



## HUMAN RESOURCES PLAN

2013-2018

I. The Office of Human Resources serves as a strategic partner with the District's administration, Board of Trustees, faculty, and staff to meet the District's mission objectives, vision, and values. To accomplish this, the Office of Human Resources provides a range of centralized and comprehensive human resources services. Additionally, the Office of Human Resources works with the District and its employees to ensure compliance with local, state, and federal laws that pertain to personnel and employment matters, including Equal Employment Opportunity (EEO).

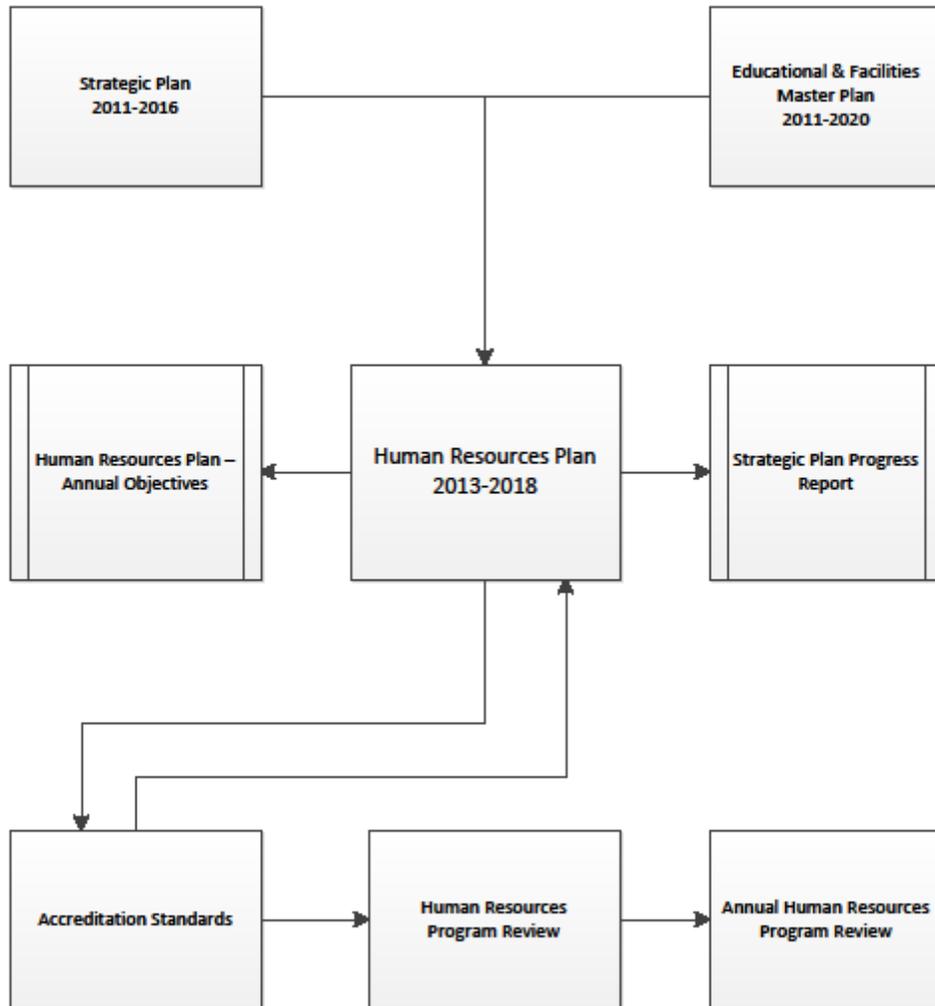
### II. Planning Overview

The Human Resources Plan is established as part of the District's Integrated Planning Model (Appendix A). This plan is designed to bring together in a uniform planning document the Human Resources goals and objectives as may be set forth in the District's Strategic Plan (2011-2016), the Educational & Facilities Master Plan (2011-2020) and the Human Resources Program Review, including Annual Human Resources Program Review.

This Plan, in addition to setting forth those goals and objectives which are established in other plans, establishes five key areas in which the Office of Human Resources has established long-term and/or ongoing goals. These five areas are: 1) Recruitment and Selection; 2) Workforce Excellence; 3) Work Environment; 4) Employer-Employee Relations; and, 5) Human Resources Office.

The following flow chart sets forth the relationship between the various District plans and the Human Resources Plan:

### HUMAN RESOURCES PLAN FLOWCHART



### III. Advisory Committee

The Human Resources Advisory/Staff Diversity Committee is a shared governance committee included within the established sub-committees of the Steering Committee. The Human Resources Advisory/Staff Diversity Committee reviews and recommends policies and procedures related to District personnel. The Committee also recommends and develops policies and procedures related to the District's Equal Employment Opportunity and Diversity Plan. The Committee forwards recommendations to all campus constituent groups and to the Steering Committee for review and adoption.

For the 2013-2014 academic year the committee's objectives are:

- Review and revise all Human Resources-related Board Policies and Procedures that are not otherwise within the scope of collective bargaining.
- Monitor Equal Employment Opportunity and Diversity Plan.
- Develop a procedure to ensure an adequate number of diversity representatives are available to serve on hiring committee

### IV. Key Human Resources Areas- Goals

#### **Human Resources Area 1: Recruitment and Selection:**

*Goal 1: Provide guidance on staffing needs identified through annual program reviews and/or the annual implementation plan.*

*Goal 2: Enhance the Diversity of the District's workforce.*

*Goal 3: Maintain the integrity of the recruitment and selection procedures to ensure a legally sound and equitable hiring process.*

#### **Human Resources Area 2: Workforce Excellence:**

*Goal 1: Provide professional development opportunities to further develop the excellence of the District's faculty, administrators/managers, supervisors/confidential employees and classified staff.*

*Goal 2: Enhance the knowledge and skills of administrators, managers, supervisors and confidential employees in the areas of human resources management and employee-employer relations.*



### **Human Resources Area 3: Work Environment:**

*Goal 1: Maintain an equitable work environment.*

*Goal 2: (from the District's Strategic Plan)*

*3.1 Citrus College will maximize existing fiscal, physical, personnel and technical resources via effective planning and resources management.*

*Strategic Objective 3.1.3: Develop an orientation program for new hires at both college-wide and division/department levels.*

### **Human Resources Area 4: Employer- Employee Relations:**

*Goal 1: Foster a positive working relationship with the three employee associations to resolve potential issues/conflicts in a timely and professional manner.*

*Goal 2: Engage in negotiations with the three employee associations in a professional and collegial manner.*

### **Human Resources Area 5: Human Resources Office:**

*Goal 1: Ensure that the Office of Human Resources provides timely and effective service to the campus community.*

*Goal 2: (from the District's Strategic Plan)*

*3.1 Citrus College will maximize existing fiscal, physical, personnel and technical resources via effective planning and resources management.*

*Strategic Objective 3.1.6: Review job descriptions and work schedules across campus to maximize and share personnel resources and periodically evaluate the college's organizational structure against major planning documents (such as the Educational Master Plan) to assign personnel as needed.*

*Goal 3: Ensure compliance with Standard III.A of the Accreditation Standards.*

*Goal 4: Enhance the sustainable practices in the operation of the Human Resources Office.*



## Human Resources Plan Objectives 2013-2014

### **Human Resources Area 1: Recruitment and Selection:**

- Goal 1: Provide guidance on staffing needs identified through annual program reviews and/or the annual implementation plan.*
1. Evaluate program review position requests and advise President's Cabinet as part of the budget review process for the 2014-2015 budget.
  2. On an ongoing basis advise President's Cabinet on classified vacancies to determine if position(s) should be filled.
- Goal 2: Enhance the Diversity of the District's workforce.*
1. Review with the Human Resources Advisory/Staff Diversity Committee diversity data from recruitments.
- Goal 3: Maintain the integrity of the recruitment and selection procedures to ensure a legally sound and equitable hiring process.*
1. In spring 2014 work with the Academic Senate to establish a recruitment timeline and selection committees for fall 2014.
  2. Ensure an adequate number of trained equal opportunity monitors are available for the faculty selection committees.

### **Human Resources Area 2: Workforce Excellence:**

- Goal 1: Provide professional development opportunities to further develop the excellence of the District's faculty, administrators/managers, supervisors/confidential employees and classified staff.*
1. Complete and assess the 2013-2014 Classified Employee Enrichment Program.
  2. In cooperation with the Supervisor/Confidential group develop an ongoing professional development program to begin in summer 2014.
- Goal 2: Enhance the knowledge and skills of administrators, managers, supervisors and confidential employees in the areas of human resources management and employee-employer relations.*
1. During the 2013-2014 academic year provide a series of training sessions on issues related to the management of District personnel.



### **Human Resources Area 3: Work Environment:**

*Goal 1: Maintain an equitable work environment.*

1. With the input of the Human Resources Advisory Committee review Human Resources policies and procedures.
2. Review and revise where necessary the job descriptions for administrative, management and supervisory classifications.

*Goal 2: (from the District's Strategic Plan)*

- 3.1 *Citrus College will maximize existing fiscal, physical, personnel and technical resources via effective planning and resources management.*

*Strategic Objective 3.1.3: Develop an orientation program for new hires at both college-wide and division/department levels.*

1. Work with CSEA to review and revise orientation for new classified employees (2013-2014 implementation).
2. Work with the Faculty Learning Institute to review new faculty orientation program (2013-2014 implementation).

### **Human Resources Area 4: Employer- Employee Relations:**

*Goal 1: Foster a positive working relationship with the three employee associations to resolve potential issues/conflicts in a timely and professional manner.*

1. Maintain monthly meetings with the leadership of each union.

*Goal 2: Engage in negotiations with the three employee associations in a professional and collegial manner.*

### **Human Resources Area 5: Human Resources Office:**

*Goal 1: Ensure that the Office of Human Resources provides timely and effective service to the campus community.*

1. Redesign the Human Resources web page site to ensure easier access to Human Resources-related polices/procedures and forms.
2. Review results from campus-wide survey to determine areas of possible improvement.

3. Determine the feasibility of moving toward electronic personnel files.

*Goal 2: (from the District's Strategic Plan)*

- 3.1 *Citrus College will maximize existing fiscal, physical, personnel and technical resources via effective planning and resources management.*

*Strategic Objective 3.1.6:* *Review job descriptions and work schedules across campus to maximize and share personnel resources and periodically evaluate the college's organizational structure against major planning documents (such as the Educational Master Plan) to assign personnel as needed.*

1. Review and revise management position job descriptions.
2. Review and revise supervisor/confidential employee job descriptions.
3. Review and revise qualification statement in classified job descriptions.

*Goal 3: Ensure compliance with Standard III.A of the Accreditation Standards.*

1. Complete gap analysis.
2. Organize Standard III.A committee to begin to prepare self-evaluation.

*Goal 4: Enhance the sustainable practices in the operation of the Human Resources Office.*

Objectives to begin in 2014-2015.



## Human Resources Plan Objectives 2014-2015

### **Human Resources Area 1: Recruitment and Selection:**

*Goal 1: Provide guidance on staffing needs identified through annual program reviews and/or the annual implementation plan.*

1. Evaluate program review position and advise President's Cabinet as part of budget review process for the 2014-2015 budget.
2. On an ongoing basis advise President's Cabinet on classified vacancies to determine if position(s) should be filled.
3. Identify and collaborate with select professional organizations in an effort to develop a plan to broaden the District's employee diversity.

*Goal 2: Enhance the diversity of the District's workforce.*

1. Review with the Human Resources Advisory Committee diversity data from recruitments.

*Goal 3: Maintain the integrity of the recruitment and selection procedures to ensure a legally sound and equitable hiring process.*

1. Implement training to ensure an adequate number of trained diversity monitors are available for the faculty selection committees.
2. Review and revise, if necessary, the process for establishing preferred qualifications for recruitments.

### **Human Resources Area 2: Workforce Excellence:**

*Goal 1: Provide professional development opportunities to further develop the excellence of the District's faculty, administrators/managers, supervisors/confidential employees and classified staff.*

1. Implement and evaluate the 2014-2015 Classified Employee Enrichment Program.
2. Implement and evaluate the 2014-2015 Supervisor/Confidential Leadership Program.

*Goal 2: Enhance the knowledge and skills of administrators, managers, supervisors and confidential employees in the areas of human resources management and employee-employer relations.*

1. During the 2014-2015 academic year provide a series of training sessions on issues related to the management of District personnel.

### **Human Resources Area 3: Work Environment:**

*Goal 1: Maintain an equitable work environment.*

1. With the input of the Human Resources Advisory Committee review Human Resources policies and procedures.

*Goal 2: (from the District's Strategic Plan)*

- 3.1 *Citrus College will maximize existing fiscal, physical, personnel and technical resources via effective planning and resources management.*

*Strategic Objective 3.1.3: Develop an orientation program for new hires at both college-wide and division/department levels.*

1. Fully implement the new Classified Employee Orientation Program.

### **Human Resources Area 4: Employer- Employee Relations:**

*Goal 1: Foster a positive working relationship with the three employee associations to resolve potential issues/conflicts in a timely and professional manner.*

1. Maintain monthly meetings with the leadership of each union.

*Goal 2: Engage in negotiations with the three employee associations in a professional and collegial manner.*

1. In a timely manner reach new collective bargaining agreements with CCFA, CCAFF, and CSEA.

### **Human Resources Area 5: Human Resources Office:**

*Goal 1: Ensure that the Office of Human Resources provides timely and effective service to the campus community.*

1. Review results from campus-wide survey and implement strategies to respond to any recommendations for improvement.
2. Work with Fiscal Services to automate the reporting and recordkeeping of vacation and sick leave.

*Goal 2: (from the District's Strategic Plan)*

*3.1 Citrus College will maximize existing fiscal, physical, personnel and technical resources via effective planning and resources management.*

*Strategic Objective 3.1.6: Review job descriptions and work schedules across campus to maximize and share personnel resources and periodically evaluate the college's organizational structure against major planning documents (such as the Educational Master Plan) to assign personnel as needed.*

To be completed by the end of the 2013-2014 fiscal year.

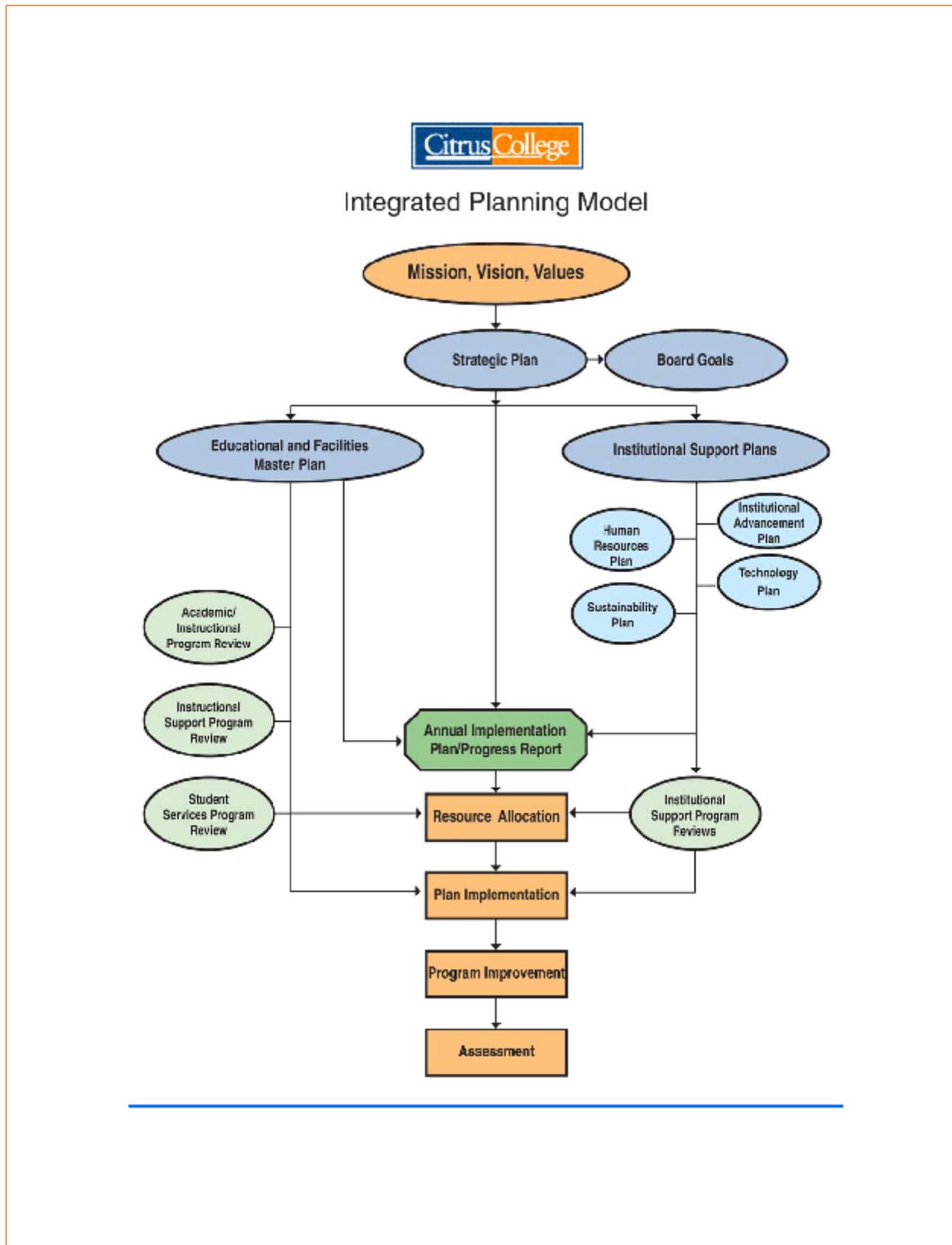
*Goal 3: Ensure compliance with Standard III.A of the Accreditation Standards.*

*1. Prepare Standard III.A self-evaluation.*

*Goal 4: Enhance the sustainable practices in the operation of the Human Resources Department.*

*1. Develop strategies in which the Human Resources Department may enhance the District's campus-wide green plan.*

## APPENDIX A



## Institutional Support Plan: Human Resources Plan

<b>Purpose</b>	<p>Meet strategic objectives from the Strategic Plan aligned with Human Resources</p> <p>Meet aligned objectives from the Educational and Facilities Master Plan</p>
<b>Process</b>	<p>Develop and implement objectives</p> <p>Communicate the achievement of the Institutional Goals and Strategic Objectives each spring through the Strategic Plan Progress Report and every five years through the Institutional Support Program Review</p> <p>Communicate progress on aligned strategic objectives from Educational and Facilities Master Plan through the Institutional Support Program Review</p>
<b>Timeline</b>	<p>Develop every five years and review annually, revise as appropriate</p>
<b>Initiation</b>	<p>Director of Human Resources</p>
<b>Recommendation to</b>	<p>Superintendent/President</p>



Staff members endorse the "Road to Completion" initiative during the 2013 Convocation.