Human Resource Services
Program Review Plan 2012-14

April 15, 2013

1. Program Purpose, Function, and Users
   1.1. Unit Description
      Human Resource Services provides all personnel related functions to the District,
      including but not limited to the following:
      - Recruiting and hiring-all employees (faculty, staff, administration, short term, student)
      - Transfer and promotion
      - Legal compliance with personnel related federal and state laws, statutes, and regulations
      - Personnel record maintenance and updating
      - PeopleSoft HR module system testing and input
      - PeopleAdmin integration, maintenance, and update
      - Employee Benefits enrollment and benefits issues support
      - Classification and reclassification
      - Employee relations
      - Non-faculty evaluation management
      - Labor Relations
      - HRS website design and maintenance
      - Workers compensation
      - Employment verification
      - Non-faculty professional growth
      - Americans with Disabilities (ADA) reasonable accommodations
      - District legal counsel liaison
      - Human resource internal consulting
      - Shared governance participation
      - California Public Record Act response coordination

Purpose of the Program
Human Resource Services provides in-house single one stop shop resources for all employee related questions, issues, actions, and programs. The HRS Mission, Vision, and Values are congruent with the college's mission, vision, and values, and guide HRS in serving the students, faculty, and staff of Palomar College, and the public that the college serves.

Human Resource Services Mission, Vision, and Values

Vision
Excellent Human Resource services for our college community.

Mission
Our mission is to provide excellent service by being responsive, knowledgeable and sensitive to the needs of Palomar College students, employees, applicants and the community at large. As Human Resource professionals, we strive to provide quality service and support in employment, training, benefits and compensation to those we serve in accordance with all regulatory and legal standards and Palomar College policies and procedures.

Values
Human Resource Services endeavors to create a culture that values people and is committed to attract and retain a diverse workforce of creative, motivated, and engaged individuals whose leadership and contributions support the College's mission and values. We are guided by our core values of:

- Sensitivity to diversity
- Environment of inclusion
- Respect and trust
- Vision, innovation and planning for the future
- Integrity, ethical conduct, honesty, fairness and confidentiality
- Communication and collaboration
- Exceeding expectations

1.2.

This program's purpose has not changed in recent years. The tools and methods used to achieve the program's purpose have changed significantly with new and updated systems and procedures.

We expect the program's purpose to remain essentially the same in future years. Tools, methods, and procedures will continue to evolve as we strive to use technology and continual quality improvement to update our processes and remain in alignment with the college's mission, vision, and values.

1.3. Key Users:
The department serves 1,500 current Palomar College full and part-time employees, and serves the benefits needs of 350 retirees and their dependents. The following groups are key users.
- All individual current employees
- Employee constituent groups and representative unions
- District executive and senior management
- The District's Governing Board

- All job applicants

1.4. User Demand

We measure user demand by the volume and complexity of our interactions. Over the past several years, the number of interactions and the complexity of interactions has increased. For example, the state of California, the unions, college departments, and individuals have required an increasing amount and complexity of information provided to them in reports, for regulatory purposes, for negotiations, and in response to public information requests.

With the resumption of faculty recruitment and filling critical non-faculty positions, the number of applicants has increased. The number of applicants has dramatically increased with the move from paper applications to the PeopleAdmin online application system beginning with the Fall 2012 semester. The increase in recruitment has a cascading demand on our department's staff resources, because this increase requires that we serve, train, support, and interact with a larger number of hiring committee and departments.

Student empowerment and public engagement in the educational process has increased the number of complaints and information requests to which our department responds. Each complaint must be individually researched and investigated, witnesses interviewed, documents reviewed, and administrative determinations reached and published.

1.5. Future User Demand

Several factors are likely to cause user demand to further increase in future years. First, the construction of the North Educational Center, and build-out of the South Educational Center, will increase the need for all HRS services as the number of faculty, staff, and students increase.

Second, as the Palomar College workforce continues to age, significant recruitment is likely to occur to replace retiring faculty and staff. Significant hiring occurred in the late 1970s and throughout the 1980s, and these employees are nearing the end of their careers. Replacing these employees and hiring to meet student growth projections will result in years of robust recruiting.

Third, the continual improvement of service levels to the District will increase demand for our services. Implementation of online recruiting for part-time faculty, temporary workers, and student workers will increase demand on our resources. In addition, limits on temporary and student worker workloads will increase the number of

temporary/student workers required, and increase recruitments.

Fourth, increased reliance on electronic and online computing systems to deliver services requires continual upgrading, maintenance, problem solving, enhancement, user interface improvement, training, and system testing. All this work is done by our department's staff with the support of the Information Services department for PeopleSoft upgrades.

Fifth, for each hire and resulting employee, the workload increases to manage the District's personnel records. A larger number of employees mean more human resource transactions for initial employment, salary increases, benefits enrollments and changes, evaluations, problem resolution, user questions and calls, and other personnel actions.

Lastly, continual changes in educational policy, accreditation standards, required reporting, state and federal regulations, district policies, and negotiated collective bargaining agreement revisions result in many changes to the fundamental systems and procedures required to hire, pay, and maintain employee records appropriately. All these changes require our department's resources.

1.6. The College's Master Plans, Integrated Planning Model, and Revenue Allocation Model: In preparing the HRS PRP, the department reflected on the college's various Master Plans, the Integrated Planning Model, and the Revenue Allocation Model. This reflection influenced the PRP as follows.

1.6.1. Facilities Master Plan: The facilities master plan, which contains the programming information for transformation of the San Marcos campus, renovation of the Escondido Educational Center, and construction of the new North Educational Center and South Educational Center, provided the scheduled completion for facilities additions that impact staffing and the provision of HRS services to additional District employment applicants and employees. This plan, as well as the Technology Master Plan, provides valuable input with which HRS refreshes and updates the Staffing Master Plan annually.

1.6.2. Technology Master Plan: This plan provided an assessment of the changing face of technology for the college, and provided information from which to draw inferences for the types and kinds of employee skills needed for the future.

1.6.3. Staffing Master Plan: this plan provided an assessment of the numbers, attrition, and nature of staffing for the coming six years, which is of vital importance in planning HRS staff support to meet these needs.

1.6.4. Educational Master Plan: This plan provided an assessment of the future student demographics and changes foreseen in educational programs, which are reflected in faculty and staff needs in the future.

1.6.5. Integrated Planning Model: as part of the continuous feedback and monitoring loop contained in the Integrated Planning Model, each of the above plans informed our PRP, and in turn the HRS PRP informs these plans and both the Human Resource Services Planning Council and Strategic Planning Council as the regarding HRS needs to be responsive to the college direction as quantified by the plans.

1.6.6. Revenue Allocation Model: the HRS PRP, having been informed by the various college plans, in turn informs the Revenue Allocation Model of the resources needed by HRS to fulfill its assigned objectives, goals, and outcomes.

1.7. Human Resource Services Goals Supporting College's Mission and Strategic Plan – HRS has adopted the following goals for the 2012-14 PRP, which align with human resource accreditation standards with the college's mission, vision, and values, and with the Strategic Plan 2013 goals, as shown.

HRS Goals	Ties to Accreditation Standards	Ties to college mission, vision, values and Strategic Plan
1. Provide ongoing human resource service planning, assessment, and evaluation that reflects engagement in the college's planning processes.	Standard IIIA. Human resource planning is integrated with institutional planning; Standard III.A.6. The institution systematically assesses the effective use of human resources and uses the results of the evaluation as the basis for improvement.	Values: "Through ongoing planning and self-evaluation, we strive to improve performances and outcomes." (Goal 1; Goal 2- Objective 2.4 SAOACs.)
2. Optimize resources towards recruiting, hiring, and retaining highly qualified employees.	Standard IIIA. The institution employs qualified personnel to support student learning; Standard III.A.1.a (job descriptions, selection criteria, hiring qualified personnel), and III.A.2 (sufficient numbers of employees).	Values: Excellence in teaching, service; Access: To programs and services. Goal 4-Objective 4.2 Staffing Plan. * From Strategic Plan 2013 for year 1 – 2010-2011
3. Promote equity and diversity by continually improving and monitoring EEO, non-discrimination and harassment practices.	Standard IIIA (encourage diversity); Standard III.A.3.a.; Standard III.A.4 a-c: (issues of equity and diversity).	Mission: Serve students of diverse origins; Values: Equity and diversity. Goal 4-Objective 4.1: Complete EEO Plan.
4. Continually improve	Standard III.A (employs	Values: Excellence in

satisfaction, productivity, service and performance of HR Staff.	qualified personnel to support); Standard III.A.2. (sufficient staff) and Standard III.A.5. (opportunities for development).	service; Goal 4: Support diverse staff to meet needs of students.
5. Write, implement and update policies, procedures, and handbooks.	Standard III.A. (equitable treatment); Standard III.A.1.a. (hiring, equivalency criteria and processes); Standard III.A.1.b. (evaluation processes); Standard III.A.1.d. (written code of ethics).	Values: Integrity; Trust, and Equity.
6. Identify, develop and provide opportunities for employee performance feedback and continued professional growth	Standard III.A.1 (evaluated regularly; provided opportunities for professional development); Standard III.A.1. (employing qualified personnel); Standard III.A.1.c. (SLOs on evaluations); Standard III.A.5. (professional development).	Values: Improve performances, self-evaluation; excellence in teaching and service.

2. HRS 2012-3 Budget

Human Resource Services Budget (Summary)		
2012-13 Adopted Budget (not including VP's salary and benefits)		
Academic Salaries	$	2,218
Non-Instructional Salaries	$	856,740
Benefits	$	464,562
Supplies and Materials	$	16,976
Other Operations Expense	$	71,974
Capital Outlay and Equipment	$	5,213
Total	$	1,417,683

3. Program Effectiveness

Our department measures our effectiveness through a combination of work quality, quantity, and timeliness monitoring; and assessment of best practices used by other institutions

3.1. Internal Work Monitoring

We practice hands-on workload monitoring to ensure that our user's needs are met on a timely basis. Our department's work is varied and when one area is peaking, another may have a reduced demand. Our practice is to fluidly and flexibly assign our staff to meet the most pressing workload, and at the same time make sure that all users' needs are timely met. We assess this through ongoing daily and weekly communication with staff, progress reporting, and regular group status meetings.

3.2. Best Practices

While we have advertised recruitments on the college website and other public sites for several years, we continued to use a completely paper application process for all

positions. As applicants became more computer-experienced and as competitors have embraced online application systems, we found that our manual application process was becoming antiquated and not following recruiting best practices. The department identified the problem, sought and received Strategic Plan Priority Funding, licensed the PeopleAdmin online application and applicant tracking system, and re-engineered its application processes to make them compatible with the online system. An outcome for the completion of this PRP is to recruit all positions with the online system.

3.3. Progress made on previous plan, service area outcomes, and measures of effectiveness
During the 2010-12 planning cycle, HRS established seven goals that served as the department's Service Area Outcomes (SAOs). The table below provides a brief description of progress made toward these outcomes.

HRS Outcome (SAO)	Progress Made on Outcome
1. Design and Update HR Outcomes and Systematic Evaluation Model to Reflect Institutional Planning Updates and Increased Program Complexity.	Created HRS mission, vision and values. Designed evaluation model. Revised SAOs, metrics and PRP.
2. Optimize Resources towards Recruitment, Hiring, and Retention of a Highly Qualified Faculty and Staff.	Designed and implemented the college's first Staffing Master Plan. Purchased PeopleAdmin applicant tracking system, and streamlined hiring processes.
3. Promote Equity and Diversity through Improved EEO, Non-Discrimination and Harassment Practices.	AB 1825 training implemented and tracked. Harassment and discrimination process streamlined/forms and files standardized; complaints tracked.
4. Improve Satisfaction, Productivity, Service and Performance of HR Staff.	Completed internal analysis of Strengths, Weaknesses, Opportunities, and Threats. Completed 360-leadership review, bench depth and cross-training analyses.. Assessed staffing levels. Completed staff trainings for policies and procedures, PRP-SAOs, and the hiring process. Conducted Wooden Pyramid of Success training for HRS staff.
5. Write, complete, and implement updated District Policies and Procedures.	Completed and implemented all policies and procedures except those requiring collective bargaining over the effects of implementation. Brought all bargainable policies and procedures to unions for review.
6. Identify, Develop and Provide Opportunities for Employee Performance Feedback and Continued	Revised evaluation procedure to standardize

Professional Growth.	timeframes. Added online offerings in diversity-human resources to both Professional Growth and Professional Development. Began redesign of HRS webpages to improve communications
7. Develop and Implement a Method of Information/Data Request Tracking	Designed and implemented manual tracking systems for information/data requests. Identified need for additional staffing to operate tracking system and coordinate information/data request responses college-wide.

3.4 Accomplishments

- HRS is periodically auditing minimum qualifications for all Part Time Faculty employees to assist departments in ensuring that their faculty meet minimum qualifications for the course or discipline taught. We have been working closely with the Equivalency Committee in revising the equivalency process and forms to support the equivalency process.
- We have implemented PeopleAdmin for recruiting and approving positions, this implementation is a large and ongoing project. We have simplified multiple hiring processes into two distinct hiring processes. Applicants will now be allowed to complete applications online and save their profiles for future use. Turnaround time on hiring committees will be decreased, as they will be able to view applications simultaneously online and move through the applicant workflow. Students, Short-terms, and PT faculty will now have a centralized place to view open positions, thus increasing our applicant pools
- We streamlined account code changes for employee records, we now have the same process for all employees to change and account code thus reducing the amount of paperwork and decreasing turn-around time.
- We continue to work on making improvements and clean-up to PeopleSoft which will allow for easier reporting, more consistency, and ability for other departments to track data.
- We have just completed the implementation of a Tiered Rate Benefit Program, based on the number of dependents the employee has. The tiered rate program results in a lower overall benefits cost to the District because of actuarial rate calculations.
- We have placed selection committee training on-line to increase the flexibility of training time, and to best utilize our resources in delivering standardized, reproducible training materials.

3.4   Departmental strengths

Department staff have excellent skills, critical thinking and analytical capability. The department has a mission, vision, values, and service area outcomes that are well integrated with

the college's statements, and we are committed to achieving individual and group excellence. We have an open dialog between all staff members that instills trust and effective communication. Our SAO's encourage linkage to the college's planning and foster continuous improvement.

3.5   Opportunities for improvement

We can continue to use smart technology to improve service levels. For example, we have licensed technology in PeopleAdmin that will provide the capability to track employee evaluations and send email reminders when they are due.

We can continue to improve how we communicate changes in our procedures with each other, both orally and in writing, and with the college community.

HRS staff has identified the following opportunities for improvement:

- Cross training for all areas is needed. There should be at least one other person crossed trained in each area. This will ensure all issues are addressed in a timely matter.
- Better communication, training and cross training would help our unit
- We need to disseminate the information all the way down, communication on process changes and asking for input could help avoid confusion.
- Documenting our processes and communicating changes to these processes are priorities. We have had many changes, will continue to have them, and we need to document our procedures.

4. Plans for this Program Planning and Review Cycle

Human Resource Services Goals	Objectives	Service Area Outcome
1. Recruit, Hire, and Retain Highly Qualified Faculty and Staff.	• Complete Staffing Plan/annual addendum • Implement PeopleAdmin online application and applicant tracking system. • Recruit and hire the faculty and staff required for all the District's staffing needs • Complete Staffing Master Plan Year 4 addendum	Fill 100% of positions using People Admin on-line application system.
3. Promote Equity and Diversity through Improved EEO, Non-Discrimination and Harassment Practices.	• Complete EEO Plan. . • Complete 2-year AB 1825 training cycle.	Train 95% of all employees required by law to train.

Human Resource Services Goals	Objectives	Service Area Outcome
4. Maintain and increase customer satisfaction with HR Services	• Develop measures of customer satisfaction • Identify methodologies to apply these measures • Implement revised HRS webpage.	
5. Update CAST and AA Handbooks.	To revise AA and CAST Handbook.	Board-approved updated handbooks.
6. Identify, Develop and Provide Opportunities for Employee Performance Feedback and Continued Professional Growth.	Implement PeopleAdmin, Performance tracking? Module for all non-faculty evaluation completion monitoring	100% of non-faculty evaluations tracked using PeopleAdmin.
Maintain and update District policies and procedures	Complete all legally required policy and procedure changes within 12 months of initiation.	

Human Resource Services
Program Review Plan, 2012-14

Section 5 – Resource Requirements

a. Equipment (per unit cost is >$500) *Enter requests on lines below.*

Resource	Describe Resource Requested	Priority	Strategic Plan 2013 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your unit's mission and goals, an analysis of appropriate data, planning assumptions and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Funding Source: G=General Fund R=Restricted (Be specific) D=Designated(Be specific)
a1.	Color printer/scanner/copier (2)	1	2.5, 4.1	Required to support HRS service area outcomes supporting SP 2013 goals for service area outcomes and Equal Employment Opportunity Plan	10,000	One-time	R-Fund 41
a2.							
a3.							
a4.							
a5.							

Human Resource Services
Program Review Plan, 2012-14

Section 5 – Resource Requirements

b. Technology (computers, data projectors, document readers, etc.) *Enter requests on lines below.*

Resource	Describe Resource Requested	Priority	Strategic Plan 2013 Goal/ Objective Addressed by This Resource	Provide a detailed rationale for the requested resource. The rationale should refer to your unit's mission and goals, an analysis of appropriate data, planning assumptions and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Funding Source: G=General Fund R=Restricted (Be specific) D=Designated(Be specific)
b1.	Dell Desktop Computers (3)	1	2.5, 4.1	Required for additional employment technicians (2), HR Generalist (1) to support projected District hiring	9,000	One Time	R-Fund 41
b2.	LCD Computer Displays (6)	2	2.5, 4.1	Required for additional employment technicians (2), HR Generalist (1) to support projected District hiring	2,500	One-Time	R-Fund 41
b3.	LCD Data Projector (1)	3	2.5, 4.1	Replace obsolete data projector in conference room A-1, which is the primary interview room for faculty hiring, to improve quality of applicant teaching demonstrations	2,000	One-Time	R-Fund 41
b4.							
b5.							

Human Resource Services
Program Review Plan, 2012-14

Section 5 – Resource Requirements

c. Budget for 4000s (per unit cost is <$500)(supplies) *Enter requests on lines below.*

Resource	Describe Resource Requested	Priority	Strategic Plan 2013 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your unit's mission and goals, an analysis of appropriate data, planning assumptions and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Funding Source: G=General Fund R=Restricted (Be specific) D=Designated(Be specific)
c1.							
c2.							
c3.							
c4							
c5.							

Human Resource Services
Program Review Plan, 2012-14

Section 5 – Resource Requirements

d. Budget for 5000s (printing, maintenance agreements, software license etc.) *Enter requests on lines below.*

Resource	Describe Resource Requested	Priority	Strategic Plan 2013 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your unit's mission and goals, an analysis of appropriate data, planning assumptions and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Funding Source: G=General Fund R=Restricted (Be specific) D=Designated(Be specific)
d1.							
d2.							
d3.							
d4.							
d5.							

Human Resource Services
Program Review Plan, 2012-14

Section 5 – Resource Requirements

e. Classified staff position (contract) *Enter requests on lines below.*

Resource	Describe Resource Requested	Priority	Strategic Plan 2013 Goal/Objective Addressed by This Resource	Provide a detailed rationale for the requested resource. The rationale should refer to your unit's mission and goals, an analysis of appropriate data, planning assumptions and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Funding Source: G=General Fund R=Restricted (Be specific) D=Designated(Be specific)
e1.	Employment Technician (2)	1	2.5, 4.1	Support projected District hiring.	99,000	Ongoing	G
e2.	HR Generalist (1)	2	2.5, 4.1	Support projected District additional employee count.	44,000	Ongoing	G
e3.							
e4.							
e5.							

Human Resource Services
Program Review Plan, 2012-14

Section 5 – Resource Requirements

f. Classified staff position (temporary or student workers) *Enter requests on lines below.*

Resource	Describe Resource Requested	Priority	Strategic Plan 2013 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your unit's mission and goals, an analysis of appropriate data, planning assumptions and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Funding Source: G=General Fund R=Restricted (Be specific) D=Designated(Be specific)
f1.	Administrative Assistant (1-45%)	1	2.5, 4.1	Required for increased workload supporting faculty and classified negotiations	26,200	On-going	G
f2.	Student Worker (1)	2	2.5, 4.1	Required for document control and destruction	11,000	On-going	G
f3.							
f4.							
f5.							

Human Resource Services
Program Review Plan, 2012-14

Section 5 – Resource Requirements

Please identify faculty and staff who participated in the development of the plan for this department:

Name	Name
John Tortarolo	Celina de la Torre
Lisa Hornsby	Cindy Fisher
Shawna Cohen	Tania Silva
Jennie Vastola	Trish Yzerman

(signature) 5/10/13

Manager, Human Resource Services Signature   **Date**

(signature) 5/10/13

Assistant Superintendent/Vice President Signature   **Date**