Program Review
Executive Summary
Human Resources
Fall 2011

General Comments
Since the last program review, Human Resources (HR) has undergone a major reorganization. A comprehensive review of the HR structure and functions led to Board approval of reorganization in Fall 2009. As a result, the office has established distinct units staffed with personnel having expertise in the identified areas of responsibility. To support this, new positions have been established, some old positions have been abolished, and staff duties have been realigned to support unit functions. In addition to streamlining functions, increasing efficiency and accuracy, and improving overall operations, these changes have eliminated redundancies and resulted in personnel cost savings. Thus, this program review report serves to document the changes and results and provides a blueprint for continuing improvements moving forward.

The review that led to the changes was helpful in identifying not only structural issues but also areas that needed improvement. These included areas with the largest percentage of problems such as liability exposure for the District, coordination of leaves and benefits, and time-keeping and recording issues. While not all of these problems were solely the responsibility of HR, long standing practice, combined with system issues, certainly contributed. It is clear that HR took the review findings seriously and has committed to addressing them.

In the last year, HR has been able to expand into additional quarters contiguous to existing assigned space. This has improved staff morale, improved work flow through locating unit staff together, and helped to communicate the reorganization structure to the larger college community. Along with creating and restructuring individual units within HR, the office has also undertaken multiple audits and used the results to improve processes and reporting. For example, benefits reconciliation managed by the benefits unit has cleaned up record keeping and reporting which has resulted in significant annual savings to the District. Recruitment and Operations has implemented an on-line application process for faculty hiring. Other notable achievements include revising and updating the HR website and implementation of a digital storage plan. All units have worked hard to improve customer service and relations, cross train within units, and provide training to service users.

It takes time to accomplish such a massive restructuring. Human Resources has embarked upon this in a thoughtful manner, gathering and analyzing data and feedback and systematically making changes. Efforts have been made to communicate internally and externally, to develop cohesive plans and approaches, and to identify continued improvement to be addressed moving forward. Human Resources managers and staff
are justifiably proud of the accomplishments and achievements of recent years and demonstrate a commitment to continue the process of review and improvement.

Commendations
The committee commends Human Resources for a well organized and thorough report. The reorganization of the entire HR operation was a huge undertaking and commitment and the committee acknowledges the ensuing improvements that have increased the effectiveness, efficiency and service of all units and functions. Of particular note are:

1. Implementation of the on-line application process for faculty hiring.
2. Increased publicity and access to retirement seminars and information for all college staff.
3. Ongoing savings achieved for the District through reorganization staffing changes and benefits reconciliation.
4. Increased training opportunities focused on needs identified by HR staff as well as the larger college community.
5. Revisions to the HR website.
6. Cross training of staff.
7. Creation of a faculty handbook.
8. Improved orientation for classified and academic new hires.
9. Improved communication and relations with the Personnel Commission.

Recommendations for Program Strengthening
The committee recognizes the vast changes and improvements made since the last program review and recommends that Human Resources consider the following to further strengthen the operations:

1. Develop a comprehensive assessment plan that encompasses both the full operation and individual units with identified benchmarks. For those areas primarily delivering a service or training ensure that the assessment modes go beyond a satisfaction survey.
2. Work with appropriate planning bodies to develop a District Staffing Plan
3. Identify further improvements to be made to tracking policies for employment leaves.
4. Develop a comprehensive list of employment and labor-related policies and regulations to be developed or updated.
5. Identify and develop appropriate training for HR staff to improve understanding and update knowledge and changes in the many complex rules, agreements, policies and regulations affecting Human Resources operations.
6. Develop a database for tracking complaints and investigations.
7. Investigate options for creating an on-line system to facilitate employment processing once a hire has been made.
8. Develop an exit interview process.
9. Develop an integrated Professional Development plan that addresses the institutional culture, and incorporates college initiatives and planning processes.
10. Develop a master training plan for the District.
Recommendations for Institutional Support

1. Review the College’s relationship with LACOE and determine options for addressing problems with the system, the true cost to the District in terms of staff time, opportunities for errors and inconsistencies, and opportunities for improving efficiency.

2. Support efforts by Human Resources and Payroll to align record keeping and differences in interpretation of leave policies.

Program Review Chair ________Mary C. Colavito________ 4/6/2012