

Human Resources Program Review

January 2019

The mission of Compton College is “to be a welcoming environment where the diversity of our students is supported to pursue and attain academic and professional excellence.” We recognize that our work in Human Resources is essential to the college’s educational mission. Human Resources is responsible for all aspects of employment: recruitment, hiring, processing and evaluation.

The current organizational structure of the office includes three Human Resources Representative positions and the Vice President of Human Resources. Department staff positions are generalists rather than specialists. As a result, the position description was revised and expanded to include all operational areas of the office. External review has noted the need for staff to be cross-trained in all functions of the office due to the size of the operations.

The operations of the office are: certificated recruitment and processing; classified recruitment and processing which includes processing of student workers and other non-classified support positions; fringe benefits; worker’ compensation; property and liability insurance; student insurance and professional development. The department is responsible for recruitment, advertising, testing, and approval of appropriate eligibility lists, plus testing and selection for positions. The department also administers personnel policies and procedures which include monitoring all activities related to employee grievances, leaves, separation from service and benefits.

The department continues to utilize *iGreentree* applicant tracking system. The *iGreentree* program facilitates the employee selection processes and statistical analysis of applicant pools to assist in diversity efforts. All applications, forms, resumes, transcripts and all other required documents are uploaded or scanned into the system. The use of *iGreentree* reduced operating costs, increased operational efficiencies and is minimizing the need for additional storage space to house records. Once hired, employee information is entered into three information systems; Colleague, Los Angeles County of Education (LACOE) People Soft/HRS system, and the Banner system which will be effective in August 2019.

The department has a designated area within its conference room with computer access for use by applicants. Applicants can use the computer terminal to prepare and submit online application materials to be processed in the *iGreentree* system.

Over the past three years our department has conducted over 102 successful recruitments:

	2015-2016	2016-2017	2017-2018
Certificated Fulltime Faculty	10	8	7
Administrators	3	5	4
Classified Staff	19	17	21
Managers/Supervisors	2	1	3
Total	34	34	35

The Board of Trustees conducts regularly-scheduled board meetings. The Board of Trustees is also charged with taking necessary action to address employment, promotion, discipline, separations, and retirement. HR board items are received from multiple sources and HR staff reviews the information for correctness and processes the items accordingly. The majority of HR board items focus on employment and employee assignments. Other items include the creation or elimination of positions and matters relating to negotiations.

The California State legislature has authorized the Board of Trustees of the Compton Community College District to assume the powers and duties of the District's Personnel Commission through July 1, 2029.

Analysis of Institutional Research Data




Human Resources requested that employees provide feedback on services rendered through an HR Satisfaction Survey. The results are as follows:

Human Resources Satisfaction Survey





N = 174

Spring 2018





What is your role at Compton College?

Response	Frequency	Percent	Mean: 2.25
Management	19	10.92	
Faculty	93	53.45	
Staff	62	35.63	





1. Provides the services you need.

Response	Frequency	Percent	Mean: 2.82
Excellent	47	27.49	
Good	66	38.60	
Fair	38	22.22	
Poor	20	11.70	
N/A	3		




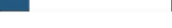
2. Timeliness responding to your request.

Response	Frequency	Percent	Mean: 2.79
Excellent	51	30.72	
Good	54	32.53	
Fair	35	21.08	
Poor	25	15.06	
N/A	8		
Invalid	1	0.60	




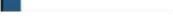
3. Responsiveness to problem solving.

Response	Frequency	Percent	Mean: 2.72
Excellent	44	26.99	
Good	52	31.90	
Fair	42	25.77	
Poor	24	14.72	
N/A	11		
Invalid	1	0.61	





4. Communication and feedback on services provided.

Response	Frequency	Percent	Mean: 2.69
Excellent	50	29.78	
Good	46	27.38	
Fair	39	23.21	
Poor	31	18.45	
N/A	6		
Invalid	2	1.19	





5. Customer services (helpful, professional, courteous).

Response	Frequency	Percent	Mean: 2.93
Excellent	63	38.63	
Good	55	31.98	
Fair	33	19.19	
Poor	21	12.21	
N/A	2		

6. Completion of a follow up on request.

Response	Frequency	Percent	Mean: 2.75
Excellent	49	30.25	
Good	51	31.48	
Fair	33	20.37	
Poor	28	17.28	
N/A	12		
Invalid	1	0.62	

7. Overall performance.

Response	Frequency	Percent	Mean: 2.80
Excellent	52	30.08	
Good	56	32.37	
Fair	39	22.54	
Poor	24	13.87	
N/A	1		
Invalid	2	1.16	

Further analysis is needed to determine why approximately 18% of the population surveyed ranked “communication and feedback received from HR” the lowest on the survey. Over 36% of the population surveyed ranked “customer services: professionalism and courtesy” the highest on the survey. In the future we will continue to conduct employee satisfaction surveys and implement job application satisfaction of the application process.

Facilities, Technology and Equipment

Our facilities and equipment are reliable. The office space has been professionally inspected for ergonomically correct workstations. The placement of monitors and keyboards were confirmed to be adequate based upon the frequency of use. According to the visual and task activities of the Human Resource Representatives, the placement of work stations creates accessibility. The setup of the workstations also creates the ability to properly identify people that enter the office.

Items to be considered for future installation include:

1. Overall size of the work space and surface
2. Other furniture required, such as additional visitor's seating, filing cabinets, larger recycling bin

Advancements in technology can help HR to provide a resourceful alternative to employees through the Internet. The current HR website should be upgraded to meet the competitive standards of the Human Resource Management Systems of the 21st century. The connection of human resources and information technology should be offered through a visual appealing, user-friendly, practical website for all employees, prospective employees, and retirees. The Human Resources Department plans to improve communications through technological advancements.

As we anticipate modernization to the office over the next several years, we have recently added additional storage space by utilizing a room specifically for HR files. We plan to continue to maintain our records in areas that are easily accessible to the HR staff to ensure effective workday flow.

In the future, Human Resources will be housed in the newly constructed Student Services building. Construction of this building will begin in 2021.

Staffing and Training

There are no current vacancies in the department. HR staff members are continuously trained on updates to policies and procedures. Currently one staff member has been trained on the Omni Update Web Content Management system, which allows us to maintain an HR webpage on the Compton website. We anticipate that all staff members will be trained on the Omni system by June 2019. Staff has also attended the following training sessions with LACOE:

- Employee Data Base (EDB) Maintenance
- STRS Retirement Coding & Prior Period Adjustments
- PERS Retirement Coding & Prior Period Adjustments
- Human Capital Management (HCM) Regional System Demonstration
- PeopleSoft Requisition Conversion Training
- PeopleSoft Approvers Training
- Banner Training

To ensure the efficiency of our departmental functions, HR staff members are currently sharing administrative responsibilities. The Human Resources Department intends to hire a Senior Administrative Assistant to support the productivity of the office. This role will be responsible for a variety of routine to complex office administrative, secretarial, and clerical duties in support of the VP of Human Resources.

Planning

Human Resources develops an annual area plan. This plan provides information on progress from the preceding fiscal year and outlines the goals, opportunities and challenges for the upcoming fiscal year. Goals have performance indicators for desirable outcomes that are measurable. As staff continue to retire over the next several years, we must continue to analyze this trend and develop a staffing plan to address the needs of the institution.

Compton College is committed to the principles of equal employment opportunity and is actively implementing a comprehensive program to demonstrate those principles as a practice. Human Resources ensures that all qualified applicants for employment and employees have full and equal access to employment opportunity, and are not subjected to discrimination in any program or activity. Through the utilization of Compton College's Equal Employment Opportunity (EEO) Plan we "demonstrate the commitment to hire staff and foster staff development that support the goals of equal opportunity and diversity, and provide equal consideration for all qualified candidates."

The plan also provides for an Employee Analysis Report, which analyzes employees' trends at Compton College between Fall 2011 and Fall 2015 according to the demographic variables, including: gender, ethnic group, and age group. Additionally, the EEO Plan acts as a useful resource in our commitment to "hire and retain faculty and staff who are sensitive to, and knowledgeable of, the needs of the continually changing student body it serves."

We continue to prioritize the hiring of administrative and classified positions, we have identified the following positions as a priority hires:

Priority Hires for Academic Years 2016-2017 through 2021-2022

Position	Department	New/Existing	Position Type	Year
Coordinator of Research & Planning (Internal Recruitment)	Academic Affairs	New	Supervisor	2017-2018
Curriculum Specialist	Academic Affairs	New	Classified	2016-2017 <i>Hired 10-23-17</i>
Manager of Research & Planning (Position would replace Coordinator Position)	Academic Affairs	New	Management	2017-2018 <i>Hired 8-13-18</i>
Director of Research & Planning (Position would replace Manager of Research Position)	Academic Affairs	New	Management	2018-2019 <i>Hired 11-1-18</i>
Admissions & Records Specialist	Admissions & Records	Existing	Classified	2018-2019 <i>Hired 12-3-18</i>
Evaluator	Admissions & Records	New	Classified	2015-2016 <i>Hired 9-14-15</i>
Accountant	Business Office	Existing	Classified	2014-2015 <i>Hired 2-2-15</i>
Payroll Supervisor	Business Office	New	Supervisor	2016-2017 <i>Hired 2-1-17</i>
Director of Community Relations/Foundation	Community Relations	New	Management	2017-2018 <i>Hired 2-22-16</i>
Graphic Designer/ Web Developer	Community Relations	New	Classified	2021-2022
Business Analyst	Informational Technology Services (ITS)	New	Classified	2018-2019
Database Administrator	Informational Technology Services (ITS)	New	Classified	2018-2019
Director of Informational Technology	Informational Technology Services (ITS)	New	Management	2015-2016 <i>Hired 2-22-16</i>

Help Desk Supervisor	Informational Technology Services (ITS)	New	Supervisor	2018-2018
Help Desk Technician	Informational Technology Services (ITS)	New	Classified	2018-2019
Information Technology Technician II	Informational Technology Services (ITS)	Existing	Classified	2013-2014 <i>Hired 1-5-15</i>
Network Support Specialist	Informational Technology Services (ITS)	New	Classified	2018-2019
Programmer Analyst	Informational Technology Services (ITS)	New	Classified	2018-2019
Systems & Network Manager	Informational Technology Services (ITS)	New	Classified	2017-2018
Director, Personnel Commission	Personnel Commission	New	Classified	2029-2030
Personnel Analyst	Personnel Commission	Existing	Classified	2029-2030
Administrative Assistant	Personnel Commission	Existing	Classified	2029-2030

With the recent hiring of the majority of faculty positions, we had to repost several positions whose candidate pools were deemed insufficient and/or inadequate for the needs of Compton College. These positions include:

1. Director of Nursing (currently advertised as Associate Dean of Nursing)
2. Network Support Specialist
3. Nursing Instructor
4. System and Network Support Manager

The goal is to have these positions filled by August 2019.

Job descriptions for Police Services and Information Technology have been developed. Exempt positions will be evaluated by an outside firm to ensure that FLSA status is consistent across all exempt positions.

The Office of Human Resources revised the administrative salary schedule as of November 1, 2018. The administrative salary schedule is consistent and appropriate in attracting, motivating, and retaining qualified employees and is fundamental to the success of Compton Community College District. The success of our compensation program hinges on our ability to appropriately compete with external labor markets, to recognize and reward exceptional performance, and to maintain a shared sense of internal equity and fairness.

Human Resources developed the following service area outcomes:

Service Area Outcomes

1. Evaluate and improve the Human Resources recruitment process.
2. Evaluate and improve the experience of Compton College employees during their first year of employment.
3. Review processes and when appropriate ensure the processes are consistent at Compton College.
4. Improve classified staff evaluation process.

Possible Metrics for Human Resources:

1. Number of applications submitted for positions
2. Number of applicants selected for interviews
3. Number of employees who attended professional development workshops
4. Number of employees hired by classification (part-time faculty, faculty, managers, classified, casuals, student workers)
5. Number of employees who signed up for health benefits
6. Number of HR workshops and number of attendees at those workshops

Human Resources policies and procedures have been updated. Community College League of California model templates were used as a guide. Job descriptions for Police Services, Information Technology, and all exempt positions have been developed. Exempt positions will be evaluated by an outside firm to ensure that FLSA status is consistent.

To systematically implement a professional development plan for all personnel of Compton College, a Professional Development Committee has been established to lead a full-scale professional development plan for all employee units.

Employee benefits will be a major factor in the upcoming years, particularly with the implementation of the Affordable Care Act. As of October 2017, Compton College benefits have transitioned to CalPERS.

Conclusion:

Human Resources works to support all departments of the District to achieve their goals. We will continue to provide counsel and assistance in managing Human Resources policies, procedures, practices, systems and processes that affect employees so that all are able to contribute to the

effectiveness of their division or department, productivity and the achievement of District-wide goals.

Prioritized Recommendations:

1. Hire a Manager of Title IX to facilitate and ensure the effectiveness of Title IX.
2. Hire a Senior Administrative Assistant to support the productivity of the Human Resources Department.
3. Improve communications with other areas to be proactive in addressing Human Resources issues.