

HUMAN RESOURCES PLAN 2018-2023

- 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).

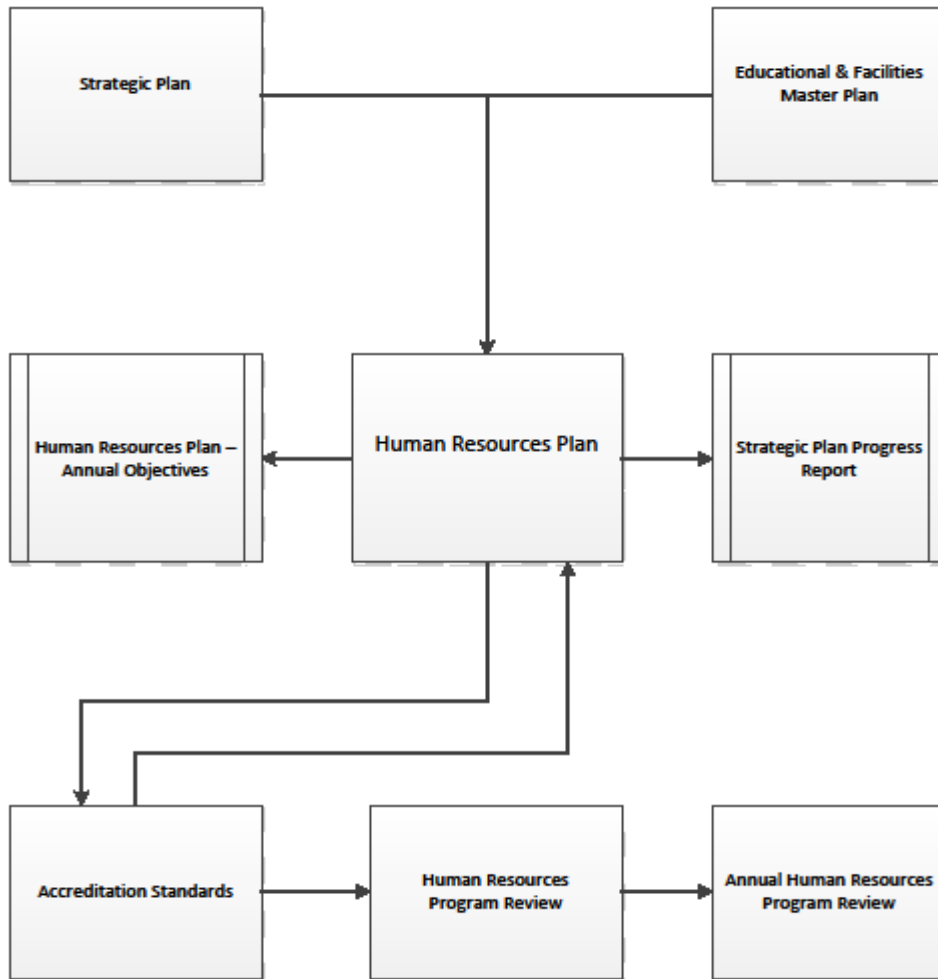
II. **Planning Overview**

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 Office of Human Resources' annual activities as may be set forth in the District's 2016-21 Strategic Plan, the Educational & Facilities Master Plan, the 2010-2017 Human Resources Comprehensive Program Review, the Annual Human Resources Program Review, and any other objectives that may be established as part of this plan.

This plan, establishes five key areas for which specific goals are identified. 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 2018-2019 and the 2019-20 academic years the committee's objectives are:

- Review and revise all Human Resources-related Board Policies and Administrative Procedures that are not otherwise within the scope of collective bargaining (III.A.1, 11).
- Monitor Equal Employment Opportunity and Diversity Plan (III.A.1, 11, 12).
- Review strategies to improve diversity in the hiring of new employees (III.A.12).

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, the annual implementation plan and the Faculty Needs Identification Committee. (2016-21 Strategic Plan, Focus Area 2, Strategy 2.3).

Goal 2: Enhance the Diversity of the District's workforce (Strategic Plan, Focus Area 9, Strategy 9.2, 9.3, and 9.4)

Goal 3: Maintain the integrity of the recruitment and selection procedures to ensure a legally sound and equitable hiring process (2016-21 Strategic Plan, Focus Area 2, Strategy 2.3 and Focus Area 9, Strategy 9.2).



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 (2016-21 Strategic Plan, Focus Area 3, Strategy 3.3).*
- 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 (2016-21 Strategic Plan, Focus Area 3, Strategy 3.3).*

Human Resources Area 3: Work Environment

- Goal 1: Promote a fair and sustainable work environment.*
- Goal 2: Promote a safe environment free from discrimination, including sexual harassment and sexual violence (2016-21 Strategic Plan, Focus Area 6).*

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: Provide for timely updates to all human resources related board policies and administrative procedures.*
- Goal 3: Ensure compliance with Standard III.A of the Accreditation Standards (2016-21 Strategic Plan, Focus Area 6. Strategy 6.3 and Focus Area 7, Strategy 2.1).*
- Goal 4: Enhance the sustainable practices in the operation of the Human Resources Office.*



V. Human Resources Plan – Annual Objectives

A. 2018-2019

Human Resources Area 1: Recruitment and Selection

Goal 1: Provide guidance on staffing needs identified through annual program reviews, the Faculty Needs Identification Committee, and the annual implementation plan.

1. Evaluate program review position requests and provide the Superintendent/President with a recommendation as to whether the requested position is appropriate and should be filled.
2. On an ongoing basis advise the Superintendent/President on classified vacancies to determine if position(s) should be filled.
3. Advise the Superintendent/President on the applicable Faculty Obligation Number and present a recommendation for the number of faculty positions to be filled for the 2019 fall semester.

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

1. Review with the Human Resources Advisory/Staff Diversity Committee diversity data from 2018-19 recruitments.

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

1. In collaboration with the Academic Senate, establish a recruitment calendar for all faculty positions to be filled as of the 2019 fall semester.
2. Ensure an adequate number of trained equal opportunity monitors are available for the faculty selection committees.
3. Complete all 2019 faculty recruitments by July 2019.

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. Make available to all faculty and staff, on-line professional development training through the District's membership in National Institute for Staff and Organizational Development (NISOD).

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 2018-19 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: Promote a fair and sustainable work environment.

1. Begin a desk review and approval of all Human Resources-related Policies and Administrative Procedures.

Goal 2: Promote a safe environment free from discrimination, including sexual harassment and sexual violence

1. Provide all managers, supervisors/confidential, and classified staff with sexual harassment training.
2. Provide full-time and adjunct faculty with training on Title IX.
3. Provide students with training on Title IX.
4. Identify available resources for on-line sexual harassment training.

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 regular meetings and dialog with the leadership of each employee association.



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

1. Complete negotiations with the Faculty Association and the California School Employees Association (CSEA) concerning the implementation of the Anthem PPO plan.
2. Complete negotiations with the Faculty Association concerning the LHE for lab classes.

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. Develop a Human Resources internal operation procedure concerning leaves of absence and, as appropriate, include the information on the Human Resources portion of the District's web page.
2. Determine the feasibility of an on-line attendance reporting system that will be able to provide an accurate accounting of the number of employees on campus each day.
3. Implement a bi-monthly Human Resources newsletter.

Goal 2: Provide for timely updates to all human resources related board policies and administrative procedures.

1. By June 2019, obtain approval from the Human Resources Advisory Committee on all Human Resources-related Board Policies and Administrative Procedures.

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

1. Complete gap analysis and identification of evidence for Standard III.A.
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.

1. Determine the feasibility of an electronic personnel file system.

B. 2019-2000

Human Resources Area 1: Recruitment and Selection

Goal 1: Provide guidance on staffing needs identified through annual program reviews, the Faculty Needs Identification Committee, and the annual implementation plan.

1. Evaluate program review position requests and provide the Superintendent/President with a recommendation as to whether the requested position is appropriate and should be filled.
2. On an ongoing basis advise the Superintendent/President on classified vacancies to determine if position(s) should be filled.
3. Advise the Superintendent/President on the applicable Faculty Obligation Number and present a recommendation for the number of faculty positions to be filled for the 2020 fall semester.

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

1. Review with the Human Resources Advisory/Staff Diversity Committee diversity data from 2019-20 recruitments.
2. In collaboration with the HR Advisory Committee, review processes pertaining to the recruitment and selection of full-time faculty and classified staff to determine if modifications are required to better encourage and attract a greater diversity among applicants.

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

1. In collaboration with the Academic Senate, establish a recruitment calendar for all faculty positions to be filled as of the 2020 fall semester.
2. Ensure an adequate number of trained equal opportunity



monitors are available for the faculty selection committees.

3. Complete all 2020 faculty recruitments by July 2020.

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. Make available to all faculty and staff, online webinars for faculty and staff, which shall also include offering on campus opportunities for faculty and staff to meet and review and discuss particular webinars.
2. Implement staff development activities for classified staff to meet the requirements of the Chancellor's Office funds for classified staff development in line with the Vision for Success.

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 2019-20 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: Promote a fair and sustainable work environment.

1. Develop an explanation of available leaves to be posted on the HR website.

Goal 2: Promote a safe environment free from discrimination, including sexual harassment and sexual violence

1. Provide all managers, supervisors/confidential, and classified staff with sexual harassment training.
2. Provide training for faculty and staff concerning the prevention of sexual harassment.
3. Provide Title IX training to faculty, staff and students



concerning sexual harassment and assault.

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 regular meetings and dialog with the leadership of each employee association.
2. Review the faculty absence reporting and notice of class cancellation process and implement any necessary changes.

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

1. Begin discussions with the Benefits Committee concerning the implementation of an Employee Assistance Program.
2. Prepare the District's initial proposal for negotiations with each of the bargaining units.
3. Begin negotiations with each of the bargaining units.

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. Develop a Human Resources internal operation procedure concerning leaves of absence.
2. Train HR staff concerning any changes to the Banner position control.

Goal 2: Provide for timely updates to all human resources related board policies and administrative procedures.

1. Complete the desk review of all HR board policies and administrative procedures.

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



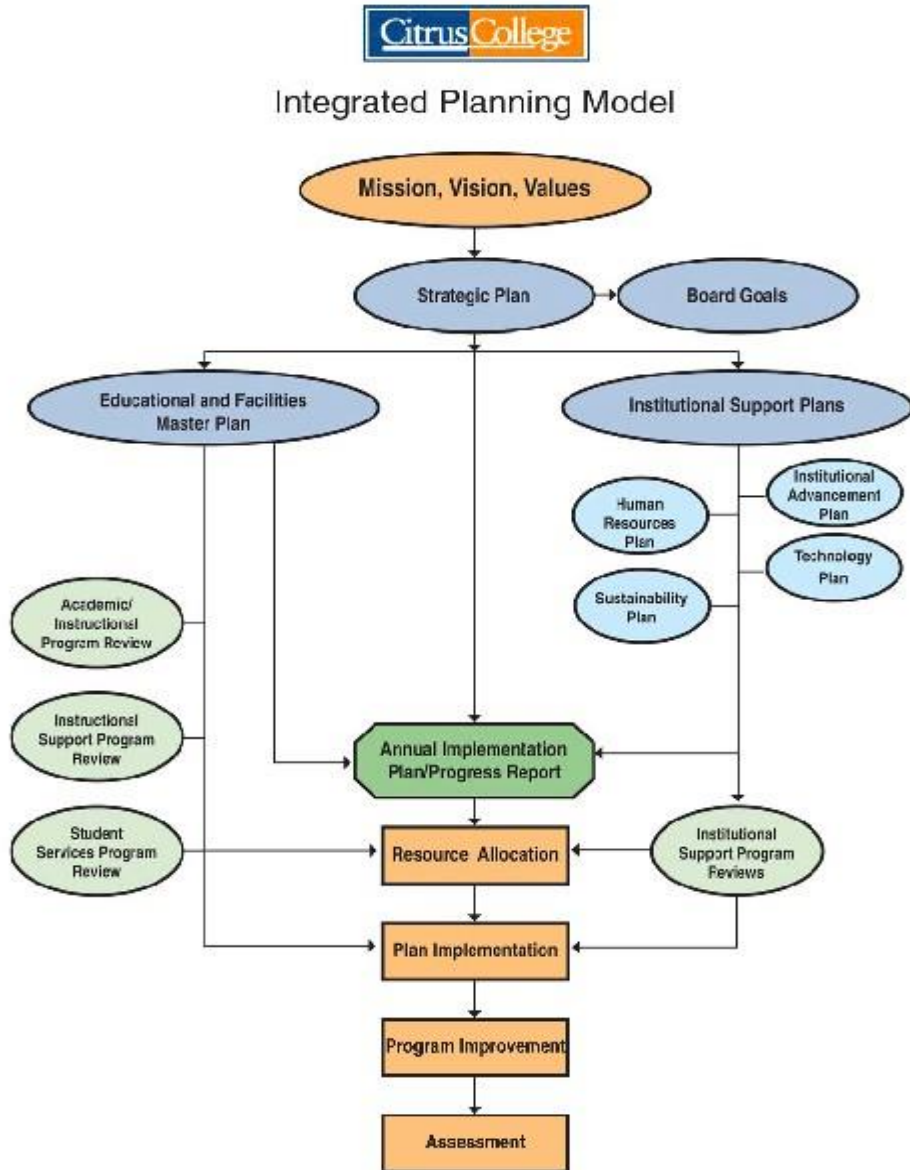
Standards.

1. Work with Standard III.A committee to develop draft the standard III.A portion of the self -evaluation.

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

1. Explore the use of technology to further streamline HR procedures and the reduce the level of paper files.

APPENDIX A



Institutional Support Plan: Human Resources Plan

Purpose	<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>
Process	<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>
Timeline	<p>Develop every five years and review annually, revise as appropriate</p>
Initiation	<p>Director of Human Resources</p>
Recommendation to	<p>Superintendent/President</p>



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



APPENDIX B

Assessment of Annual Objectives

Human Resources Plan – Annual Objectives

A. 2018-2019

Human Resources Area 1: Recruitment and Selection

Goal 1: Provide guidance on staffing needs identified through annual program reviews, the Faculty Needs Identification Committee, and the annual implementation plan.

1. Evaluate program review position requests and provide the Superintendent/President with a recommendation as to whether the requested position is appropriate and should be filled.

Objective Met - This is an on-going role of the Director of Human Resources. All position requests are reviewed to determine if the classification requested is appropriate for the duties to be performed, to revise job descriptions as necessary, and to negotiate any changes to current classifications or the creation of new classifications.

2. On an ongoing basis advise the Superintendent/President on classified vacancies to determine if position(s) should be filled.

Objective Met - The Human Resources staff has successfully implemented the recruitment and selection of ten full-time faculty for the start of the 2018-19 academic year. Also, approximately 60 classified positions have been filled over the 2017-18 academic year.

3. Advise the Superintendent/President on the applicable Faculty Obligation Number and present a recommendation for the number of faculty positions to be filled for the 2019 fall semester.

Objective Met - The Office of Human Resources determined the faculty hiring needs for fall 2019 based on the Faculty



Obligation Number provided by the Chancellor's Office. In fall 2019, the Office of Human Resources certified that the District met or exceeded its required number of full-time faculty.

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

1. Review with the Human Resources Advisory/Staff Diversity Committee diversity data from 2018-19 recruitments.

Objective Met - In collaboration with the Human Resources Advisory/Staff Diversity Committee, diversity data was reviewed and no issues in the recruitment process were identified.

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

4. In collaboration with the Academic Senate, establish a recruitment calendar for all faculty positions to be filled as of the 2019 fall semester.

Objective Met - The Office of Human Resources, in collaboration with the Academic Senate, established a recruitment calendar for all full-time faculty recruitments.

5. Ensure an adequate number of trained equal opportunity monitors are available for the faculty selection committees.

The Human Resources Manager, Ms. Brenda Fink, provided training for all selection committees and for staff who volunteered to serve as equal opportunity monitors.

6. Complete all 2019 faculty recruitments by July 2019.

Objective Met - Faculty recruitment was completed for the beginning of the fall 2019 semester with one exception; the District made an offer to a candidate for the Information Technology/Information Systems Instructor; but, after accepting the position, later declined. As a result, the District is currently in recruitment for this position with a target of filling the position for the 2020 spring semester. In addition, the District is currently in recruitment for one additional nursing position with a target of filling the position for the 2020 spring semester.



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.

2. Make available to all faculty and staff, on-line professional development training through the District's membership in National Institute for Staff and Organizational Development (NISOD).

Objective Met - Over the course of the 2018-19 academic year, the Office of Human Resources sent information to all faculty and staff concerning upcoming webinars through NISOD. A survey at the end of the academic year showed that while faculty and staff are generally aware of the available webinars, faculty and staff did not avail themselves of this professional development opportunity.

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 2018-19 academic year provide a series of training sessions on issues related to the management of District personnel.

Objective Met - All managers and supervisor/confidential employees receive training on sexual harassment and discrimination prevention and on Title IX. In addition, managers and supervisor/confidential employees were provided training concerning the academic hiring process, evaluations and work rules set forth in the collective bargaining agreements.

Human Resources Area 3: Work Environment

Goal 1: Promote a fair and sustainable work environment.

2. Begin a desk review and approval of all Human Resources-related Policies and Administrative Procedures.

Objective Met - All Human Resources-related Board Policies and Administrative Procedures were reviewed. For each



board policy or administrative procedure with changes, the Human Resources Advisory/Staff Diversity Committee approved the changes and each were approved by the Steering Committee and submitted to the Board of Trustees for approval. For those policies and procedures without any recommended change, the policies and procedures were submitted to the various constituent groups to determine if any should be modified.

Goal 2: *Promote a safe environment free from discrimination, including sexual harassment and sexual violence*

1. Provide all managers, supervisor/confidential, and classified staff with sexual harassment training.

Objective Met: All managers and supervisor/confidential employees received training on sexual harassment prevention which also included Title IX issues.

2. Provide full-time and adjunct faculty with training on Title IX.

Objective not Met - A Title IX training was scheduled to be presented at the 2019 flex day event; but, was cancelled due to scheduling issues. At the beginning of the fall 2019 semester, all employees received an email with a summary of Title IX obligations and procedures.

3. Provide students with training on Title IX.

Objective Met - During the Associated Student's sponsored Sex 101 week, training on Title IX was offered. In addition, at the beginning of the fall 2019 semester, all students were sent an email with a summary of Title IX and the complaint procedure for sexual harassment/assault.

4. Identify available resources for on-line sexual harassment training.

Objective Met - The Office of Human Resources is using a sexual harassment training video from Keenan and Associates to supplement the in-person training. For those managers and supervisory/confidential employees who were not able to attend an in-person training completed the online



training.

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 regular meetings and dialog with the leadership of each employee association.

Objective Met - Throughout the academic year, the Director of Human Resources met regularly with representatives from each of the bargaining units. These periodic meetings were in addition to ongoing and frequent meetings to discuss and resolve issues.

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

1. Complete negotiations with the Faculty Association and the California School Employees Association (CSEA) concerning the implementation of the Anthem PPO plan.

Objective Met - The change to the PPO health insurance provider as recommended by the Benefits Committee was presented to the Faculty Association and CSEA for negotiations. A Memorandum of Understanding was reached and effective May 1, 2019, the Anthem Blue Cross PPO was fully implemented.

2. Complete negotiations with the Faculty Association concerning the LHE for lab classes.

Objective Met - In June 2019 a Memorandum of Understanding was reached with the Faculty Association concerning LHE for lab classes. In fall 2019, the Memorandum of Understanding was ratified by the faculty.

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.



4. Develop a Human Resources internal operation procedure concerning leaves of absence and, as appropriate, include the information on the Human Resources portion of the District's web page.

Objective Not Met - Due to some changes in applicable leave laws, this objective will be rolled over to the 2019-20 academic year.

5. Determine the feasibility of an on-line attendance reporting system that will be able to provide an accurate accounting of the number of employees on campus each day.

Objective Not Met - Due to higher priority objectives, this objective is on hold.

6. Implement a bi-monthly Human Resources newsletter.

Objective Met - The Office of Human Resources published its first newsletter in September 2018 and published quarterly newsletters throughout the semester.

Goal 2: Provide for timely updates to all human resources related board policies and administrative procedures.

1. By June 2019, obtain approval from the Human Resources Advisory Committee on all Human Resources-related Board Policies and Administrative Procedures.

Objective Met - All Human Resources-related board policies and administrative procedures with recommended changes were approved by the constituent groups and the Board of Trustees. All Human Resources policies and procedures without changes have been sent to the constituent groups for input.

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

3. Complete gap analysis and identification of evidence for Standard III.A.

Objective Met - The Standard III A committee conducted a gap analysis as to each standard under IIIA.



4. Organize Standard III.A committee to begin to prepare self-evaluation.

Objective Met - During the spring 2019 semester the Committee began its work.

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

1. Determine the feasibility of an electronic personnel file system.

Objective Partially Met - During the 2018-19 academic year, the Office of Human Resources collected information as to available programs for an electronic personnel system. Further efforts in this area are on hold while the capability of the current Banner system is evaluated to see what functionality it may provide.