Long Beach City College - School or VP Level Plan

Human Resources

Mission:
Human Resources provides college-wide service and support to all employee groups within the District as well as outside applicants and students to further the educational mission of the College. Human Resources works proactively with staff in areas of legal compliance in such areas as: ADA Compliance, Collective Bargaining, Affordable Care Act (ACA) Compliance, Contract Administration, District Policies & Regulations, Employee Discipline, Performance Evaluation, Employee Relations, Equal Employment Opportunity, Title IX Training/Compliance, Personnel Commission, and Recruitment, Selection and retention. Human Resources supports the Strategic Plan, particularly goals three and four.

Progress towards Goals and Accomplishments:

Employee Recognition, Training, and Development

The Department provided training to District employees in the following areas: Affordable Care Act (ACA), Hiring Guidelines, STRS Regulations, Collective Bargaining, Technology Support, Educational Accommodations for Disabled Students, Personnel Commission Merit System, Employee Evaluations, Employee Discipline, and ADA/FEHA training. The department also provided employees with programs and activities that support enhancement of workplace knowledge, skills, and leadership capabilities. These include:

Employee recognition programs and employee engagement activities, as follows:
• Outstanding Colleagues and Service Pin Awards, which now includes part-time faculty recognition
• Newly Tenured Faculty Reception
• Faculty Internship Program
• Classified Appreciation Day
• Classified Professional Development Activities
• Human Resources Staff Retreat
• The LEAD Academy
• New Employee Orientation Programs
• Brown Bag forum with Vice Presidents
• Professional Development Advisory Committee/Task Force
• Holiday Cheer Parties

New Classified Employee Orientations

These sessions are conducted twice each quarter to provide an overview of the college’s policies, procedures, and structure. This includes workplace violence, discrimination, sexual harassment, computer use, drug free environment, workplace safety, workers’ compensation, retirement, payroll, benefits, hiring process, holidays, vacation, sick leave, customer service, professional development options, professional expectations, safety and risk services as well as the Board of Trustees and the Personnel Commission’s organizational structure.

Classified Professional Development Plan

During the 15-16 fiscal year, the department continued its efforts to improve and cultivate the Classified Professional Development Plan. In collaboration with the classified union, two events were coordinated to provide training opportunities to classified staff. Additional computer trainings were offered throughout the Fall 2015 semester.

In Fall 2015, the “Renew. Refresh. Refocus.” launched the first classified professional development day. Workshops included goal setting, effective communication, customer service, first aid/CPR, and safety. The department coordinated with external stakeholders and partners such as Brandman University, Keenan and Associates, and Long Beach Memorial Medical Center who conducted the workshop presentations for free. The event attracted 161 participants.

In collaboration with the department Computer and Office Studies, the department provided classified staff the opportunity to receive extended training on the most current Microsoft Office Suite programs and other related software, ergonomics, working in difficult environments, and cyber security. Trainings occurred from October 2, 2015 through December 4, 2015.

In Spring 2016, the department held a second Classified professional development day – Providing Staff Trainings Effectively Promoting Success (S.T.E.P.S.). This event provided participants with general session trainings and individual breakout sessions, such as advanced workshops in MicroSoft Excel, Outlook, and Word. The program also delivered training to assist current classified in improving interviewing and resume writing skills, as well as to increase knowledge on the District’s Merit System and collective
bargaining agreements. General sessions included Title IX, active shooter, and wellness training. The event was attended by 144 participants.

Part-time Faculty Development
Enhance Your Marketability Workshop was conducted on October 29, 2016. The workshop provides potential full-time faculty applicants with the nuts and bolts of the application and interview process.

Legal Compliance Development
The HR Department has sponsored the following:
• Liebert, Cassidy, Whitmore Employment Relations Consortium
• Keenan Safe Colleges Courses
• Flex Day Workshops
• Employee Orientations

Internal/External Conditions:
The following factors have strained the ability of the Human Resources Department to meet our goals:
• Continuous review and revision of all relevant LBCCD Human Resources related administrative regulations;
• Retirements, resignations and funding of new positions has increased recruitment activities;
• Implementation and maintenance of new modules in NEOGOV, PeopleSoft necessary to efficiently administer and perform Human Resources functions.
• Increased information requests from internal and external customers.
• Restricted budget increases have increased the number positions necessary to meet the needs of the student success initiatives, presenting an increased workload on staff.
• Limited Human Resources staffing.
• Implementation, reporting and continuous management of the Affordable Care Act (ACA).
• Classified employees who work additional hours as adjunct faculty, results in additional manual calculations, i.e. “blended rate calculations” from the US Department of Labor.
• Continuous external regulatory compliance changes require Human Resources to create or modify processes and procedures to ensure compliance with the following:
  • Affordable Care Act
  • California Education Code
  • Department of Education Office of Civil Rights Regulations
  • Department of Industrial Relations Laws and Rules
  • California Labor Code Provisions
  • US Department of Labor Rules and Regulations
  • Dept. of Fair Employment and Housing Regulations
  • Equal Employment Opportunity Commission laws and orders
  • Los Angeles County Department of Education Rules and Regulations
  • California Occupational Health and Safety Administration Laws and Rules
  • California Public Employee Relations Board Rules and Regulations
  • California Department of Social Services Regulations
  • CA Vehicle Code
  • CalPERS and STRS Pension Reform

The District’s Faculty and Staff Diversity Committee oversees Equal Employment Opportunity compliance for the District. The Multiple Method Fund allocation model was developed by the Chancellor Office’s Equal Employment Opportunity and Diversity Advisory Task Force and the CCCCO’s Legal Division Office. This funding method required development of an EEO Plan to support compliance with legal EEO requirements.

There has been an increased workload due to an upturn in the economy that has continued to increase the numbers of applicants and required additional resources to attract qualified applicants in a highly competitive market. Increased workload due to the addition of new student equity/success grant funding has resulted in the development of new class specifications and recruitments. Recruitments have intensified in critical shortage areas within the labor market.

The California Community College Faculty Obligation Number (FON) requirement continues to demand the hiring of a large number of additional faculty thus requiring additional resources to support the numerous hiring processes.

Summary of Access, Efficiency & Effectiveness:
Applicant Pools:
• Processed 12,912 applications for all classifications for 2015/16
• Full-time faculty applicant pools accounted for 2,781 applications
• Part-time faculty applicant pools accounted for 4,363 applications
• Classified applicant pools accounted for 4,197 applications
• Management applicant pools accounted for 1,571 applications
Recruitment and Hiring:
• Hired 28 new full-time faculty positions for Fall 2016
• Currently recruiting and hiring 32 new full-time faculty positions for Fall 2017
• Hired 217 Part-time Faculty for 2015/16
• Hired 68 Classified position for 2015/16
• Hired 19 Management Team for 2015/16

The hiring process for classified staff has been streamlined to facilitate a more flexible, expedited, and effective hiring process by:
• Engaging professional recruiters
• Proactively involving hiring authorities in selection processes.
• Condensing supplement questions from 10 to 5
• Eliminating an oral panel interview if there are three candidates or less.
• Training oral panels to ask follow-up questions
• Providing recruitment update to management every week for review/response
• Increasing recruitment job sites on the web, such as Governmentjobs, LinkedIn, Indeed, and Edjoin

The hiring process for full-time faculty has been streamlined to facilitate a more flexible, faster, and effective hiring process by:
• Adjusting the schedule for all hiring processes to occur two months earlier than previous years.
• Faculty and administrators agreed to the accelerated schedule and followed the timeline.
• The Academic Senate selected and Human Resources trained all EEO representatives in anticipation of the accelerated timeline.
• Committee work began in the Fall and occurred, in some cases, during the winter intersession.

Human Resources implements and tracks ongoing Keenan SafeColleges Trainings which include mandated trainings for all new hires:
• Workplace Bullying: Awareness and Prevention (20 Minutes)
• Mandatory Reporting: Child Abuse – AB 1432 (27 Minutes)
• Diversity Awareness: Staff to Staff (20 Minutes)
• FERPA: Confidentiality of Records (18 Minutes)

In addition to the trainings listed above, Academic and Classified Management personnel are required to obtain training on the Sexual Harassment Policy & Prevention (AB 1825-2 hours). Finally, the ongoing changes to the Affordable Care Act (ACA); the State Teachers Retirement System (STRS) regarding the classification of Management Team members; Assembly Bill (AB) 1522 - Employment-paid sick days and AB 1432-Mandatory Child Abuse Reporting Training require the need to develop effective processes to ensure compliance with these new policies and regulations.

Human Resources successfully implemented various department re-organization plans, processed position reinstatements, restorations, and new positions; provided an Improve Your Marketability Seminar for potential full-time faculty applicants as well as a New Faculty Orientation workshop for part-time faculty; created a modification specification for the Affordable Care Act IRS Reporting; conducted continuous monitoring of Affordable Care Act eligibility; conducted a professional development program for classified staff; a new employee orientation; contract settlement with all labor unions has resulted in more competitive wages within the geographic area; revamped the classified recruitment process to be more fluid and flexible; implemented LinkedIn as an additional recruitment option; sponsored the Walk The Talk Certificate Program recommended by the District Faculty and Staff Diversity Committee; increased the trainings available through SafeColleges and updated, submitted the Equal Employment Opportunity (EEO) Plan and conducted the second annual Lead Academy.

Additional Comments:

Names and Titles of workgroup members:
Jeri Florence - Faculty Representative
Rose DelGaudio – Vice President, Human Resources
Gene Durand–Associate Vice President, Human Resources
Monalisa Hasson – Director, Classified Human Resources
Diane Bangs – Human Resources Manager – Academic
Diana Torres – Human Resources Manager - Classified

Shared Goals:

Goal
Support professional development in alignment with the Strategic Plan.

Measurable Objectives:
1. Design and institute a campus-wide Professional Development Program focused on faculty, classified staff, and management.
2. Professional development activities are designed and scheduled in alignment with institutional priorities.

Strategies:
A goal of the Strategic Plan is to focus its human resources in support of institutional goals. In alignment with this goal the department has a goal to create a Talent Management Program focused on the development of a superior workforce which will in turn lead to achieving the institution's strategic goals. To support this goal, the Director of Organizational and Talent Management position will be a key contributor to engaging and retaining our employees through learning and development initiatives. This position will create and deliver innovative, creative, high-impact talent management strategies and programs that enable outstanding organizational, team, and employee performance which lead to meeting strategic objectives. This role collaborates with management to identify and develop action plan solutions in support of strategic objectives and related initiatives. The position will be engaged in talent development, organizational development, team development, performance management, career development/succession planning, and curriculum design, delivery and professional development activities.

The Organizational and Talent Management Coordinator and Senior Administrative Assistant positions will support the Director in the effective and efficient management and coordination of the Talent Management Program including coordinating workshop offerings, vetting and scheduling presenters, designing and sending out invitations, securing facilities and media, and ensuring all tactical needs of the program are met for professional development and other activities.

Supported School or Department Goals:
1. Provide comprehensive professional development for faculty, classified staff, and management focused in support of institutional goals.
2. Support professional growth which leads to student success.
3. Legal compliance

Goal Priority:
3

1. Type of Resource Requested:
Personnel - Classified/ Manager

1. Resources Requested:
Director, Talent Management Coordinator, Talent Management Senior Administrative Assistant

1. Estimated Cost:
220000

1. Suggested Funding Source:
General Fund

1. Comments:
The institution should look to leverage all resources for funding of positions-general fund/grant funding.

2. Type of Resource Requested:
Other

2. Resources Requested:
Additional support for Conference attendance; program development and program workshops; training presenters/facilitators

2. Estimated Cost:
150000
2. Suggested Funding Source: General Fund

2. Comments:

3. Type of Resource Requested: Supplies

3. Resources Requested: Supplies and materials for training/workshop participants.

3. Estimated Cost: 30000

3. Suggested Funding Source: General Fund

3. Comments:

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**Improve organizational function which leads to increased student success.**

### Measurable Objectives:

1. Compliance with contractual obligations;
2. Compliance with evaluations for part-time faculty;
3. Compliance with new Equal Employment Opportunity Regulations

### Strategies:

1. Utilize the management tracking software to expedite the hiring process for part-time faculty;
4. Provide daily review of applicant pools;
5. Assist departments with the hiring of part-time faculty;
6. Conduct trainings for Department Heads on the hiring process;
7. Implement business processes to effectively manage the hiring of part-time faculty;
8. Implement innovative strategies to attract and retain a quality diverse workforce;
9. Resume-mining, recruiting, and related activities to assist in the hiring of critical shortage areas.

### Supported School or Department Goals:

1. Support student success with effective hiring processes that result in the effective management of part-time faculty pools and hiring.
2. Maintain legal compliance with State and Federal laws
3. Limit/avoid risk to district

### Goal Priority:

2

1. Type of Resource Requested: Personnel - Classified/ Manager

1. Resources Requested: Human Resources Specialist - Adjunct Faculty Recruitment

1. Estimated Cost: 79027

1. Suggested Funding Source: General Fund

1. Comments:

We have invested in Applicant Tracking technology which requires additional support in the area of recruitment to maximize functionality. Through NeoGov, our applicant tracking system, the HR department (Academic) last year processed over 5,000 applications. This is a multi-step process and when not completed on a timely basis makes it difficult for departments to access, review and hire from the continuous part-time faculty recruitments. The departments have asked for help with regard to part-time hiring processes and this would be invaluable to assist the departments and ensure equal employment opportunities exist for all applicants. This goal is aligned with the institutional priority of the College.
to dedicate resources that build effective organizational structures college-wide including filling vacancies and/or hiring personnel. There is an increased demand to use innovative strategies to attract and retain a quality diverse workforce.

2. Type of Resource Requested: Personnel - Classified/ Manager

2. Resources Requested: Human Resources Specialist - Recruitment and On-Boarding

2. Estimated Cost: 79027

2. Suggested Funding Source: General Fund

2. Comments: The department continues to expand its recruitment to meet the diverse staffing needs of the College and continues to have a goal to increase staff diversity. This goal is aligned with the institutional priority of the College to dedicate resources that build effective organizational structures college-wide including filling vacancies and/or hiring personnel. There is an increased demand to use innovative strategies to attract and retain a quality diverse workforce. We have invested in technology which will require additional support in the area of recruitment to maximize functionality. Having one person dedicated to resume-mining, recruiting, and related activities will assist in the hiring of critical shortage areas and hard-to-fill positions while diversifying our staff demographics. This position would also support the on-boarding process of new employees to ensure that post-employment processes function without the current funnel that holds up our ability to consistently process new employees expediently to meet the demands of the College.

3. Type of Resource Requested:

3. Resources Requested:

3. Estimated Cost:

3. Suggested Funding Source:

3. Comments:

Promote and support organizational efficiency through the integration of technology.

Measurable Objectives: The Human Resources department will devote the necessary time and effort to assist the college in the achievement of this goal. The department expects efficiencies to be realized through the continual integration of technology and the Business Process Review. This goal is also expected to increase Human Resources responsibility for data entry, retrieval and reporting for departments, college-wide.

Strategies: The College is moving forward with a set of important projects that will improve the student experience by examining, reevaluating and restructuring key service areas. The College will look at our existing structures and processes that create barriers for our students in achieving their educational goals. The frameworks we will be using are Business Process Review (BPR) and Design Thinking. The BPR will engage our department to examine all existing processes and practices and identify ways to improve efficiency. Design Thinking is a way of viewing barriers, thinking/talking about them and developing new approaches and practices will help us develop an innovation culture in all that we do. We want to immerse ourselves in making thoughtful decisions that have an impact on
students and how they access, navigate and transition from LBCC in a timely, successful and seamless way. This reengineered way of decision-making should help us make our processes easier, help us discover methods of student based decision-making and teach us to own the vision and its practical applications. It is a philosophy of true “student service” owned by everyone in the College.

**Supported School or Department Goals:**

Greater organizational efficiencies.

**Goal Priority:**

1

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<th>1. <strong>Type of Resource Requested:</strong></th>
<th>Personnel - Classified/ Manager</th>
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<tbody>
<tr>
<td>1. <strong>Resources Requested:</strong></td>
<td>Human Resources Assistant/Records Assistant</td>
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<td>1. <strong>Estimated Cost:</strong></td>
<td>64509</td>
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<td>1. <strong>Suggested Funding Source:</strong></td>
<td>General Fund</td>
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1. **Comments:**
The department serves as the custodian of personnel records. Due to the significant increased levels of hiring; additional legal mandates; and expanded human resources services, the department has a need for a dedicated person to serve at the front desk to accept documents, direct visitors, fingerprint all new hires, scan all personnel documents, administer employee identification cards, and prepare various hiring packets. This need is aligned with the College priority of filling vacancies and hiring personnel. This dedicated person is needed to support the records management functions of the department.

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<tr>
<th>2. <strong>Type of Resource Requested:</strong></th>
<th>Equipment</th>
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<tr>
<td>2. <strong>Resources Requested:</strong></td>
<td>Industrial Scanner</td>
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<tr>
<td>2. <strong>Estimated Cost:</strong></td>
<td>1000</td>
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<tr>
<td>2. <strong>Suggested Funding Source:</strong></td>
<td>General Fund</td>
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2. **Comments:**
Human Resources requires staff to file documentation due to legal compliance and mandates. The industrial scanner provides more efficiency in the archiving of Laserfische records in a timely manner. If we have one dedicated person approved to serve as HR Assistant/Records Specialist, the industrial scanner would be necessary due to the high volume of scanning.

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