

Bakersfield College

Program Review – Annual Update 2015

I. Program Information:

Program Name: Human Resources

Program Type: Instructional Student Affairs Administrative Service

Bakersfield College Mission: Bakersfield College provides opportunities for students from diverse economic, cultural, and educational backgrounds to attain Associate and Baccalaureate degrees and certificates, workplace skills, and preparation for transfer. Our rigorous and supportive learning environment fosters students’ abilities to think critically, communicate effectively, and demonstrate competencies and skills in order to engage productively in their communities and the world.

Describe how the program supports the Bakersfield College Mission: HR provides the service that enables and supports the administrators, faculty, and staff of Bakersfield College in order for them to carry out the mission of the college.

Program Mission Statement:

The Bakersfield College Human Resources is dedicated to provide excellence in human resource leadership to support the college mission and serve the needs of a diverse student population. The Human Resources staff will provide exemplary customer service and implement consistent human resources processes to promote and support the policies of the District. The Human Resources staff provides support to the well-being of the employees of the college by being compassionate, respectful, equitable, and fair.

II. Progress on Program Goals:

A. List the program’s current goals. For each goal (minimum of 2 goals), discuss progress and changes. If the program is addressing more than two (2) goals, please duplicate this section.

Program Goal	Which institutional goals from the Bakersfield College Strategic Plan will be advanced upon completion of this goal? (select all that apply)	Progress on goal achievement (choose one)	Comments
1. Bakersfield College Human Resources will assess previous and current hiring processes and	<input type="checkbox"/> 1: Student Learning <input type="checkbox"/> 2: Student Progression and Completion <input type="checkbox"/> 3: Facilities <input checked="" type="checkbox"/> 4: Oversight and Accountability <input checked="" type="checkbox"/> 5: Leadership and Engagement	<input type="checkbox"/> Completed: _____ (Date) <input type="checkbox"/> Revised: _____ (Date) <input checked="" type="checkbox"/> Ongoing: _____ (Date)	Bakersfield Human Resources office reviewed the current hiring process and has implemented the following changes to improve and streamline the process:

practices.

- Change in human resources leadership to improve the hiring process and other HR functions related to Bakersfield College
- Additional staff has been added to human resources to better address the recruitment of faculty and staff
- For the 2014-15 academic year human resources facilitated 38 faculty , 54 classified, and 16 administrative recruitments
- In order to streamline and improve the timeliness of the hiring process of the student employment and working collaboratively with Student Affairs a ONE STOP SHOP was created
- Training on hiring processes was completed for office staff; and an ongoing training process and orientation has been implemented on a quarterly basis. This is to ensure that all Bakersfield College Human Resources staff are cross-trained to ensure consistency effective operations and have a full understanding of the hiring process
- The Vice Chancellor, Human Resources is now the designee

to approve replacement, interim, and temporary position requisitions thus reducing processing time

- Screening committees are facilitated by the Bakersfield College Human Resources office ensuring that timelines are initially completed by the committees and adhered to throughout the process
- Group sessions on diversity and confidentiality were conducted for faculty screening committees thus reducing the delays in the hiring process
- HR provided a process and structure to ensure that screening committee timelines were adhered to
- In order to meet the timelines of various committees, human resources flexed work schedules to meet the needs of the college
- Cross training all staff in the recruitment all areas such as certified to complete livescan processing to improve customer service
- Implemented an evaluation plan that includes a survey that will be provided to all screening committee members to assess

			<p>the annual surveys on employment will be sent out each year to all committee members who have served on screening committees to reflect the overall outcome of the process and identifying areas or improvement needed</p> <ul style="list-style-type: none"> • Improvements have been made to People Admin, our online application system • District will assess applicant pool and retention rates of management staff • Human resources engagement with faculty on commitment to openness to communicate on recruitment statuses and accountability of delays in the employment processes
<p>2. Accuracy of Information and Timeliness</p>	<p>1: Student Learning <input type="checkbox"/> 2: Student Progression and Completion <input type="checkbox"/> 3: Facilities <input checked="" type="checkbox"/> 4: Oversight and Accountability <input type="checkbox"/> 5: Leadership and Engagement</p>	<p><input type="checkbox"/> Completed: _____ (Date) <input type="checkbox"/> Revised: _____ (Date) <input checked="" type="checkbox"/> Ongoing: _____ (Date)</p>	<p>Bakersfield College Human Resources office reviewed and implemented training to provide the Bakersfield College community with accurate information in a timely manner by doing the following:</p> <ul style="list-style-type: none"> • Change in human resources leadership to improve the hiring process and other HR functions related to Bakersfield College • Trained current and new staff

			<p>on processes and procedures to respond accurately to questions and inquiries</p> <ul style="list-style-type: none">• Implementation of district-wide human resources procedures website housed on the district web page. The new online procedures manual addresses all major employment procedures for district-wide consistency• Human Resources team to include representation from the district office, payroll, information technology, and the college managers meets regularly to discuss, analyze, and implement consistent and accurate information in a timely manner• Human resources manager to create a blog for informational purposes and to make personnel aware that they can access the district human resources website for process and procedures information• Link on <i>Inside BC</i> to district human resources procedures website
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B. List new or revised goals (if applicable)

New/Replacement Program Goal	Which institutional goals will be advanced upon completion of this goal? (select all that apply)	Anticipated Results
Human Resources Blog/Increase communication and transparency of human resources by creating an informational blog	<input type="checkbox"/> 1: Student Learning <input type="checkbox"/> 2: Student Progression and Completion <input type="checkbox"/> 3: Facilities <input type="checkbox"/> 4: Oversight and Accountability <input checked="" type="checkbox"/> 5: Leadership and Engagement	<ul style="list-style-type: none"> • Awareness of the services, benefits and protocol of the human resources department locally and district-wide • Accurate information • Provide updates on district changes in a timely manner (for example changes in benefits, salary schedules, contracts)
New/Replacement Program Goal	Which institutional goals will be advanced upon completion of this goal? (select all that apply)	Anticipated Results
Human Resources Survey/Evaluate customer satisfaction of human resources services by developing a survey to be distributed by the end of the Spring, 2016 semester	<input type="checkbox"/> 1: Student Learning <input type="checkbox"/> 2: Student Progression and Completion <input type="checkbox"/> 3: Facilities <input checked="" type="checkbox"/> 4: Oversight and Accountability <input type="checkbox"/> 5: Leadership and Engagement	<ul style="list-style-type: none"> • Data strand to assess the overall evaluation of the human resources department
New/Replacement Program Goal	Which institutional goals will be advanced upon completion of this goal? (select all that apply)	Anticipated Results
Improvement of the human resources facilities	<input type="checkbox"/> 1: Student Learning <input type="checkbox"/> 2: Student Progression and Completion <input checked="" type="checkbox"/> 3: Facilities <input type="checkbox"/> 4: Oversight and Accountability <input type="checkbox"/> 5: Leadership and Engagement	<ul style="list-style-type: none"> • To ensure the integrity of confidentiality • Provide facilities for student lab for student employment

III. Trend Data Analysis:

Highlight *any significant changes* in the following metrics and discuss what such changes mean to your program.

A. Changes in student demographics (gender, age and ethnicity).

Human Resources Vice Chancellor developed an EEO plan for the District and will constitute an EEO committee and we have appointees from BC to that ad hoc committee now. Job placement has been intentional in developing student positions to increase employment opportunities for low income students. Seeking, developing, and securing employment for at-risk, low income, and former foster youth students. Developing students skills to be competitive in the work force and in engage in student activities for goal attainment.

B. Changes in enrollment (headcount, sections, course enrollment and productivity).

Bakersfield College is in a growth mode. There has been an increase in recruitments for all classifications. This is due to FON increase, categorical monies, and grants. There has been a significant increase to recruitment and employee processing.

C. Success and retention for face-to-face, as well as online/distance courses.

D. Changes in the achievement gap and disproportionate impact (Equity).

Human resources is collaborating with EODAC committee on trainings and inclusiveness of diversity in hiring practices.

**Bakersfield College
Employee Profiles - Fall 2010 through Fall 2014**

Bakersfield College	Fall 2010		Fall 2011		Fall 2012		Fall 2013		Fall 2014	
	#	%	#	%	#	%	#	%	#	%
Employee Type										
Admin/ Mgmt	29	3%	29	4%	29	4%	27	4%	34	5%
Contract Faculty	252	31%	249	32%	251	35%	249	35%	245	32%
Adjunct Faculty	287	35%	242	32%	207	29%	215	30%	261	34%
Classified Staff	250	31%	246	32%	229	32%	224	31%	223	29%
Total BC Employees	818		766		716		715		763	
Employee Gender										
Female		57%		58%		56%		56%		55%
Male		43%		42%		44%		44%		45%
Employee Age										
Less than 40		25%		25%		24%		24%		25%
40 - 54		39%		39%		37%		39%		38%
55 +		36%		36%		38%		37%		37%
Employee Race & Ethnicity										
African American		5%		5%		4%		4%		5%
American Indian		1%		1%		1%		1%		1%
Asian/ Filipino/ Pac. Isl.		2%		3%		4%		4%		5%
Hispanic		18%		20%		21%		22%		21%
White		67%		65%		66%		64%		64%
Unknown		6%		6%		5%		4%		4%

- E. Other program-specific data that reflects significant changes (*please specify or attach*). All Student Affairs and Administrative Services should respond.

In the next survey, I expect to see an increase in the positive responses related to the perception of the human resources department at Bakersfield College due to the commitment and goals that I have set for myself and my staff members as well as the goals set by the Vice Chancellor, Human Resources for our department as a whole. I have been proactive and responsive to problem solving with other staff and departments to identify and implement resolutions in a timely manner.

IV. Program Assessment (focus on most recent year):

- A. How did your outcomes assessment results inform your program planning? Use bullet points to organize your response.

The Bakersfield College Human Resources Survey completed in 2013 reflected that “In general, screening committee participants indicated their committee work was a positive experience. In general, 70% or more of the respondents agreed or strongly agreed with all of the statements. The statement that received the highest agreement was “I felt comfortable voicing my opinion about the candidates” (92%). The statement that received the lowest agreement was “The current hiring process results in BC making the best possible hires” (70%).”

Hiring Process Assessment

- *Hiring practices not at satisfactory level*
- *Timelines not adhered to*
- *Lack of consistency across committee process*

Accuracy of Information and Timeliness

- *Monitored questions received by human resources*
- *Identified areas that lacked knowledge*
- *People Admin our online application system inefficient*

- B. How did your outcomes assessment results inform your resource requests? The results should support and justify resource requests.

Additional staff of 2 positions for increased volume and complexity.

Human Resources staff district-wide engaged in correcting the People Admin inefficiencies and is actively working to continue to improve and support the system.

Streamlining the hiring the practices of student employment and all other employees.

- C. How do course level student learning outcomes align with program learning outcomes? Instructional programs can combine questions C and D for one response (SLO/PLO/ILO).
- D. How do the program learning outcomes or Administrative Unit Outcomes align with Institutional Learning Outcomes? All Student Affairs and Administrative Services should respond.

The Administrative Unit Outcomes aligned with ILO by absorbing the student employment process. Students who are employed on campus have higher retention rates and are more likely to obtain their educational goals. By absorbing student employment, the college human resources office gained operational efficiency by streamlining process for students and staff, and provided a higher degree of oversight and accountability.

As the responsible department for hiring all employees it aids the institution in meeting all the institutional learning outcomes.

Institutional Learning Outcomes:

Think: Think critically and evaluate sources and information for validity and usefulness.

Communicate: Communicate effectively in both written and oral forms.

Demonstrate: Demonstrate competency in a field of knowledge or with job-related skills.

Engage: Engage productively in all levels of society – interpersonal, community, the state and the nation, and the world.

- E. Describe any significant changes in your program's strengths since last year.

The human resources department added 2 additional staff at Bakersfield College to meet the needs of the college campus and support the district human resources functions. This created a win-win situation district-wide.

Student employment has been streamlined by relocating job placement in the human resources office. Increased efficiency, turnaround time, and transparency.

District DO VCHR fulfilled the District compensation philosophy to attract, retain, and reward new faculty, staff and management.

Results: Faculty are ranked #1 in initial placement compensation from being 55th in the State. Faculty are ranked #2 in the state when comparing KCCD 15 step schedule and the 15 step comparison that comes from being ranked at 35th or lower in the state. District will assess the effects of this schedule on attracting and retaining excellent faculty at all three colleges. Maintained outstanding health and welfare benefits through contract negotiations that district would charge on average \$4,000 out of pocket premium contribution.

Classified salary schedule was restructured: Outcome attracting and retaining excellent staff with compensation growth for 15 steps vs. no step growth for all classified employees between service years 6 and 10. Maintained outstanding health and welfare benefits through contract negotiations that district would charge on average \$4,000 out of pocket premium contribution. District will assess applicant pools and retention rates of classified staff.

Management salaries: After a 9 year absence of any market adjustment, the District approved a restructured salary schedule which will bring the District in compensation alignment with comparable multi-college districts that have three colleges and/or are with +/- 1,000 FTES. Maintained outstanding health and welfare benefits through contract negotiations that district would charge on average \$4,000 out of pocket premium contribution.

Vice Chancellor, Human Resources engaged the campus in supporting the removal of unsatisfactory employees both through a combination of difficult disciplinary hearings and humane formal settlement agreements.

Vice Chancellor, Human Resources and Bakersfield College Human Resources Manager met with Academic Senate on January 28, 2015 to correct the inaccurate information regarding recruitment statuses and accountability of delays in the employment processes.

F. Describe any significant changes in your program's weaknesses since last year.

Human resources significantly increased professional development and training. Customer service will be assessed in the next survey and it is anticipated that customer service will show an improvement.

G. If applicable, describe any unplanned events that affected your program.

V. Assess Your Program's Resource Needs: To request resources (staff, faculty, technology, equipment, budget, and facilities), please fill out the appropriate form. <https://committees.kccd.edu/bc/committee/programreview>

A. Human Resources and Professional Development:

1. If you are requesting any additional positions, explain briefly how the additional positions will contribute to increased student success. Include upcoming retirements or open positions that need to be filled.
2. Professional Development:
 - a. Describe briefly the effectiveness of the professional development your program has been engaged in (either providing or attending) during the last year, focusing on how it contributed to student success.

The human resources manager has been fully engaged in the following committees and professional development opportunities:

- *Admin Council*
- *President's Cabinet*
- *Bakersfield College Professional Development Committee*
- *Bakersfield College Safety Committee*
- *Title IX Coordinator Certification*
- *ACHRO*
- *Student Employment Conference*
- *FRISK Training*
- *Sexual Harassment Training*
- *Faculty Hiring Workshop*

- *Adjunct Orientation*
- *EODAC Committee*
- *Students of Concern Committee*

The human resources manager will attend the HR Leadership Training Academy provided by the Association of Chief Human Resources Officers (ACHRO) consortium.

Vice Chancellor, Human Resources presenting information on collective bargaining agreement training and unrepresented compensation on the Bakersfield College Campus.

Benefits workshops provided by District Office Benefits Specialist on the Bakersfield College Campus.

Vice Chancellor, Human Resources visited campus presenting information on collective bargaining agreement training and unrepresented compensation.

- b. What professional development opportunities and contributions can your program make to the college in the future?

The district has an expansive staff development training catalog available for development opportunities at the college.

Title IX and VAWA Training

Sexual Harassment Training

New employee orientations provided by the district

Student employment orientations and workshops

Onsite human resources processes training for all clerical staff

Human resources manager participates on the BC Professional Development Committee

Promote LCW professional development opportunities to all management staff

Continue to promote group screening committee trainings

Faculty Hiring Workshop

Continued presentations from district human resources staff providing information for transparency

For the growth of the Bakersfield College human resources department, participate in district trainings and professional development

B. Facilities:

1. How have facilities' maintenance, repair or updating affected your program in the past year as it relates to student success?

The location of the Bakersfield College Human Resources Office is not conducive to the services that it provides. Our department does not have the space to provide for confidential employee services. Our conference room and testing room where we handle confidential meetings is in the middle of another department which employees have communicated that this makes them uncomfortable to walk through a group of employees for such things as interviews and human resources discussions. It is the desire of our department to have a location that provides the privacy to all employees on the campus. The location of these rooms causes a time lag having human resources staff having to leave the office to escort potential applicants to the different locations for the interview process.

Student employment is affected having to locate the job placement lab in an area outside of the human resources department.

2. How will your Facilities Request for next year contribute to student success?

Moving the location to a larger and more confidential area will allow for human resources to provide services without interruptions. Therefore, employees and students will be hired even more expedient to serve the needs of the campus overall while maintaining the integrity of confidentiality.

Provide an area to serve the large number of student employees that are serviced under human resources. Between the dates of July 1, 2015 – September 18, 2015, human resources provided general employment services to 1,370 students, 658 students received job coaching by our Job Development Specialist, 160 participated in workshops, and 368 students were placed in campus employment. Our job placement lab is located in a room outside of the department and it is difficult to manage the student workers who assist in the lab.

The equipment used for student workshops is currently stored and is not easily accessible to utilize under the current structure.

C. Technology and Equipment:

1. Understanding that some programs teach in multiple classrooms, how has new, repurposed or existing technology or equipment affected your program in the past year as it relates to student success?
2. How will your new or repurposed classroom, office technology and/or equipment request contribute to student success?

Additional skype equipment has been added to reduce the length of time for recruitment processing. Increase the use of technology for office staff by providing additional computer screens and the addition of a color printer.

3. Discuss the effectiveness of technology used in your area to meet college strategic goals.

Increased training in the area of reporting to support administration.

Reduces expenditure and keeps viable candidates in the pool that would not otherwise be able to attend interviews since the district does not reimburse for travel expenses.

Human Resources utilized College Central for registration and payment for the annual Job Fair. This increased security, reduced waste, and eliminated the manual processes that were previously in place for this event.

C. **Budget:** Explain how your budget justifications will contribute to increased student success for your program.

VI. Conclusions and Findings:

Present any conclusions and findings about the program. This is an opportunity to provide a brief abstract/synopsis of your program’s current circumstances and needs.

Since arriving to Bakersfield College I have completed an assessment of the operational procedures. The most significant improvements are decreasing the recruitment start to finish timelines, streamlined student employment, and management and staff training on operational processes and procedures. A survey will be conducted prior to the end of the Spring, 2016 semester to analyze the results of the improvements and to establish new goals as appropriate.

VII. Forms Checklist (place a checkmark beside the forms listed below that are submitted as part of the Annual Update):

- Best Practices Form **(Required)**
- Curricular Review Form **(Instructional Programs Required)**
- Certificate Form **(CTE Programs Required)**

- Faculty Request Form Classified Request Form Budget Form
- Professional Development Form ISIT Form Facilities Form (Includes Equipment)
- Other: _____