PALOMAR COLLEGE® Learning for Success

Program Review & Planning (PRP)

PART 1: BASIC UNIT INFORMATION

Program Review is a self-study of your unit. For non-instructional program review, the definition of what is a unit varies based upon your division. A unit may be a department (e.g., Information Services, Institutional Research and Planning, Financial Aid), a program (e.g., EOPS, TRIO), or a division (Human Resource Services). The Vice Presidents for each division have identified/defined the units that will complete the review cycle.

Regardless of whether your unit is a program, department, or division, program review is about documenting the plans you have for improving Institutional Effectiveness in your area and sharing that information with the college community. Through the review of and reflection on key elements, program review and planning identifies program strengths as well as strategies necessary to improve the operation of your area. With that in mind, please answer the following questions:

Unit Name:	Human Resource Services (HRS)
Department Name:	Human Resource Services
Division Name:	Human Resource Services

Please list all participants in this Program Review:

Name	Position
Dr. Lisa Norman	Assistant Superintendent/Vice President, Human Resource Services
Christine Winterle	Interim Director, Human Resources
Shawna Cohen	Manager, EEO and Compliance
Monique Dumbrique	Supervisor, Human Resources

SECTION 1: Program/Unit Mission Statement

What is your Program/Unit's mission statement (click here for information on how to create a mission statement):

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

Describe how your mission aligns with and contributes to the College's Vision and Mission.

HRS provides support to our employees who are actively engaging in teaching and supporting students from diverse backgrounds and engaging in work that supports the District, and its students, as a whole. Additionally, HRS provides services and support to its employees to further the District's core values of access, equity, diversity, and inclusiveness. We are committed to actively recruiting and selecting employees who are committed to the College's mission of supporting students of diverse origins in achieving the learning outcomes necessary to contribute as individuals and global citizens. Additionally, through providing professional development for all employee groups, HRS supports the District's mission to be proactive and engage in supporting students.

SECTION 2: Program/Unit Description

Staffing

Full-time Staff		Part-time Staff	
Total Number of Full-time Staff	15	Total Number of Permanent Part-time Staff	0
Number of Classified Staff	10 (2 vacancy)	FTE of Part-time Staff	2
Number of CAST Staff	3	FTEF of Part-time Faculty	0
Number of Administrators	3 (1 vacancy)		
Number of Full-time Faculty	0		

As part of this PRP cycle, Human Resource Services has sent organizational charts to all non-instructional units. Please review the charts and make any needed changes. Attach a copy of the chart when you are submitting your review.

OR

If you cannot create an organizational chart, or did not receive one from Human Resource Services, list the positions in your unit showing reporting relationships (e.g., Manager Facilities with the following direct reports, Supervisor Position A, Supervisor Position B, Supervisor Position C; Supervisor Position A with direct reports, Position A, Position B, Position C)

See Attached

What additional temporary hourly or contract staff support this unit and/or department:

2 parttime temporary staff for assisting the department with HR duties due to vacancies within the department.
2 parttime seasonal temporary staff who assist with recruiting during high volume times.

Program/Unit Description

Who utilizes your services?

Internal and external job applicants.
Administrators, Confidential and Supervisory Team, Classified Staff, Full-Time Faculty, Part-Time Faculty, Student Employees, Short-Term Employees, Volunteers, and retirees.
Students seeking assistance with nondiscrimination issues.
Other external organizations and the public.

What services does your program/unit provide (Describe your program/unit)?

- Provides support to new and existing employees throughout the employment lifecycle, to include new employee orientation, onboarding, and professional development.
- Management of the District's health and welfare benefits plans for all employees and retirees.
- Coordination of fair and equitable employment processes through recruitment and hiring.
- Maintaining employee and recruitment data through various HRIS systems (PeopleSoft, PeopleAdmin, Cornerstone, OnBase, Ebenefits)
- Compliance with federal, state, and District nondiscrimination and equal employment opportunity laws and regulations, including the receipt, investigation, and resolution of relevant issues.
- Responsible for collective bargaining with two bargaining units (faculty and classified) and two meet and confer employee groups (administrators and supervisory/confidential employees).
- Reporting for compliance purposes.

PART 2: PROGRAM/UNIT ASSESSMENT

SECTION 1: Service Area Outcomes

List the Service Area Outcomes (SAOs) for your program/unit.

1. Enhance recruitment efforts to diversify our workforce.
2. Enhance health and welfare offerings and ease of plan use for covered employees.
3. Offer more onboarding, professional development, and training opportunities for all employee groups.
4. Fully utilize HRIS systems to enhance HR business processes.
5. Continue to develop and improve classification and reclassification processes
6. Increase compliancy support and services
7. Provide exceptional service and support for employees and campus community as District continues to grow

For each SAO, describe when the SAO was last assessed and summarize what you learned from the assessment. (If you plan to assess the SAO this year, identify when you plan to assess it.)

1. Recruitment data is run for each stage of the recruitment process and annually reviewed for comprehensive assessment and compliance purposes. There are additional areas that require improvement in certain racial/ethnic backgrounds to diversify the workforce.
2. A benefits survey was provided to all employees during the 2017-18 year. We learned most employees and retirees were satisfied with the benefits but some employees desired different plan types and enhanced benefits. Customer service using the current administrator was a challenge for some employees.
3. The Professional Development Committee is a joint committee with HRS and Instruction. An interest survey was distributed during the 2017-18 year, which was targeted based on division. We've learned internal trainings should be provided campus wide in the areas of onboarding, technology, budget and fiscal.
4. PeopleSoft requires updating, which integrates with other internal systems. Specifically, it intersects with budget and payroll. A comprehensive approach and updated system is needed.
5. Internal observations and feedback indicates the need for additional support to implement processes such as classification specifications and reviews. HRS has depended, in part, on third party vendor(s) to support this function. Additional support or staff is needed in this area.
6. A significant increase in complaints has been demonstrated in the area of discrimination and sexual harassment and Title IX issues. Based on this assessment, additional resources are needed to support these functions.
7. Current HRS staffing has shown some growth but not comparative to the expansion of the District's needs. Additional staff is needed to support the District in the areas of compliancy, classification and compensation, recruitment and personnel.

What improvements have you implemented or plan to implement as a result of your SAO Assessments?
1. HRS has researched different job fairs and provided targeted recruitment. A diversity expert was brought in to provide mandatory hiring committee trainings as well as facilitator/compliancy training. The STRATA group provided a business process analysis for HRS with recommendations. The position authorization form was analyzed and revised for a more streamlined process.   2. An online benefits system was implemented. Three new medical plan options were provided. Enhanced vision, dental and supplemental life insurance plans were offered. Parttime faculty were offered vision and dental benefits for the first time during the 2018-19 year. Additional workshops were provided to all employees as well as webinars.   3. We implemented permanent employee onboarding/new employee orientation. Campus wide plenary was offered for all employees. Friday training series were provided by outside professional experts. Administrative trainings were provided in the area of discipline. Trainings will be provided in the area of reorganization/restructure, onboarding for all employee groups, and more trainings in the area of supervisory.   4. The PeopleSoft system is currently being updated. The plan is to integrate more efficiently with other systems.   5. HRS is seeking cost effective measures to employ a permanent staff to offset the utilization of third party vendors who conduct classification, reclassification and compensation analyses. Training is being provided during the course of the 2018-19 year to address classification and departmental reorganizations to support the District.   6. Additional fiscal resources were provided to the District for the 2018-19 year in the area of VAWA from the State Chancellor. The District has received a grant from the U.S. Department of Justice through the City of San Diego Attorney's Office. This funding will allow for the expansion of programs and training to employees to address issues of sexual harassment and violence. A comprehensive, District wide Title IX team has formed and will be provided training to address response and support to Title IX issues.   7. HRS is undergoing a reorganization/restructure process to assess departmental needs. This will include a request for additional staff and funding as well as updating job descriptions and any related compensation.

SECTION 2: Other Assessment Data

List all other quantitative and/or qualitative measures you use to track, monitor, and/or evaluate the effectiveness of your program/Unit:

Quantitative Data

	Values				
Measure	**2012-13**	**2013-14**	**2014-15**	**2016-17**	**Definition/Description of Measure**
See attached diversity data					
See attached discrimination/sexual harassment data					

Qualitative Data:

Describe any qualitative measures you use and summarize the results.

In 2018 we conducted a benefits survey, the results were used during the RFP process for evaluation of our current plan and possible plan changes and enhancements. Many respondants indicated that they were unhappy with the unexpected bills associated with a PPO when going out of network another area was that many respondants were unhappy with the dental plans $1,500 dollar annual maximum. Through the RFP process we added a Medical HMO other than the Kaiser we already had as well as a Dental HMO plan. These HMO plan designs allow for employees with these concerns to have their needs met. Additionally, the district realized there are low utilizers of our healh plans and that there could be employees who would benefit from a Hight Deductible Health Plan with a District incentivised HAS account. This allows for more flexibiltiy in how the funds are used for medical needs as well as another option for saving for retirment for low utilizers of the plan.

Addtionally, in 2018 in conjunction with the Professional Development (PD) Committee, we launched an all campus PD plan. During this time the PD committee tracked PD trainings through our new Cornerstone PD Portal. Within the year we were able to observe trends as it relates to PD offered for all employees. As of December of 2018, there were over 1,400 completed PD trainings and over 500 unique users and the use continues to rise as we continue to grow our offerings and establish a culture of the importance of PD for all employees.

What improvements have you implemented or plan to implement as a result of your assessment of quantitative and/or qualitative data described above.

Same as above

1. HRS has researched different job fairs and provided targeted recruitment. A diversity expert was brought in to provide mandatory hiring committee trainings as well as facilitator/compliancy training. The STRATA group provided a business process analysis for HRS with recommendations. The position authorization form was analyzed and revised for a more streamlined process.
2. An online benefits system was implemented. Three new medical plan options were provided. Enhanced vision, dental and supplemental life insurance plans were offered. Parttime faculty were offered vision and dental benefits for the first time during the 2018-19 year. Additional workshops were provided to all employees as well as webinars.
3. We implemented permanent employee onboarding/new employee orientation. Campus wide plenary was offered for all employees. Friday training series were provided by outside professional experts. Administrative trainings were provided in the area of discipline. Trainings will be provided in the area of reorganization/restructure, onboarding for all employee groups, and more trainings in the area of supervisory.
4. The PeopleSoft system is currently being updated. The plan is to integrate more efficiently with other systems.
5. HRS is seeking cost effective measures to employ a permanent staff to offset the utilization of third party vendors who conduct classification, reclassification and compensation analyses. Training is being provided during the course of the 2018-19 year to address classification and departmental reorganizations to support the District.
6. Additional fiscal resources were provided to the District for the 2018-19 year in the area of VAWA from the State Chancellor. The District has received a grant from the U.S. Department of Justice through the City of San Diego Attorney's Office. This funding will allow for the expansion of programs and training to employees to address issues of sexual harassment and violence. A comprehensive, District wide Title IX team has formed and will be provided training to address response and support to Title IX issues.
7. HRS is undergoing a reorganization/restructure process to assess departmental needs. This will include a request for additional staff and funding as well as updating job descriptions and any related compensation.

SECTION 3: Achievements and Other Relevant Information

Describe your program's achievements or proudest moments this past year. Where possible, describe how these achievements are related to our students and their success!

We offered three new health benefits plans; Offered employee benefits to parttime employees; Hired all staff, faculty and administrators for the new Centers; We closed two PFF collective bargaining agreements including being on time for the new academic year; Implemented E-benefit system; hired new VPHR; Offered 1st Annual Employee Award and Recognition Ceremony for CCE, AA and CAST; Offered luncheon in conjunction with CCE for classified employees. Received grant from U.S. Department of Justice through San Diego City Attorney office for Title IX. Offered new employee orientation/onboarding for permanent employees; Offered new diversity training for hiring committees; completion of the draft Staffing Plan

Describe any recent changes in legislation, policies, procedures, processes, and/or technology (software and hardware) that have impacted or will impact your program/unit?   What effect will these changes have on your program/unit?
Negotiated and begun the implementation processes for the parttime seniority hiring; Implementation of new hiring processes regarding Assembly Bill 1008 – conviction history; Implementation of AB119 out-of-class requirements. Working on dual enrollments agreements with local school districts.   These changes will require further analyses, procedural planning, negotiations, staffing and fiscal resources, and ongoing communication.

In addition to (or in response to) the changes listed above, what in-house policies, procedures, and processes need to be updated, created, or deleted?
A review and update of AP7120, AP7127, AP7340, and any discrimination policies and procedures.

PART 3: PROGRAM/UNIT EVALUATION AND THREE YEAR PLANNING

Program Evaluation and Planning is completed in two steps.

Section 1: Overall Evaluation of Program
Reflect on your program/unit, the results of your assessments in Part 2 above, and your vision for the future. Then, working together answer the following questions. Summarize your answers in the grid below.
1. What are our greatest <u>strengths</u>?
2. What are our best <u>opportunities</u>?
3. What is our preferred future, what do we <u>aspire</u> to do?
4. What are the measurable <u>results</u> that will tell us we've achieved that vision of the future?

Section 2: Establish Goals and Strategies for the Next Three Years
Once you have completed your overall evaluation, identify a set of goals and strategies for accomplishing your goals for this upcoming three year planning cycle. Use the template in Section 2 below to document your goals, strategies, and timelines for completion.

SECTION 1: Overall Evaluation of Program

1. Discuss your Program's/Unit's Strengths, Opportunities, Aspirations, and Results (SOAR) and summarize your discussion below.	
Strengths:	The staff and their dedication and commitment to complete the monumental tasks required in short periods of time
Opportunities:	The goals we have established in all areas described above and below
Aspirations:	To accomplish our SAOs and goals for the 2018-19 year and beyond
Results:	Much has been accomplished during the 2017-18 year.

SECTION 2: Progress on Prior Goals

List current or prior goals your program/unit has been working on and provide an update by placing an "X" in the appropriate status box.			
Goal	**Completed**	**Ongoing**	**No longer a goal**

Add any comments related to your work on prior goals, if needed (e.g., successes, challenges, reasons for eliminating a goal).

SECTION 3: Establish Goals and Strategies for the Next Three Years

1. New Goals: Please list all goals for this three-year planning cycle:
Goal #1

Goal	Provide support to new and existing employees throughout the employment life cycle.
Strategies for implementation	a. Develop and enhance the new employee orientation process, to include connecting new employees to a mentor within the first month of employment. b. Develop the on-boarding process for new employees to include quarterly trainings throughout the course of the first year of employment. c. Provide professional development training to current employees that focus on mandatory requirements based on policies and procedures as well as job-related performance areas. d. Improve information amongst departments and campuses with the opportunity to share ideas and information utilizing such concepts as monthly "The more you know…." ideas.
Timeline for implementation	

Outcome(s) expected (qualitative/quantitative)	
Describe the resources (human, technology, equipment, etc) you will need or will assign to implement this goal.	
Of the resources described above, which ones are reallocated and which ones are new or needed?	
Goal #2	
Goal	Coordinate fair, equitable employment processes for District applicants, employees, and hiring committees to meet their needs.
Strategies for implementation	a. Maintain integrity and currency with regulations to avoid and address liability by identifying common misconceptions/interpretations on certain policies and procedures through in-house training and consistency of practice. b. To promote equal opportunity for employees and students to ensure a fair and equitable workplace and educational environment. c. Foster an inclusive culture and environment, which enhances and supports our diverse community through targeted recruitment, advertisements, enhanced EEO hiring committee trainings. d. Develop a Palomar job fair in conjunction with other department efforts across the campus.
Timeline for implementation	
Outcome(s) expected (qualitative/quantitative)	
Describe the resources (human, technology, equipment, etc) you will need or will assign to implement this goal.	
Of the resources described above, which ones are reallocated and which ones are new or needed?	
Goal #3	
Goal	Strengthen HRS capacity and capabilities a.
Strategies for implementation	a. Establish opportunities for cross training to support colleagues, strengthen staff versatility and to demonstrate leadership and stewardship for the College. b. Positively influence the culture of the institution by supporting students, employees, potential applicants and the community through trainings, attending campus wide functions, and through marketing materials for recruitment efforts.

Timeline for implementation	
Outcome(s) expected (qualitative/quantitative)	
Describe the resources (human, technology, equipment, etc) you will need or will assign to implement this goal.	
Of the resources described above, which ones are reallocated and which ones are new or needed?	
Goal #4	
Goal	Enhance technological systems by streamlining and digitize HR processes and tasks.
Strategies for implementation	a. Develop a new electronic position authorization process and form that minimizes the use of paper. b. Work with the Information Systems Department to software systems that uses a paperless process for HR-related functions (i.e. position authorization, recruitment, Professional Development, etc… c. Initiate and implement open enrollment using a web-based portal for all medical related benefits. d. Develop a paperless interview process using modern, cutting-edge technology
Timeline for implementation	
Outcome(s) expected (qualitative/quantitative)	
Describe the resources (human, technology, equipment, etc) you will need or will assign to implement this goal.	
Of the resources described above, which ones are reallocated and which ones are new or needed?	

2. How do your goals align with your unit's mission statement?

3. How do your goals align with the College's Strategic Plan Goals & Values?   [Click here for 2019 Strategic Plan](#)
See attached HR goals aligned with Strategic Plan

4. How do your goals align with the College's value of diversity?
Same as above

PART 4: RESOURCES

Reflect upon the three year plan you created above, your current operations, and any upcoming factors (retirements, changes in legislation, changes in policies or procedures). How will you allocate resources to implement your plan? Describe additional resources needed to improve the effectiveness of your unit/program

SECTION 1:Reallocation or Reassignment of Resources

Summarize any reallocation of resources you are making based upon your three-year plan, your current operations, and any upcoming factors in legislation. Describe the impact of the reallocation of resources to your unit.

Enhanced technology within the HRIS system; additional staff and space

SECTION 2: Need for Additional Resources

As a result of this program review and planning process, describe any additional resources you need to improve the effectiveness of your unit/program.

Resource	Which goal/strategy in your three-year plan does this resource request support?	Which goal/objectives in the college's **Strategic Plan** does this resource request support?	Brief description of the need for this resource / Impact on other areas of the college (see technology, equipment, other needs)
Staffing Needs - If you have a staffing need, Identify if the staffing need is to replace a position or if the need represents a new position. Further explanation /prioritize. How does it align with North and South Centers/ Define what it is you need staff to do.			
Classification and Compensation Analyst (new)			
Recruitment Technician (Replacement Position)			
Administrative Specialist II (Replacement position)			
Human Resource Specialist (New)			

Technology Needs - If you have a technology need, use the last column to describe both the need for the resource AND identify if the technology need may require any of the following:
   1) **Extra wireless access**
   2) **Integration with existing technology (hardware and software, such as PeopleSoft)**
   3) **Operational maintenance and support**			

Peoplesoft updated version			
Cornerstone Evaluation			
Integration of PeopleAdmin with PeopleSoft			
Implement Not Anymore – Title IX			
Training for video conferencing/interviews			
Equipment Needs (other than technology) - If you have equipment needs, use the last column to describe both the need for the resource and any possible impact to facilities.			
Computers for additional staff hired			
Other Needs - If you have identified other needs, use the last column to describe both the need for the resource any any possible impact to facilities or other units on campus.			
Additional workspace for staff			
New, uniform furniture set-up for HR offices			

PART 5: FEEDBACK AND FOLLOW-UP

Once your Program/Unit PRP is completed, your division or planning council should review and discuss based on your Vice President's planning process. This area is intended for summary feedback and recommendations from the divisional review.

Confirmation of Review by Division / Planning Council	
Person/Group/Council Who Reviewed PRP	

Date	

Feedback
1. Strengths and successes of the program/unit as evidenced by the data, analysis, and assessments:
2. Areas of Concern, if any:
3. Recommendations for improvement: