

Evaluation
Human Resource Services Planning Council
Resource Allocation Process
HRSPC Approved: 3/15/2011

Human Resource Services Planning Council conducted an evaluation of its resource allocation process on February 7 and February 15, 2011. The Council reviewed previously-discussed planning and resource allocation documents and engaged in dialogue reviewing the HRSPC planning and resource allocation process. Section 1 summarizes HRSPC's review of its priorities and internal resource allocation process, and Section 2 summarizes the council's dialogue concerning its review of the planning council resource allocation process.

a) Section 1: Planning Council Priorities

- i) What are your planning council priorities and how are they aligned with the college-wide priorities (e.g., strategic and master plans goals and objectives)?

All HRSPC planning documents were reviewed, and the council adopted the alignment of planning council priorities with college priorities that was developed as a result of the comprehensive HRS mission, vision, and values development. In addition, the goals and objectives from the Human Resource Services PRP 2008-09 were compared to the HRS PRP 2009-10 Service Area Outcomes, and all three documents were aligned. The results of this comparison follow.

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02/2011-draft

Planning Relationships from Accreditation to Output.

Newly Proposed HR Outcomes (N=7)	Ties to Accreditation Standards	Ties to Draft Strategic Plan 2013	Ties to Original Draft of HR Outcomes (N=6)
<p>1. Design and Update HR Outcomes and Systematic Evaluation Model to Reflect Institutional Planning Updates and Increased Program Complexity.</p>	<p>Standard III.A. Human resource planning is integrated with institutional planning. <u>Standard III.A.6.</u> The institution systematically assesses the effective use of human resources and uses the results of the evaluation as the basis for improvement.</p>	<p>Values: "Through ongoing planning and self-evaluation, we strive to improve performances and outcomes." <u>Goal 1: Goal 2-Objective 2.4 SAOACs.</u></p>	<p>(6) Seek new and innovative solutions to employee problems, challenges and issues.</p>
<p>2. Optimize Resources towards Recruitment, Hiring, and Retention of a Highly Qualified Faculty and Staff.</p>	<p>Standard III.A. The institution employs qualified personnel to support student learning. <u>Standard III.A.1.a.</u>(job descriptions, selection criteria, hiring qualified personnel), and <u>III.A.2</u> (sufficient numbers of employees).</p>	<p>Values: Excellence in teaching, service; Access: To programs and services. <u>Goal 4-Objective 4.2</u> Staffing Plan.</p>	<p>(1) Recruit a highly qualified and diverse faculty and staff; (2) Support retention of staff through fair and equitable employment support and HRS activities.</p>
<p>3. Promote Equity and Diversity through Improved EEO, Non-Discrimination and Harassment Practices.</p>	<p>Standard III.A (encourage diversity); <u>Standard III.A.3.a.</u>; <u>Standard III.A.4 a-c.</u> (issues of equity and diversity).</p>	<p>Mission: Serve students of diverse origins; Values: Equity and diversity. <u>Goal 4-Objective 4.1.</u> Complete EEO Plan.</p>	<p>(2) Support retention of staff through fair and equitable employment support and HRS activities; (4) Provide high level of quality, consistent customer service to all stakeholders (applicants, employees, public).</p>
<p>4. Improve Satisfaction, Productivity, Service and Performance of HR Staff.</p>	<p>Standard III.A (employs qualified personnel to support); <u>Standard III.A.2.</u> (sufficient staff) and <u>Standard III.A.5.</u> (opportunities for development).</p>	<p>Values: Excellence in service; <u>Goal 4:</u> Support diverse staff to meet needs of students.</p>	<p>(4) Provide high level of quality, consistent customer service to all stakeholders (applicants, employees, public); (5) Provide information for employees to make informed life decisions; Achieve a highly productive, qualified and motivated HRS staff.</p>
<p>5. Design, Implement and Disseminate Updated and Cohesive Policies and Procedures and Employee Handbooks.</p>	<p>Standard III.A. (equitable treatment); <u>Standard III.A.1.a.</u> (hiring, equivalency criteria and processes); <u>Standard III.A.1.b.</u> (evaluation processes); <u>Standard III.A.1.d.</u> (written code of ethics).</p>	<p>Values: Integrity, Trust, and Equity.</p>	<p>(4) Provide high level of quality, consistent customer service to all stakeholders (applicants, employees, public); (5) Provide information for employees to make informed life decisions.</p>
<p>6. Identify, Develop and Provide Opportunities for Employee Performance Feedback and Continued Professional Growth.</p>	<p>Standard III.A.1. (evaluated regularly; provided opportunities for professional development); <u>Standard III.A.1.</u> (employing qualified personnel); <u>Standard III.A.1.c.</u> (SLOs on evaluations); <u>Standard III.A.5.</u> (professional development).</p>	<p>Values: Improve performances, self-evaluation; excellence in teaching and service.</p>	<p>(5) Provide information for employees to make informed life decisions; (6) Seek new and innovative solutions to employee problems, challenges and issues</p>
<p>7. Ensure Legally Compliant and Standardized Records Retention and Destruction Processes.</p>	<p>Standard III.A.3.b. (personnel records).</p>	<p>Values: Trust, Integrity.</p>	<p>(3) Maintain accurate and up-to-date confidential personnel records.</p>

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In summary, HRSPC found that the HRS and planning council's approved planning documents aligned with the college's priorities and its mission, vision, and values.

- ii) Describe the process you used to allocate resources to address your priorities (e.g., through your budget development process or through a council prioritization process).

Budget assumptions were developed by HRS in alignment with its PRP 2009-10 Service Area Outcomes. The Human Resource Services Program Review Plan 2010 (PRP) identifies and describes the division's planning activities in terms of seven service area outcomes (SAOs).

- (1) Develop Service Area Outcomes: Develop SAOs and a model to evaluate HRS effectiveness in implementing the SAOs.
- (2) Enhance Recruitment, Hiring, and Retention: Staff recruitment activities appropriately to support faculty hiring, and implement online applicant/applicant tracking software to minimize need for additional recruitment staffing, and to better support the District's EEO Plan.
- (3) Promote Equity and Diversity: Develop and Implement an updated EEO Plan.
- (4) Improve Customer Satisfaction: Identify HRS customer satisfaction and methods to enhance the productivity, service, and performance of HRS staff.

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- (5) Employee Agreements and Procedures: Negotiate, design, implement, and disseminate updated and cohesive employee – related policies and procedures, and collective bargaining agreements/employee handbooks.
- (6) HRS Staff Development: Identify, develop and provide opportunities for performance feedback, training and professional growth, and evaluations.
- (7) Records Automation: Implement digital employee records backup and ensure legally compliant and standardized records retention, retrieval, and destruction processes.

In the 2010 budget, HRS allocated its staffing resources to the PRP SAOs based upon the following budget assumptions:

- (1) Continuation of a modified District-wide hiring freeze for staff positions, and hiring 20 full-time faculty members.
- (2) Elimination of all District equipment funds
- (3) No COLA or additional apportionment
- (4) Given these assumptions and PRP SAOs, the HRS budget required the following actions.
- (5) Augmentation to support critical staffing needs over and above hiring freeze limitations
- (6) Reallocation of budget for 4xxx and 5xxx accounts
- (7) Acquisition of supplemental non-labor funding.

iii) List the Resources that you allocated to address your council's priorities.

- (1) HRS sought and was granted approval for two full time positions as critical staffing to support SAOs 2, 3, 4, 6, and 7. HRS reallocated budgets for HRS 4xxx and 5xxx accounts to maintain effort levels for SAOs 2, 6, and 7. Because HRS did not have

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sufficient budget to support critical software implementation costs for on-line application/applicant tracking system and software upgrades to support the District-wide staffing plan, HRS requested and was allocated \$67,000 from the District SPPF priority funds for on-line recruitment/applicant tracking, and \$45,000 in SPPF funds for the acquisition and implementation of software to support staff planning. These budget augmentations were made from 2010-11 SPPF priority funds.

2) Review of Planning and Resource Allocation Process

- a. Which elements of your planning and resource allocation process worked well?

Revision of the SAOs and ties to accreditation and Strategic Planning (ref. Attachment A). We now have priorities that are clearly and tightly tied to both and are measurable.

- b. Which elements of your council's planning and resource allocation process need to be refined?

The ties to budget are key. Again, we did not have baseline data for most of our SAOs, so this year HRS has been collecting data and then presenting that data to HRSPC to see where/how to optimize funds (formative stage). Future stages of evaluation (summative stage) will look at how effective we are across these measures and/or whether we need to modify/change priorities.

- i. For example: The Staffing Plan. This is the first iteration—it sets up methods and measures and collects baseline data to inform future spending decisions.

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- c. What additional support does HRSPC need in order to effectively implement its planning and evaluation cycle?

At present, we don't have an easy way to measure the allocation of staff and non-labor resource budget or expenditures associated with ongoing measurement/implementation of SAOs. The small division size requires that individual resources be allocated to multiple SAOs, making budget allocation and cost tracking challenging.