



Staffing Plan: Priority Factors Form

Division: Human Resource Services

Date: 1/19/2012

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After completing this form, rank each position within the division in each of the identified priority factors (P1, P2, P3, P4) on the Vacant/Proposed Positions worksheet. The spreadsheet will automatically calculate the total priority factor score (TPF) for each position. Use the total score for each position as a guide to providing a final priority ranking (R) for each position within the division on the spreadsheet.

	Priority Factor	Information About Priority Factor	Linkage to Strategic Plan	Score Value
	<i>Example: Bench depth (available employees to fill specific functions)</i>	<i>Example: Staff available to provide services in the following areas: Benefits, personnel support, recruiting, and EEO plan development and implementation</i>	<i>Example: Recruit, hire, and support diverse faculty and staff to meet the needs of students (Strategic Goal 4)</i>	1-5
P1	District-Internal Planning Priorities	Centrality of Position to fulfilling District Strategic Planning; alignment with institutional and Division mission, vision and values.	SAO-1 ties the seven (7) HRS-SAOs to the Strategic Plan 2013. Position's value when viewed in terms of functions within the 7 HRS-SAOs. See attached spreadsheet for ties between strategic planning and HRS-SAOs. SAO-1; Goal 2, Objective 2.4-Implement SAOs.	5

P2	External Legal-Regulatory Drivers	Legal/Regulatory/External Agency/Risk Assessment: Compliance with Title 5 requirements (e.g., position's relation to externally required functions like the EEO Plan and implementation, conducting discrimination and harassment investigations, records retention, labor relations and contract administration, recruitment and hiring).	HRS-SAO-2 Recruitment and Hiring and HRS-SAO-3 Equity and Diversity under SP Goal 4, Objectives 4.1 and 4.2; HRS-SAO 5 (labor relations and policies and procedures); and HRS-SAO-7 records retention.	5
P3	Quantity of Service	Matters of efficiency and wait times for responses (e.g., the position's relative value in satisfying the amount of work required, like information requests, processing employee paperwork).	SP Goal 4: Sufficient staff; HRS-SAO 4 (Staff productivity); and HRS-SAO 7 information production.	5
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Staffing Master Plan 2016: Year 3 Addendum

*Planning
Council and
SPG Training*

Fall 2012

STAFFING PLAN OVERVIEW

A Brief Overview

- Purpose: To systematically identify and prioritize District staffing needs
- Six-year planning cycle with annual addenda/updates – currently in third year
- Tied to accreditation and various planning mechanisms
- Staffing needs are data-driven and identified by planning councils/SPG

Planning Council/SPG Recommendations

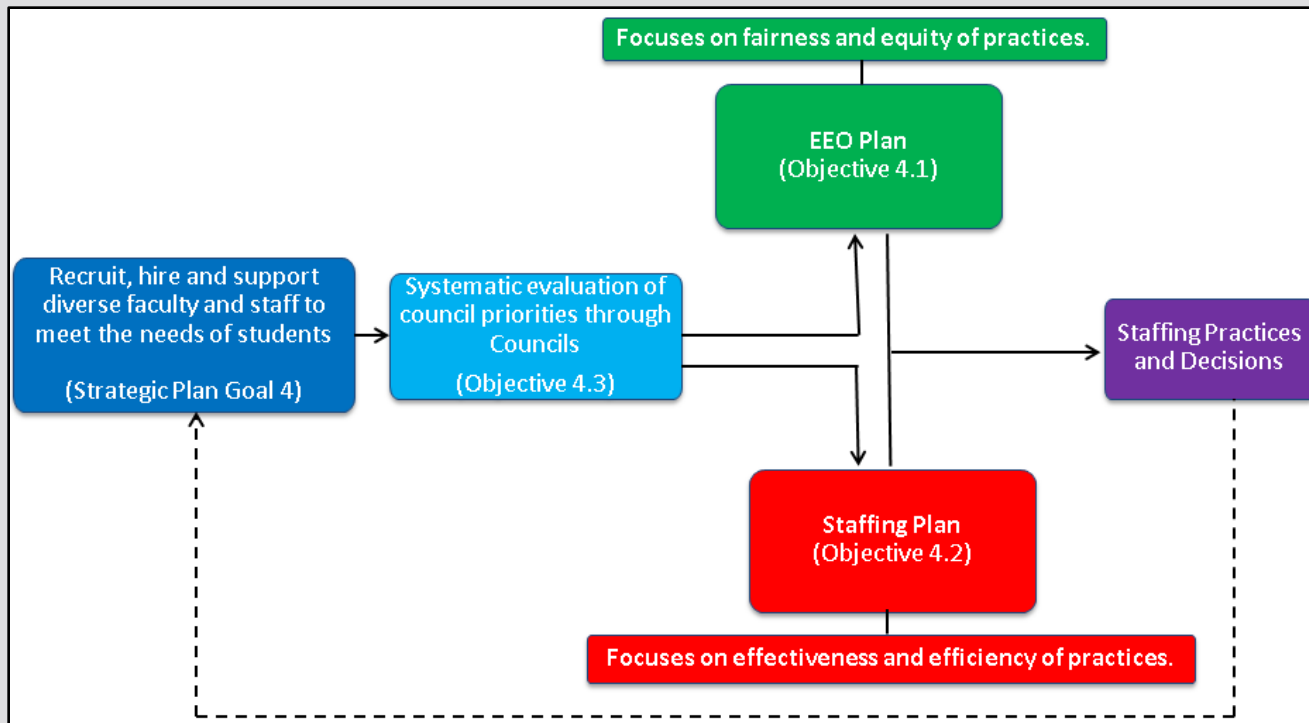
- How many positions? (Minimum and optimum staffing levels)
- Which positions, and when to fill them? (Prioritization)
- Why are specific positions needed? (Priority factors tied to planning and data)

Related accreditation standards and District planning influences:

Accreditation	Strategic Plan 2013	HRS Program Review & Planning
<ul style="list-style-type: none"> • Standard I – Institutional Mission and Effectiveness: The District uses quantitative and qualitative data and analysis in an ongoing and systematic cycle of evaluation, integrated planning, implementation, and re-evaluation to verify and improve the effectiveness by which the mission is accomplished. • Standard III.A. – Human Resources: The District employs qualified personnel to support student learning and improve institutional effectiveness. Integrate HR planning with institutional planning. • Standard III.A.2.: The District maintains a sufficient number of qualified full-time faculty, staff, and administrators to support Palomar's mission and purposes. • Standard III.A.6.: HR planning is integrated with institutional planning. The District systematically assesses the use of human resources and uses the results of evaluation as the basis for improvement. 	<ul style="list-style-type: none"> • Values: Improvement of performance and outcomes through ongoing planning and self-evaluation. • Goal 4: Recruit, hire, and support diverse faculty and staff to meet the needs of students. • Objective 4.2:* Develop a staffing plan that identifies minimum and optimum staffing levels throughout the District. • Objective 4.3:* Evaluate the extent to which staffing plans and decisions reflect the needs expressed in the Council and College-wide priorities. <p><small>*These objectives were originally listed in Strategic Plan 2013 for Year 1 – 2010-11.</small></p>	<ul style="list-style-type: none"> • Service Area Outcome 2 – Recruitment, Hiring, and Retention: Optimize resources towards recruitment, hiring, and retention of a highly qualified faculty and staff.

THE STAFFING PLAN IN CONTEXT

Relationship to Accreditation and Planning



THE STAFFING PLAN IN CONTEXT

Relationship to District and HRS Planning

- **Strategic Plan** identifies the goal of hiring diverse faculty and staff
- **Staffing Plan** identifies staffing levels and priorities (HRS SAO 2 – Recruitment/Hiring)
- **EEO Plan** identifies methods, outcomes, and practices to achieve diversity in staffing (HRS SAO 3 – Diversity/EEO)

2012-13 STAFFING PLAN PROCESS AND TIMELINES

Planning Council Orientations:

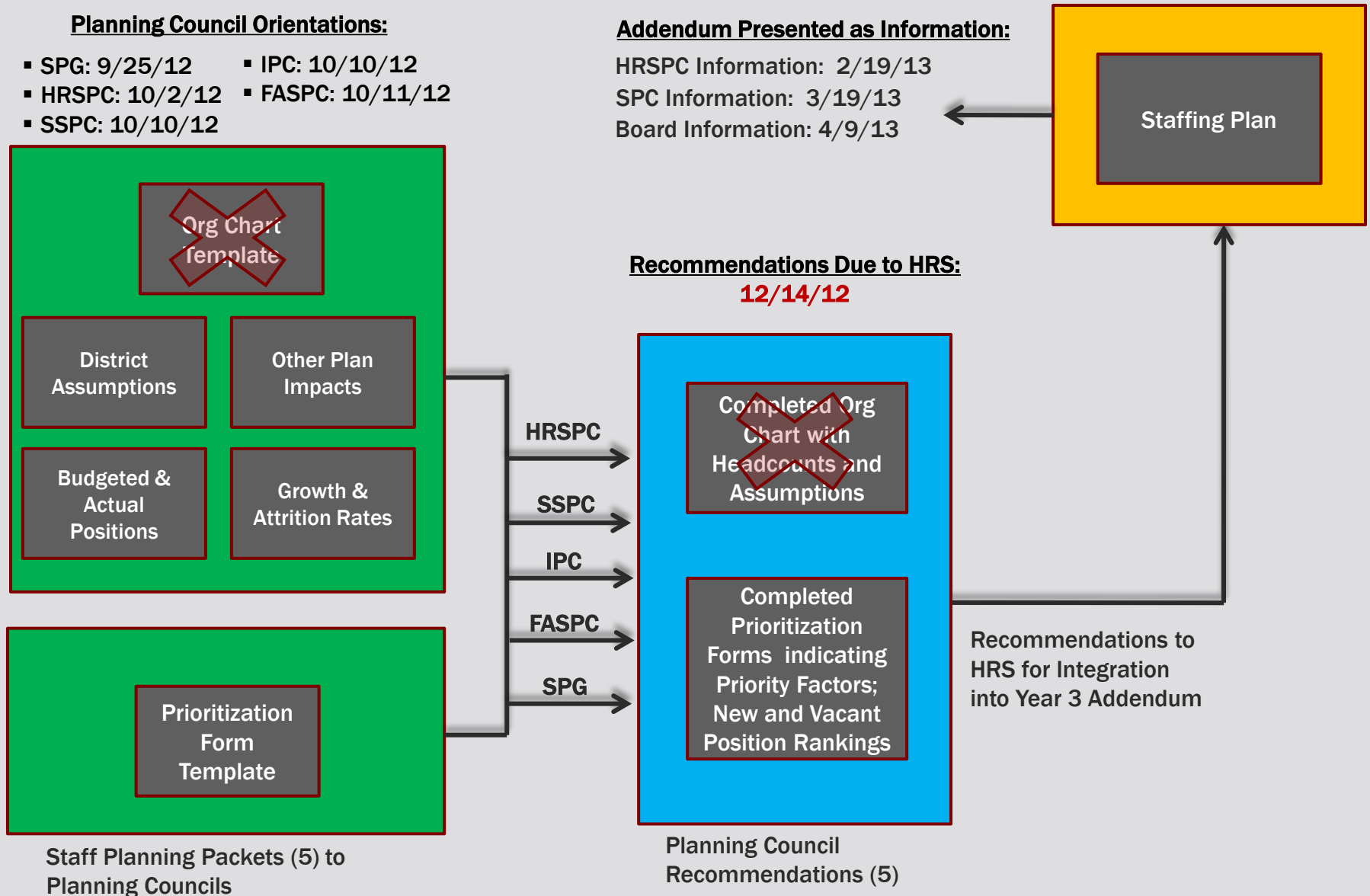
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Addendum Presented as Information:

HRSPC Information: 2/19/13
SPC Information: 3/19/13
Board Information: 4/9/13

Recommendations Due to HRS:

12/14/12



■ Student Headcount and FTES

Palomar College Student Headcount, 2005-06 through 2011-12.

2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
45,490	47,650	50,123	49,336	47,575	42,576	38,320

Sources: California Community Colleges Chancellor's Office Student Demographics by Academic Year, 2004-05 through 2010-11; California Community Colleges Chancellor's Office Enrollment Status Report for Palomar College, 2011-12.

Palomar College Recalculation Apportionment FTES, 2006-07 through 2011-12.

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FY 2005-6	19,326	17,812	1,514	19,326	17,812	1,514

Data extracted from California Community Colleges Chancellor's Office Recalculation Apportionment Reports, 2005-06 through 2010-11 (all figures rounded to whole numbers).

■ Employee Headcount by Employment Group, 2006-07 through 2011-12

Year	Administrators, Supervisors, Confidential	Full-Time Faculty	Child Development Teachers	Classified	Total
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Sources: Palomar College Active Employee Reports, 2005-06 through 2010-11 (dated September 1 of each year); Palomar College Active Employee Count Report dated August 8, 2012

PLANNING ASSUMPTIONS AND IMPACTS

Budget and Hiring Freeze:

- Focus on filling replacement positions
- Flexibility: Prioritized positions filled as needed and as budget allows
- Assume that District is operating at minimum staffing levels

Space/Facilities:

- North and South Centers likely to be delayed until at least 2014
- Staffing recommendations for centers to be held until organizational structure developed
- Space analysis overview:

Staffing Plan Space Analysis for San Marcos Campus, North and South Centers 2006-7 to 2014-15).

Year	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
GSF @ SM	591,425	698,425	662,414	662,414	764,499	794,499	956,371	913,872	976,825
Space Added		NS Building	MB		HS, MD, Sprung Structure	IT, Planetarium	Humanities, TLC	T-Bdg, Theatre Addition	Library
GSF @ South Center								100,000	
GSF @ North Center								150,000	

Source: Facilities Master Plan 2020 and Staffing Plan Space Analysis Overview 2006-2015 (Facilities, 2011).

2011-12 Positions Filled by Council/Group

	Finance & Administrative Services	Human Resource Services	Instruction	Student Services	Superintendent/ President's Group	Total Filled
Prioritized Filled	7	0	0	8	0	15
Unprioritized Filled	10	0	16	16	1	42
Faculty Filled*	N/A	N/A	0	0	N/A	0
Total Filled	17	0	16	24	1	58

**Note: Faculty positions are prioritized through IPC's faculty priorities process, which is separate from the staffing plan. Data provided for information only.*

Staffing Summary by Council/Group

- **SPG:** Filled 1 critical replacement position
- **FASPC:** Filled 7 top-prioritized positions; filled 10 critical replacement positions
- **HRSPC:** No positions filled
- **IPC:** No prioritized positions filled; filled 7 critical replacement and 9 new positions – 5 of the new positions support STEM grants
- **SSPC:** Filled 8 prioritized positions (mostly top- and middle-ranked); filled 13 critical replacement and 3 new positions

ANNUAL ADDENDUM

2011-12 Staffing Summary

Priority Factors are four individual factors, tied directly to strategic planning and related directly to a specific functional division of the District, which are used to prioritize vacant and proposed positions. Review the Priority Factors Form and decide whether:

- **The priority factors are still applicable.** If not, the council/group may make changes; however, any new factors must relate to strategic planning; the District's vision, mission, and values; and student success.
- **The priority factors are still scored/weighted appropriately.** The council/group may choose to assign higher scores to individual factors that are more important or relevant.

If making changes to priority factors:

- Revise the Priority Factors Form as appropriate.
- Include an explanation of how any changed factors serve specific objectives of the Strategic Plan.

ANNUAL ADDENDUM

*Planning
Council/SPG
Priority Factors*

Prioritizing Positions

(Budgeted/Vacant and Proposed Positions worksheet)

Instructions:

- Determine whether additional proposed positions are needed, and if so, insert into the worksheet.
- Assign an individual score for each priority factor for each individual position in the P1-P4 columns.
- Sum the total priority factor (total score) in the TPF column.
- Input the ranking of each position in the Rank column (1 = highest priority).
- Example:

2013-2014 Prioritizations					
P1	P2	P3	P4	TPF	Rank
4	3	5	2	14	10

Additional considerations:

- Replacement positions are usually assumed to be of higher priority than new or proposed positions.
- *No ties in prioritizations!* If two positions have an identical total priority factor (TPF) score, the council/group will need to consider the importance of individual priority factors to determine which position is of higher priority.
- Faculty positions are prioritized through a separate process by IPC rather than the Staffing Plan.

ANNUAL ADDENDUM

Planning Council/SPG Prioritizations

ANNUAL ADDENDUM

*Resources and
Due Date*

- **No organizational chart updates required for the Year 3 addendum.** Based on feedback from the planning councils/SPG, organization charts will now be required only once during the formative year (year 1) of each six-year Staffing Master Plan.
- **Staffing Master Plan and Year 2 Addendum:**
www.palomar.edu/strategicplanning
(Under *Current Plans and Reports* section)
- **Final date to submit prioritizations to HRS:**
Friday, December 14, 2012
- **Questions?**
[Shawna Hearn, ext. 2608 or shearn@palomar.edu](mailto:shearn@palomar.edu)



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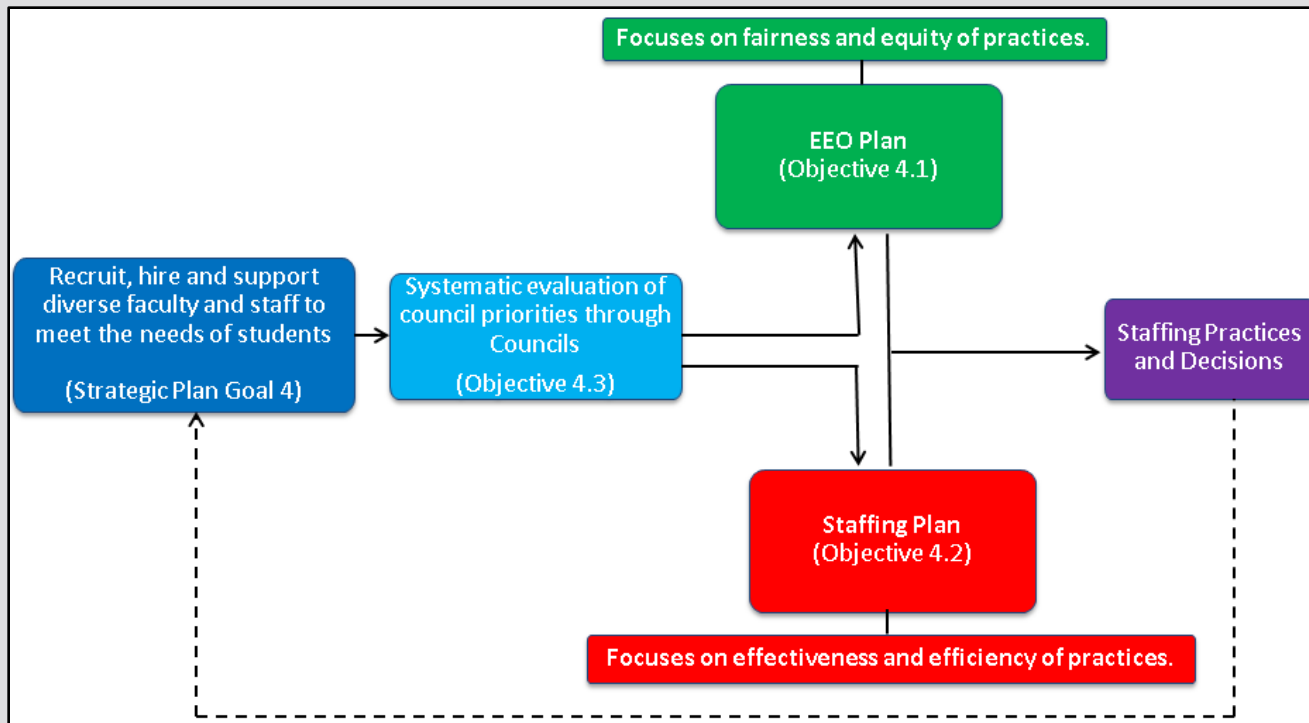
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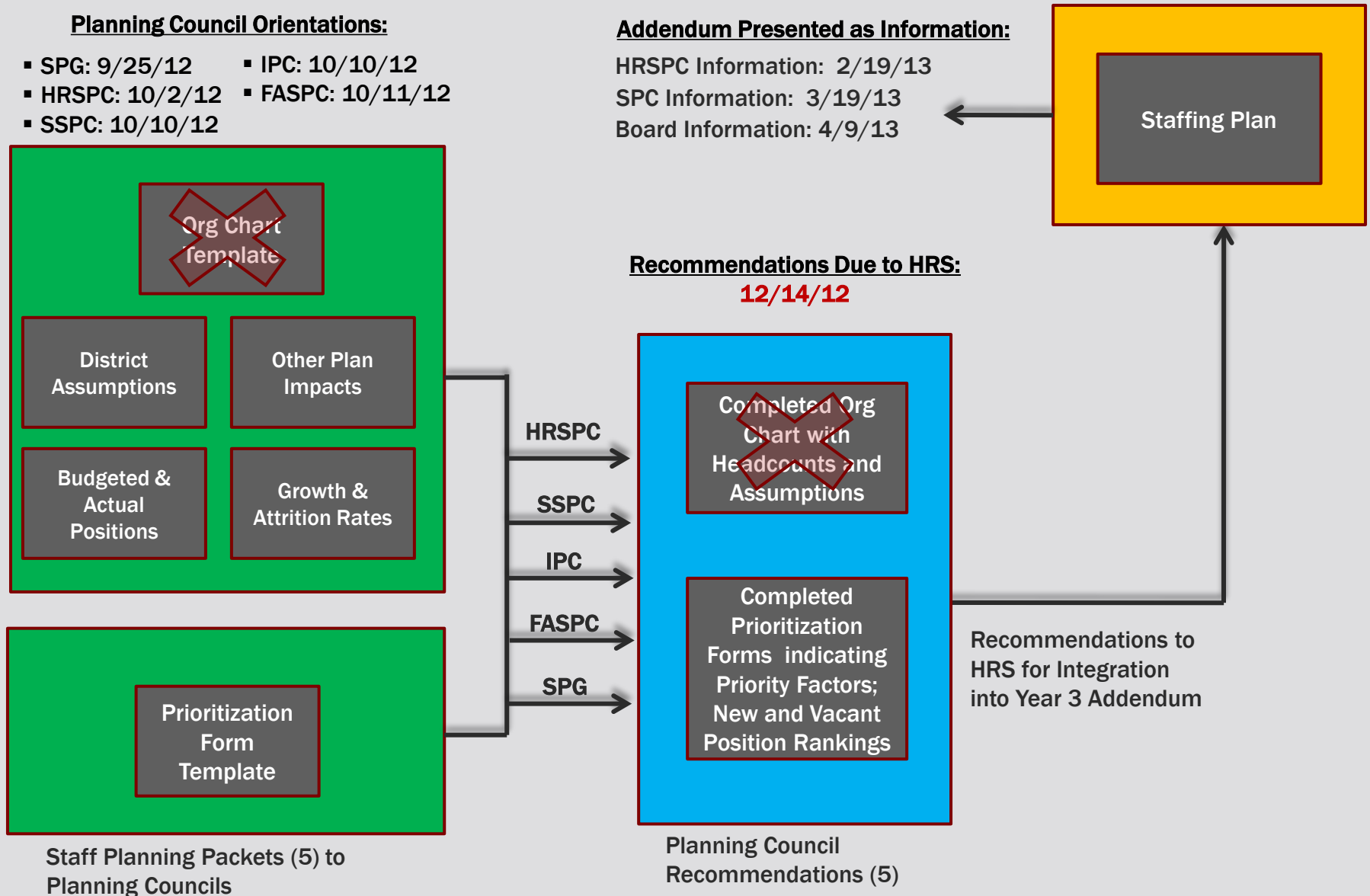
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