflect SMC initiatives.	The Equal Employment Opportunity (EEO) Committee is intentional about working towards building procedures that increase equity processes and develop equity-mindedness on our hiring panels, and throughout the hiring process and employment life-cycle of our faculty and administrators. This objective is to reflect the commitment of the EEO Committee and other emerging campus initiatives.

7. Develop online evaluations to assist in the collection of data related to diversity and equity training	To have a more systematic and universal approach in collecting and analyzing data related to diversity and equity related training
8. Expand the Diversity Report to analyze all components required by the California Community College Chancellor's Office.	Annual EEO funding is tied to the District's continued compliance with all EEO regulations.
9. Develop and implement a Pre-Supervisory Academy project with the City of Santa Monica	

VII. CURRENT PLANNING AND RESOURCE NEEDS:

Part 1: Narrative

Broadly discuss issue or needs impacting program effectiveness for which institutional support or resources will be needed for the coming year.

During this program period Human Resources has been understaffed, and full time positions unfilled. Yet the needs of the college community and the volume of work to be completed has increased. Human Resources needs to be fully staffed with consideration for added positions and increased budget to ensure that it can meet the growing demands for its services as well as to ensure that it can plan ahead and implement such initiatives.

Part 2: List of Resources Needed

Itemize the specific resources you will to improve the effectiveness of your program, including resources and support you will need to accomplish your objectives.

While this information will be reviewed and considered in institutional planning, this information does not supplant the need to request support or resources through established channels and processes.

Resource Category	Resources Description/Item	Rationale for Resource Need (Including Link to Objective)
Human Resources		
Facilities (<i>information inputted here will be provided to DPAC Facilitates</i>)	<ul style="list-style-type: none"> • Meeting space for HR meetings, new hire/academic orientations, and professional development trainings. • Office space for Professional Development Coordinator • Office space for HR Staff 	<p>Objective #2, #4-To continue to deliver a high level of professional training to district staff.</p> <p>Objective #2</p>
Equipment, Technology, Supplies (<i>information inputted here will be provided to TPC</i>)	<ul style="list-style-type: none"> • Computer software and hardware upgrading for the department to support various HR functions such 	Objective #2, #4-

	as case management, tracking, and program review. <ul style="list-style-type: none"> • Video Conferencing capability 	Objective #1
Professional Development	<ul style="list-style-type: none"> • Funding to support increased outreach to recruit more diverse populations • Funding to support professional development training 	Objective #1 Objective #2

VII. CHALLENGES:

(Optional) List significant challenges your program faced in the past year (optional)

1. BEST/LACOE Project: Human Resources staff have been, and will continue to be involved in the Business Enhancement System Transformation (BEST) Project with LACOE. There have been challenges with this implementation. (1) The HR Staff assigned to this project work responsibility have required overtime/comp time and time away from the office during the implementation process. (2) The BEST system will not eliminate the double data entry with ISIS. There will be limited interface into the BEST system as initially communicated to the District from LACOE. (3) Work flow and HR processes may impact the new hire process, employment changes, entry of faculty assignments, and payroll.
2. The District is currently conducting a RFP process to replace the ISIS system. There have been some challenges to find the proper system to accommodate the needs for the HR. Two vendors have been identified a possible replacement (Workday & Banner) but with the new system that's chosen HR will have to undergo separate configuration process taking time away for HR staff primary responsibilities. Additionally, once the new system is chosen there is not guarantee that it can interface with LACOE's BEST system, so HR may have to continue with double data entry.
3. Increase in Bullying and Title 5 complaints – timely completion continues to be a challenge due to the loss of the HR Analysts.
4. Increase in the number of workplace concerns related to dissatisfaction with Management.
5. Access to a case management system (such as Maxient) to better track employee related issues such as discipline, unlawful discrimination, Title IX and workplace violence and bullying inquiries, complaints, and investigations.
6. HR Staffing – lost HR Analysts
7. Inadequate funds for training
8. Lack of equitable salaries for HR Specialists and Technicians, and AA III-Confidential which reflect industry standards.