

# ANNUAL PROGRAM PLANNING WORKSHEET (APPW)

**Program:**                                  **Planning Year:** 2014-2015                  **Last Year CPPR Completed:** 2011-12

**Unit:** Human Resources                  **Cluster:** Administrative Svcs                  **Next Scheduled CPPR:** 2015-16

## NARRATIVE: APPW

### I. Program-Level Outcomes

Human Resources will provide an effective and consistent application process and recruitment process as assessed by applicants and hiring committees.

(ASOs 4, 6, and 7)

Human Resources will provide required, current, timely and effective training for staff as assessed by attendees.

(ASOs 4 and 7)

Human Resources will ensure effective implementation and compliance with the district's EEO plan as a part of the plan's assessment and plan for improvement.

(ASOs 4, 6 and 7)

Human Resources will negotiate fairly with constituent groups as assessed by the staff survey.

ASOs 4 and 7)

Human Resources will efficiently and legally deal with worker's compensation issues as assessed by audits.

(ASOs 3, 4, 6, 8)

Human Resources will provide accurate and timely benefits as defined by policy, procedure and contracts as assessed by staff surveys.

(ASOs 4 and 7)

Human Resources will provide an accurate and timely payroll as assessed by staff surveys.

(ASOs 1, 2, and 4)

Human Resources will provide accurate and timely data for required MIS reports.

(ASOs 1, 4, and 7)

## **II. Program Contributions to Institutional Goals, Institutional Objectives, and/or Institutional Learning Outcomes**

### **Application and Recruitment**

The Human Resources department supports the mission of Cuesta College by recruiting excellent faculty and staff and orienting them to the Cuesta environment. Improving the application and recruitment process enables Cuesta to broaden the pools of applicants with a broad range of skills and backgrounds, supporting the goal of diversity and employing qualified individuals dedicated to the mission and values of the organization. Attracting quality candidates brings a higher degree of competence, professionalism, dignity and creativity to the campus, helping to meet the academic needs of our community.

The Human Resources department also processes student employees to encourage the development of essential job skills and work experience, as a supplement to their academic learning. These student workers learn to collaborate with staff and faculty on campus, as well as to provide peer assistance to their fellow students, further enhancing campus-wide capacity, respect, dignity, and a common goal of serving the students.

### **Training**

The Human Resources department supports the vision of Cuesta College by providing training and professional development opportunities for our excellent faculty and staff, in order to promote their abilities to enhance student success. The department supports training and assistance to faculty and staff in the areas of diversity and creating a culture of respect at Cuesta, in partnership with the Cultural Diversity and Student Equity Committee. Ongoing training is essential in maintaining an effective and professional workforce. Through training and professional development, Cuesta can introduce new and efficient methods of operation and continue to emphasize the importance of meeting the needs of the community and goals of the organization. Effective training will motivate employees to continue working to maintain the core values established for Cuesta College and will produce a workforce dedicated to high-quality education and student success.

## **Equal Employment Opportunity (EEO) Plan**

The EEO Plan aids in developing and maintaining a diverse workforce. A diverse workforce brings varied experiences and backgrounds from which the campus gains a variety of perspectives and skills. Recognizing and utilizing the varied skills of a diverse workforce brings new ideas to the organization and helps in attending to the varied needs of a student body.

An effective EEO Plan upholds the integrity of our college by addressing the effectiveness of the major Human Resources functions of recruitment, selection/hiring, and training.

## **Collective Bargaining**

Collective bargaining is essential in maintaining a collaborative working relationship between employees and management. Through productive negotiations and labor-management meetings, Cuesta College and Union representatives are able to craft agreements that are favorable to both the District and employees, creating an environment of collaboration toward a common goal. Dignity and respect both play an essential role in the collaborative nature of bargaining.

The outcomes of collective bargaining meet the personal, academic, and professional needs of our college community and surrounding community. By working toward a common goal of meeting the needs of our represented employees, students benefit from their interactions with positive, productive, and accessible faculty and staff.

## **Benefits**

The Benefits office works diligently to provide medical and other insurance plans that meet the needs of our faculty, staff, and employees' families. By providing resources and benefits information to employees, the benefits office is able to promote wellness and morale among employees. This, in turn, benefits the college by maintaining excellent productivity and reduced absenteeism campus-wide. Faculty and staff are readily accessible to students and better able to meet their needs on a regular basis.

## **Summary**

The Human Resources department supports the mission and values of Cuesta College by encouraging success and excellence among faculty and staff through its policies, procedures and interactions. Human Resources is easily accessible to those on and off campus and serves faculty, staff, managers, administrators, the Board of Trustees, the public and students. Human Resources provides administrators with information and follow-up to ensure all performance evaluations are conducted in a timely manner as we know that evaluations contribute to maintaining an excellent and successful workforce.

### **III. Analysis of Measurements/Data**

Feedback from job applicants, employees, and the public are the primary means for assessing outcomes in Human Resources, through expressed opinions and surveys. Surveys are valuable in obtaining information on customer service and understanding which services or information need improvement. Job applicants are surveyed through the online application system (PeopleAdmin). The general Cuesta College population is surveyed through an employee satisfaction survey on a bi-annual basis.

Human Resources provides support at an optimal level to all departments across campus, continuing to ensure compliance with federal and state laws, board policies and local collective bargaining contracts. The office provides information and training to managers on an ongoing basis to ensure compliance and responds to compliance-related inquiries as needed.

Human Resources works with other departments within the Administrative Services cluster to identify institutional measures. Specifically, the assessment of Administrative Services Outcomes (ASOs) are identified under section I, Program Level Outcomes, above.

#### **IV. Program Outcomes Assessment and Improvements**

In the past, there has been turnover in all positions in Human Resources, including the Executive Director. With the hiring of the Executive Director in 2011 on a three-year contract, the leadership of the department was secured for 2011-2014. However the continued turnover in other positions, mostly for personal reasons, has diminished the institutional knowledge of the department. The department continues to be busy with classified, management, and faculty recruitments, including continuous recruitment for part-time pools, despite significant budget reductions, as well as all the other duties and responsibilities which the department performs.

The Human Resources office has worked diligently to be a resource to the academic and student support services as they work on behalf of the students. Its role is to ensure that recruitments are successful in attracting the most qualified faculty and staff to work on campus. Another function is to service the faculty and staff with information and recommendations on the questions that they have regarding their personal benefits and salaries and to work with the unions to provide them the information that they need as they work on behalf of the workforce. Human Resources provides information and support to the President, Board of Trustees and Cabinet level members on all personnel-related issues and encourages the resolution of personnel issues at the lowest possible level. Human Resources supports administrators with training and follow-up to ensure all evaluations are conducted in a timely manner. Timely and effective evaluations contribute to keeping a quality workforce to keep student success at an optimal level. Making sure that all of the processes and paperwork are complete so that all of employees are paid in a timely manner is another priority. It is in the best interest of students, staff and faculty when salary concerns are kept at a minimum. The Human Resources office provides information and responds to inquiries regarding campus policies and procedures. When policies and procedures are followed, it supports an optimal learning environment for students. The Human Resources office has worked diligently to streamline processes and create internal forms and procedures more accessible to faculty and staff. For example, forms, collective bargaining agreements, and other resources are available on the HR website, so they are easily accessible to others on and off campus. Another

example is utilizing options in the current software system, including web-based timesheets for student and hourly employees.

#### **V. Program Development/Forecasting for the Next Academic Year**

Human Resources does not anticipate any program or scheduling changes at this time. There are no plans to change the levels or delivery of support services, other than the anticipated improvement in operations from hiring a Human Resources/Benefits/Payroll Supervisor and filling all vacant positions within the department. Human Resources has made a number of facilities changes since 2011. As part of a reorganization which brought Payroll under Human Resources, the Payroll staff were relocated to room 8803 in Human Resources, and the other Human Resources offices were reconfigured to relocate those employees. The General Services department was eliminated and the remaining telecommunications personnel were relocated back to the Student Services building, freeing up 8002A to accommodate the Human Resources Technician and provide a reception area for Human Resources as well as the rest of the 8000 building. With the retirement of the Lead Payroll Technician, the position was reclassified as a Human Resources/Benefits/ Payroll Supervisor, fulfilling an identified need in the IPPRs since 2008. The recommendation to hire a .5 FTE Benefits Technician was identified within the cluster but was not supported by the District prioritization process. With all the additional requirements imposed by the Affordable Healthcare Act, this remains a high priority. In addition, Cabinet considered other position needs and Human Resources recommended the hiring of a full-time time assistant to the Executive Director. This is another need that has been identified in IPPRs since 2008. In order to meet some of these demands and the need for backup across the department, this year we are recommending the hiring of a full-time Human Resources/Benefits/Payroll Technician, a “floating” position which could be used for special projects and to backfill across the entire department, instead of just benefits. The attached Unit Plan Worksheets outline recommendations to add the additional staff to Human Resources. As part of the Phase II Budget Reduction Plan, Human Resources eliminated \$12,698 from its operational budget. This plan includes restoration of some of these funds, subject to budget.

## UNIT PLAN

**Unit:** Human Resources

**Cluster:** Administrative Svcs

**Planning Year:** 2014-2015

### NARRATIVE: UNIT PLAN

The goals for 2014 through 2015 are to enhance our recruitment process tool, PeopleAdmin, develop our benefits function to comply with the Affordable Healthcare Act, improve customer service for benefits and retirement, and continue to implement the EEO Plan and improve training for managers on HR policies and procedures. Additionally it is anticipated that we will complete the District-wide implementation of the web-based time entry system (Web Time Entry) for student and temporary employees.

The items that are listed on the APPW are items that will enhance the staff's efforts with improving customer service. The original PeopleAdmin module requests have been temporarily suspended until the budget situation has improved.

Under the previous plan, Human Resources was able to upgrade computers, chairs and other office equipment and purchase two new laptops with Foundation grant funds. As part of a campus-wide purchase of new printers and copiers, Human Resources was able to acquire two multi-purpose machines which include scanning and faxing capability. Scanners are becoming more necessary to the everyday work of HR as we transition from paper to electronic documents. Documents are scanned and sent to appropriate recipients in response to requests that we receive from managers, employees, and applicants and to unions and attorneys for contractual and legal matters.

The need to hire a working supervisor was fulfilled with the reclassification of the Lead Payroll Technician to a Human Resources/Benefits/Payroll Supervisor. It was originally proposed as a Senior Human Resources Specialist. Currently, the Executive Director of HR is the office supervisor. This position is responsible for collective bargaining, participation in Cabinet, Executive Staff, several additional committees, training programs, and private sessions with employees and managers. There is insufficient time to spend with the staff on training and supervisory issues. The need for a half-time Benefits Technician and administrative support for the Executive Director were also identified but were not given District priority or funded.

Both contracts for CCCUE and CCFT expired on June 30, 2013. Negotiations are ongoing. The Executive Director solicited input from management to determine what needs to be changed in the contracts from the District's point of view. The State Budget continues to be an unstable

and largely negative influence on the ability of the District and the unions to reach agreement on any monetary issues; there have been no salary increases for any group since 2008.



## SIGNATURE PAGE

Faculty, Director(s), Manager(s), and/or Staff Associated with the Program

**William Benjamin, Executive Director**

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Division Chair/Director Name	Signature	Date
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**Gaye Steil, Human Resources Specialist**

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Name	Signature	Date
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**Alaina Morgan, Human Resources Specialist**

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Name	Signature	Date
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**Janeal Jones, Human Resources Analyst**

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Name	Signature	Date
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**Frank Stapleton, Human Resources Analyst**

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Name	Signature	Date
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**Lacey Wasley, Human Resources Technician**

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Name	Signature	Date
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**Stephanie Vieira, Benefits Specialist**

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Name	Signature	Date
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**Harrington, Payroll Technician**

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Name	Signature	Date
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**Diane Bergantz, Payroll Technician**

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Name	Signature	Date
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