

Entry #: 64 - Anna Pedroza

Status: Submitted

Submitted: 9/17/2024 11:26 AM

2023-2024 REVIEW

OVERVIEW OF PROGRAM REVIEW AND PLANNING FOR NON-INSTRUCTIONAL PROGRAMS

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 and strategies necessary to improve the operation of your area. With that in mind, please answer the following questions.

BASIC UNIT INFORMATION

Are you completing a Comprehensive or Annual PRP?

Annual

Division Name

Human Resource Services

Department Name

HRS Division Office

Program/Unit Name

HRS Division Office

Name of Person responsible for the Program/Unit

Anna Pedroza

Website address(es) for your program(s)/unit(s)

Webpage URL 1

Unit webpage

<https://www.palomar.edu/hr/>

Please list all participants and their respective titles in this Program Review

Participant	Title
Anna Pedroza	Assistant Superintendent/Vice President Human Resources
Maria Zapien-Rangel	Executive Assistant to the VP
Christine Winterle	Director, Human Resources
Wendy Corbin	Supervisor, Benefits
Monique Dumbrique	Supervisor, Human Resources

PROGRAM/UNIT DESCRIPTION

Staffing

In this section, you will identify how many faculty and staff support your program. This information is considered when you request permanent staff and faculty hires. It is also useful as you evaluate your program and the human resources and talent you have to support our students.

To help you answer questions in this section, you will need the link shown in red below. This form required a login and password to access. Please use your Palomar email and password to log in.

Link: [Permanent Faculty and Staff Count](#)

Full-Time Staff

Total Number of Full-time Staff

11.00

Number of Classified Staff

5.00

Number of CAST Staff

3.00

Number of Administrators

3.00

Number of Full-time Faculty

0.00

Part-Time Staff

Total Number of Permanent Part-time Staff

0.00

FTE of Part-time Staff (2x19 hr/wk=.95)

0.00

FTEF of Part-time Faculty

0.00

Describe additional temporary hourly or contract staff who support this unit and/or department. (Include FWS/District Student Workers/Veteran Student Workers)

We have two part-time assisting with recruitment
One interim Title IX Coordinator
One professional expert approximately 18 wk

Program/Unit Description

Have the services your unit performs changed in any way over the past year?

Our main functional areas always have elements that have to be updated for compliance, the main functional areas are as follows:

Negotiations/Meet and Confer

Employee Relations

Hiring/On-boarding

Personnel Support

Recruitment

Classification/Reorganization/Compensation

Benefits, Leaves and Accommodations

Retirement plan administration

Compliance (Legal, Title IX, Sexual Harassment and Unlawful Discrimination)

Equal Employment Opportunity

Reminder: Data does not autosave. Save this content before moving to the next section or closing form.

PROGRAM/UNIT ASSESSMENT

SERVICE AREA OUTCOME ASSESSMENT

GOT SERVICE AREA OUTCOMES?

Outcomes are statements written in support of student learning to show direct support (instruction) or indirect support (services) provided on campus. Assessment is the way we measure how well we are achieving our outcomes.

For non-instructional areas, outcomes are called Service Area Outcomes (SAO).

So, what is an SAO?

A Service Area Outcome (SAO) is a statement about what a client will experience, receive, or know as a result of a given service. Clients can be students, faculty, staff, or community members.

As part of our three-year planning and review cycles, all non-instructional units are asked to:

- identify at least two SAOs,
- develop a plan and assess their SAOs,
- reflect on the results, and
- take action, as necessary.

Palomar uses Nuventive Improve as our official repository for SLO and SAO Assessment information.

Review and/or define your SAOs and assessment plans and ensure they are entered in Nuventive Improve by doing the following:

- 1) Login to Nuventive Improve through the Palomar College [Single Sign-on](#).
- 2) Check your SAOs for **currency** and **sunset** any SAOs if you no longer plan to assess them.
- 3) Revise or edit your current SAOs by revising their wording and/or updating the assessment method and/or assessment results, if appropriate.

NEED HELP?

Nuventive Improve:

- 1) If you need help with anything Nuventive Improve related such as login, unit identification, entering SAO info, contact Marti Snyder at msnyder2@palomar.edu.
- 2) Check out this video on how to enter SAOs in Nuventive Improve: <https://youtu.be/b1sRa68wm4c>

Defining and Assessing SAOs:

Not sure if your SAOs make the grade? Need some help writing an SAO? Not sure about how to assess your SAOs?

- 1) [Hartnell's SAO Guide](#) is a nice resource! Thank you Hartnell!

2) Contact Michelle Barton at mbarton@palomar.edu. We have a resource support team to help.

A template for entering SAOs can be found on the [IR&Ps Non-instructional Program Review and Planning website](#)

SERVICE AREA OUTCOMES TEMPLATE					
Date Identified or Last Reviewed	Description of SAO (What is your SAO?)	Assessment Method (How will/ do you measure or assess it?)	Criterion (How will/ do you know if you met the outcome?)	Date of Assessment	Date of Next Assessment
1)					
2)					
3)					
4)					

Are all of your unit's SAOs and assessment plans **UPDATED** and **ENTERED** in Nuventive Improve?

SAOs SUMMARIES AND REFLECTIONS

Each of your program/unit SAOs should be assessed at least once every three years. If you have completed any SAO assessments over the past year, summarize what you learned from the assessment and what improvements you have implemented or plan to implement as a result of your SAO assessments. If you have not completed SAO assessments, document why (e.g., SAO was assessed last year).

SAOs

SAO 1

SAO Title

Employee Health & Wellness

Assessment Status

Assessed

SAO Summary and Reflection

EMPLOYEE COMMUNICATION - in progress

WEBSITE INFORMATION - in progress

ADDED INFORMATION TO TITLE IX - Complete - Website has been updated to include trainings, clarity of reporting process and all relevant resources. <https://www.palomar.edu/titleix/>

PT FACULTY BENEFIT ENHANCEMENT - complete

INCREASED PT FACULTY MEDICAL PLAN PARTICIPATION - complete

SAO 2

SAO Title

Comprehensive Program Regarding Compliance (Title IX, EEO, ADA, etc.)

Assessment Status

Assessed

SAO Summary and Reflection

DEIAA COMPONENT OF NEW HIRE ORIENTATION ENHANCEMENT - in progress

UPDATED COMPLIANCE OFFICER, EEO TRAININGS - content is updated

UPDATED AP 7120/7127 - completed in 2023, new revisions in progress

UPDATED TITLE IX WEBSITE AND RELATED FORMS AND DOCUMENTS - complete <https://www.palomar.edu/titleix/>

UPDATED 3PD Portal for Mandatory Trainings under Title IX and Sexual Harassment including compliance monitoring.

OTHER ASSESSMENT DATA

Review the Quantitative and Qualitative Data from your comprehensive review. If there are updates please describe them below. Completed comprehensive reviews can be found on the IRP website - "Completed PRPs".

Reminder: Data does not autosave. Save this content before moving to the next section or closing form.

ACHIEVEMENTS AND OTHER RELEVANT INFORMATION

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

We hired a VPHR! Completed the Hybrid Pilot Survey. We closed contract negotiations for 2022-23, increased attendance at community outreach events, digital new hire paperwork, added a comprehensive enrollment for PT Faculty benefits, We completed the 2023-2026 EEO Plan, Return from COVID procedures, Workplace Violence Prevention Plan, fully returned to on-site work with a hybrid work MOU, subsequently implemented a permanent Hybrid work agreement. Title IX website and procedures updated, new regulations are pending legal components.

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?

Expecting Title IX, DEIAA Competencies and Criteria, Workplace Violence Prevention Plan, Environmental Sustainability Plan, Six-Month probationary period for classified, updates to the education code to provide a March 15th notice to classified employees. Updated AP 7127. Future implementation of AB 2683 - for student required Title IX training.

In addition to (or in response to) the changes listed above, what board policies, procedures, and processes need to be updated, created, or deleted?

HR is undergoing a comprehensive Policy and Procedure review through the shared governance process. This upcoming year there will be updates to Title IX effective August 2024 as well as a new Workplace Violence Prevention Plan.

Reminder: Data does not autosave. Save this content before moving to the next section or closing form.

PROGRESS ON PRIOR PRP GOALS

Review the goals listed on your comprehensive review and summarize progress you have made on the strategies for implementation. If your unit has experienced challenges implementing the goals, describe those challenges.

Click on "+Add Goal" below for each additional goal.

[Click here for previous PRPs with goal information.](#)

Prior PRP Goals

Goal 1

Brief Description

Provide support to new and existing employees throughout the employment life cycle.

- Implementation of an enhanced new employee orientation
- Online open enrollment workshops
- Wellness workshops
- Ongoing professional development

Choice

Ongoing

Add any comments related to your work on prior goal. Include outcomes or progress, successes and challenges, and reason(s) for eliminating a goal, if applicable.

HR has a one day orientation. The next step is to provide more trainings and ongoing on-boarding throughout the first year. We are challenged because our staffing levels do not provide the opportunity to grow services within Human Resources, or if there were systems in people-soft that enhanced the employee hiring process and heavily manual process we could build out more high touch services to employees.

Goal 2

Brief Description

Enhance technological systems by streamlining and digitize HR processes and tasks:

Implemented Commitment Accounting for reconciling positions and budgets and expenditures associated with them Implemented Adobe forms for routing of most HR forms, including benefits enrollment, recruitment and selection, and personnel action forms.

Used digital forms to eliminate paper and do electronic reconciliation (Example: PT Faculty office hours)

Choice

Ongoing

Add any comments related to your work on prior goal. Include outcomes or progress, successes and challenges, and reason(s) for eliminating a goal, if applicable.

We have many different applications that aren't fully being utilized and we are looking to streamline these in the future. First we have an applicant tracking system that also can be used for routing of position authorizations but it isn't fully integrated. We have onbase for document management but it isn't centrally maintained and thus the features are fully integrated which would minimize the number of steps need to complete indexing and filing of employee documents. We are working on commitment accounting and HR process regarding managing positions and ensuring that our database is accurate with the most current information. We are also working on the benefits billing and management of a benefits program across multiple employee groups, to ensure accurate billing and payment to our benefit vendors. Ideally, it would be advantageous to have one system that would fully integrate for an employee from the time of application through the employment life cycle.

The Vision Plan 2035 includes the College's Educational Vision Plan. Review the goals and objectives in the plan and identify 1-3 objectives that your unit supports. Describe how your unit helps to support those objectives.

1. Using a DEIAA lens, retain and support the excellence of faculty, staff, and administration through effective onboarding, relevant training, ongoing professional development, regular performance reviews, and career and succession planning.

Evaluate onboarding needs for all employee groups.

Design a comprehensive onboarding framework to include mentorship and growth.

2. Implement Diversity, Equity, Inclusion, Accessibility, and Anti-racist (DEIAA) - informed strategies and effective processes to recruit and hire the best individuals to serve our diverse student body.

Update application to include diversity antiracism questions for all positions.

Update selection committee composition, include diversity of those who serve.

Develop DEIAA related interview questions as part of the interview process for all positions."

3. Establish a sense of belonging and wellness across the Palomar community.

Utilize our employee wellness plans and the EDGE center to gather and create more community. Establish a sense of belonging through events both in person and hyflex to engage employees.

Describe any changes to your goals or three-year plan as a result of this annual update.

No changes at this time

RESOURCES

Congratulations! You are nearing completion. In this section, you will consider the resources you need to implement your three-year program review plan and/or address any findings from your assessment of your discipline.

The section is organized into the following five parts:

PART 1: Staffing Needs (Faculty and Additional Staff)

PART 2: Budget Review

PART 3: Technology Needs

PART 4: Facilities Needs

PART 5: One Time Request for Other Needs (NonTechnology Equipment, Supplies, Operating Expenses, Travel)

Reflect upon the three year plan you created above, your current operations, and any upcoming factors (retirements, changes in legislation, and changes in policies or procedures) that will impact your unit. How will you allocate resources to implement your plan? Describe additional resources needed to improve the effectiveness of your unit/program. All resource requests must be aligned with the College's [Vision Plan 2035](#)

Summarize any reallocation/re-organization of resources you are making based upon your three-year plan, your current operations, and any other factors (e.g., legislation). Describe the impact of the reallocation of resources to your unit.

NOTE: All requests listed in the PRP will be reviewed by deans and supervisors, then forwarded to the appropriate review group for prioritization. A resource requests approved to move forward in the review process does NOT guarantee a position or funding.

PART 1: STAFFING NEEDS

This year, units are asked to identify new positions only as part of the PRP process. Vacant positions will be addressed outside of the PRP process.

If you are requesting STAFF, please fully complete this section. If not, you can skip to the next resource section. Click "+Add Staff, CAST, AA request" below for each additional request.

When considering the funds required for a position, consult the HR website for position salary schedule and the [Benefits Worksheet](#) for additional costs related to benefits for the position.

Are you requesting new Classified, CAST, or AA positions?

Yes

REQUEST FOR ADDITIONAL CLASSIFIED, CAST, AA

Staff, CAST, AA request 1

Title of position

Human Resources Analyst

Is the position request for AA, CAST, or Classified staff?

AA

Is this request for a full-time or part-time position?

Full Time

How does the position fill a critical need for current, future, or critical operations? (e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.)

The District has ongoing needs for an analyst, especially in the areas of reclassification, reorganization, classification and compensation. Additionally the analyst would greatly benefit the district negotiations team in helping analyzing costs of proposals and researching other districts and best practices. This work is currently being performed by those taking on out of class work and third party contractors.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?

This position would support the district's needs in assessing reorganization and creating a plans to best meet the institutional goals and objectives across divisions.

Is there funding that can help support the position outside of general funds?

No

Describe how this position helps implement or support your three-year PRP plan.

This position helps meet institutional goals that align with the redesign of instruction, meeting operational needs, as well as investing in people and processes through accurate classification and compensation.

Vision Plan 2035 Goals and Objectives

2:1

2:2

2:3

If the position is not moved forward for prioritization, how will you address this need?

We have an ongoing need, classification work previously resided in the Manager, Title IX and EEO position which was vacated (, those duties are distinctly different and often the work was set as a lower priority when Title IX or unlawful discrimination cases arose due to the legal component. The District would be better served creating a new position, however if one can't be funded we will need to continue to work with third parties or find a way to incorporate this function into other positions.

Staff, CAST, AA request 2**Title of position**

Recruitment Technicians (2)

Is the position request for AA, CAST, or Classified staff?

Classified

Is this request for a full-time or part-time position?

Full Time

How does the position fill a critical need for current, future, or critical operations? (e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.)

We had two additional full time staff vacated in Spring 2023 (6158 & 6585) in HR which allowed for us to move more effectively with recruitment, attend more recruitment events, build bandwidth for outreach of process. At this the time the Supervisor takes on many of these tasks which also prevents time for process improvement, strategic outreach, training and programs.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?

These positions could become more generalist to meet broader needs in HR, we do have a need for staff so that our supervisors and administrators can focus on growth and improvement of processes. A fully integrated system for the full employment life cycle (application to retirement), we have very manual processes and systems that don't speak to each other so yes improved technology may help but we are still understaffed for the amount of employees that we serve.

Is there funding that can help support the position outside of general funds?

No

Describe how this position helps implement or support your three-year PRP plan.

Hiring, retention, recruitment is all related to HR staffing and supports not only the PRP but the equity plan, EEO plan, and Staffing plans that are required by the district.

Vision Plan 2035 Goals and Objectives

2:1

2:2

2:3

If the position is not moved forward for prioritization, how will you address this need?

We will rely on hourly or just process what is required, growth of process may be more difficult as higher level positions are doing lower level work.

Staff, CAST, AA request 3**Title of position**

Supervisor, Human Resources

Is the position request for AA, CAST, or Classified staff?

CAST

Is this request for a full-time or part-time position?

Full Time

How does the position fill a critical need for current, future, or critical operations? (e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.)

The current Director, HR was promoted from this position in March 2020 and it has since remained vacant. The supervisory work on the personnel side continues to be done by the Director, additionally that supervisory position was a working supervisor and helped process personnel action items, we had over 2000 employees on payroll in FY 22-23, by not filling the position the work has been absorbed by the current Director and two staff assigned to personnel.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?

Filling this position or a position that would allow more structural support for the personnel function of HR would allow more timely responses, provide more opportunity for the Director to work on strategic plans, and better support our current employees.

Is there funding that can help support the position outside of general funds?

No

Describe how this position helps implement or support your three-year PRP plan.**Vision Plan 2035 Goals and Objectives**

2:1

2:2

2:3

If the position is not moved forward for prioritization, how will you address this need?

There will continue to be gaps in what HR can provide and it does make it more difficult to take on new priorities and continue to grow HR services.

PART 2: BUDGET REVIEW

Review your Budget/Expenditure reports for 2021, 2022, 2023. Consider your three-year PRP plan.

Click on the link below to access directions to the *Available Budget Report* to complete this section.

[How to Request the Available Budget Report](#)

Reflecting on your three-year PRP plan, are there any budget considerations you would like your dean/supervisor to be aware of for the upcoming year?

Yes

What budget considerations would you like your dean/supervisor to be aware of or to consider? Please be as specific as possible. For example, if you need an increase in the 40000 account and a decrease in the 23000 account, describe what increase your department needs, how much, and a description of why the department needs the adjustment.

VPHR has submitted the budget requests for HR

Reminder: Data does not autosave. Save this content before moving to the next section or closing form.

PARTS 3, 4 and 5 – TECHNOLOGY, FACILITIES AND OTHER NEEDS

1. One-Time Fund Requests. Through the PRP process the college implements an approach for prioritizing and allocating one-time needs/requests. Prioritization takes place through the appropriate groups, leadership, and the Budget Committee. The executive team and Resource Allocation Committee consider various sources for funding PRP requests. Resource requests also inform the larger planning process like Scheduled Maintenance Plans, Staffing Plans, and institutional strategic planning.

For more information about funding sources available, see [IELM BLOCK GRANT, LOTTERY, PERKINS AND STRONG WORKFORCE GUIDELINES](#) (on the left menu of the webpage).

If you are a CTE program and think you may qualify for CTE funds for your PRP request(s), you are STRONGLY encouraged to answer the call for Perkins/Strong Workforce grant applications in February. Contact the Dean of CTEE for additional information.

Consider submitting one-time requests only if you have verified that you cannot fund the request using your general discretionary funds or other funds.

1. Technology and Facilities Review. Requests for technology and facilities are assessed by the Deans and then, if appropriate forwarded to the proper institutional group (e.g., technology review committee, or facilities) for review and feedback.

PART 3: TECHNOLOGY NEEDS

Will you be requesting any technology (hardware/software) this upcoming year?

Yes

Technology Request

Technology Request 1

What are you requesting?

Updated computers for all HR staff, due to many of the computers being well out of their cycle HR leadership prioritized the use of the HR department funds to upgrade all computers.

Is this a request to replace technology or is it a request for new technology?

Replacement of Technology

Who is the current user of the requested replacement technology?

All HR staff

Provide a detailed description of the request. Include in your response:**a. Description of the need? (e.g., SLO/SAO Assessment, PRP data analysis)**

read above

b. Who will be impacted by its implementation? (e.g., individual, groups, members of department)

HR staff

c. What are the expected outcomes or impacts of implementation?

NA

d. Timeline of implementation

Already implemented

What is the anticipated cost for this request? If any, list ongoing costs for the technology (licences, support, maintenance, etc.).**Do you already have a budget for this request?****What PRP plan goal/objective does this request align with?****What Vision Plan 2035 Goal/Objective does this request align with?****If you have multiple requests for technology and had to prioritize, what number would give this? (1 = Highest)****What impacts will this request have on the facilities/institution (e.g., water/electrical/ADA compliance, changes to a facility)?****Will you accept partial funding?**

No

PART 4: FACILITIES REQUESTS

Do you have resource needs that require physical space or modification to physical space?

No

PART 5: OTHER ONE-TIME NEEDS

For more information about funding sources available, see [IELM BLOCK GRANT, LOTTERY, PERKINS AND STRONG WORKFORCE GUIDELINES](#) (on the left menu of the web page under "Instructional Funding Sources").

Do you have one-time requests for other items (e.g., Non-Technology Equipment, Supplies, Operating Expenses, Travel) that your budget or other funding sources will NOT cover?

No

I confirm that the Program Review is complete and ready to be submitted.

Yes

Enter your email address to receive a copy of the PRP to keep for your records.

cwinterle@palomar.edu

Reminder: Data does not autosave. Save this content before moving to the next section or closing form.

Page 5 will show for reviewers (VP and/or Planning Councils) upon submission of the form.

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 Immediate Supervisor.

Immediate supervisor who reviewed PRP:

Anna Pedroza

Sign Date

9/17/2024

FEEDBACK

Strengths and successes of the program/unit as evidenced by the data, analysis, and assessments:

Areas of Concern, if any:

Recommendations for improvement:

Vice President (or President) Review

Strengths and successes of the discipline as evidenced by the data and analysis:

Areas of concern, if any:

Several vacancies in HR Dept. HR needs a Personnel Analyst so we can stop having outside consultants work on reclassifications. When Christine Winterle became a director, her CAST position was never filled.

Recommendations for improvement:

Additional staff.

VP Name:

Anna Pedroza

Signature Date:

9/17/2024