

# 2020 Annual Program Review

Program Name: Personnel Commission

Program Review Author: Carol Long

**I. PROGRAM DESCRIPTION:** In one or two paragraphs, provide a description of the primary goals of your program or service area. Attach an appendix to describe your program or service area in more detail, if needed.

*Note: If no changes have occurred, feel free to copy and paste from your last review. If it exists, feel free to copy the brief description of your program from the college catalog: <http://www.smc.edu/CollegeCatalog/Pages/default.aspx>*

## Recruitment and Selection of Classified Staff

Personnel Commission staff manages recruitments for classified positions, determines the appropriate field of competition, conducts an appropriate level of job analysis for the purpose of content validation, develops a recruitment and selection plan, plans and implements recruitment campaigns, develops and administers job-related tests, and establishes eligibility lists consisting of candidates who were successful on all test parts, in rank order according to their final scores. Personnel Commission staff responds to each request to fill vacant classified positions and temporary assignments, and certifies that vacancies and limited term assignments are filled from appropriate eligibility lists or employment lists, in accordance with applicable Education Code provisions and Merit Rules.

## Maintenance of Classification Systems and Plan – Conducting Reclassification Studies

All classified positions are allocated to specific classifications, which are then allocated to specific salary ranges. As needed, Personnel Commission staff creates new classifications, revises existing class descriptions, ensures classification descriptions accurately reflect current job duties and qualifications, reviews minimum requirements on class descriptions to ensure they are appropriate and not unduly restrictive, establishes and maintains a plan for continuous review and update of class descriptions, and conducts external and internal salary surveys and recommends appropriate salary rates for all classified jobs based upon the principle of like pay for like work. Classification and salary studies are completed in response to requests from management or CSEA, or to prepare for upcoming recruitments. In addition, the Personnel Commission is responsible for conducting ongoing, cyclical classification studies, so that every classification at the college is reviewed at least once every five years. As requested by incumbents or management, Personnel Commission staff also conducts reclassification studies to analyze the duties performed by an individual employee, determines if duties are within the scope of the employee’s classification, and decides if reclassification is warranted.

## **II. PROGRESS SINCE LAST REVIEW (LAST YEAR’S OBJECTIVES)**

Identify the original objectives from your last review, as well as any objectives that emerged during the year (if applicable). For each objective, determine status and explanation for status.

Objective	Status (Check one)	Status Explanation
Improving project cycle time for conducting recruitments, filling positions, and completing classification studies.	<input type="checkbox"/> Not Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Completed	We have experienced minor increases in overall cycle time for recruitment and classification projects as compared with our trends over the last few years. We have been focusing more recently on the amount of time it takes to open our recruitments, once they have been approved to move forward. This includes balancing the need to have all relevant information in place to avoid delays which might impact candidates. In addition, we want to look for better ways of identifying and addressing outside obstacles up front which may impact cycle time if not

		managed prior to opening recruitment.
Ongoing evaluation and improvement of the quality of new hires.	<input type="checkbox"/> Not Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Completed	Further efforts to address this area can be pursued more thoroughly after the hiring freeze is lifted.
Continue to monitor and improve our process for conducting ongoing classification reviews.	<input type="checkbox"/> Not Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Completed	We've implemented minor changes to our classification review process, including more standardized communication to study participants, a new Salary Recommendation Checklist, and compiling and organizing job evaluation data from multiple positions to enhance internal job comparisons and analysis.
Continue to improve college-wide understanding of the roles and functions of the Personnel Commission.	<input type="checkbox"/> Not Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Completed	More work is needed in this area, particularly in the current times when we need to maximize the use of temporary assignments, and allow more flexibility in the assignment of job duties. More work is also needed in improving chances for promotion for existing classified staff. At this time, some trainings and other informational materials have been created, and we are working to add these educational materials to our web site, until opportunities can be provided for more direct training.
Continuing to monitor and improve the diversity of candidate pools, particularly in the area of classified management.	<input type="checkbox"/> Not Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Completed	We continue to show progress, particularly in the area of Classified Management, although some underrepresentation still exists. Further efforts to address underrepresentation can be pursued and tested more thoroughly after the hiring freeze is lifted.

### III. ACHIEVEMENTS

**(Optional)** List any notable achievements your program accomplished in the last year.

Presented a training on recruitment and selection for the District's Pre-Supervisory Academy in December 2019. Produced 42 eligibility lists, completed 22 classification revisions, and 19 Merit Rule revisions. Procured new remote testing services which provides access to over 60,000 test items, without incurring any increase to our current budget for 2020-21.

### IV. CURRENT PLANNING AND RESOURCE NEEDS

#### Part 1: Narrative

Broadly discuss issues or needs impacting program effectiveness for which institutional support or resources will be needed for the next academic/fiscal year.

Please reference the attached sheet covering Section V: Challenges Related to Spring 2020 COVID-19 Crisis and Response.

#### Part 2: List of Resources Needed

Itemize the specific resources you will need to improve the effectiveness of your program, including resources and support you will need to accomplish your objectives for next year.

*While this information will be reviewed and considered in institutional planning, the information does not supplant the need to request support or resources through established channels and processes.*

Resource Category	Resource Description/Item	Rationale for Resource Need (Including Link to Objective)
<b>Human Resources</b>	N/A	Click or tap here to enter text.
<b>Facilities</b> ( <i>info inputted here will be given to DPAC Facilitates Comm.</i> )	N/A	Click or tap here to enter text.
<b>Equipment, Technology, Supplies</b> ( <i>tech inputted here will be given to Technology Planning Committee</i> )	N/A	Click or tap here to enter text.
<b>Professional Development</b>	Professional development needs are included in our existing budget.	Click or tap here to enter text.

**V. CHALLENGES RELATED TO SPRING 2020 COVID-19 CRISIS AND RESPONSE:**

List significant challenges your program faced in Spring 2020 due to COVID-19. Please also Include your responses and solutions to this crisis.

See Attached.

**VI. THE NEXT SECTION IS FOR CTE PROGRAMS ONLY**

**PARTNERSHIPS:**

**Part 1: Industry advisory meeting dates and attendance for 2019-2020.**

Date of Meeting	# of SMC Attendees	# of Non-SMC Attendees
Click or tap to enter a date.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap to enter a date.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap to enter a date.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap to enter a date.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap to enter a date.	Click or tap here to enter text.	Click or tap here to enter text.

**Part 2: Employer partnerships/collaborations for 2019-2020. Identify the most salient partnerships or collaborations.**

Employer Name	Type of partnership or Collaboration <ul style="list-style-type: none"> <li>• Advisory attendance</li> <li>• Internship site</li> <li>• Donations</li> <li>• Job placement</li> <li>• Other</li> </ul>	Optional: Additional information about partnership or collaboration
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

**CONGRATULATIONS – that’s it! Please save your document with your program’s name and forward it to your area Vice President for review.**

**The following section will be completed by your program's area VP**

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**Vice Presidents:**

First, please let us know who you are by checking your name:

- Christopher Bonvenuto, Vice President, Business and Administration
- Don Girard, Senior Director, Government Relations & Institutional Communications
- Sherri Lee-Lewis, Vice President, Human Resources
- Jennifer Merlic, Vice President, Academic Affairs
- Teresita Rodriguez, Vice President, Enrollment Development
- Michael Tuitasi, Vice President, Student Affairs

Next, please check this box to indicate that you have reviewed the program's annual report Provide any feedback and comments for the program here:

Click or tap here to enter text; the box will expand when you enter text.

Finally, please **save the document** and email it to both Stephanie Amerian ([amerian\\_stephanie@smc.edu](mailto:amerian_stephanie@smc.edu)) and Erica LeBlanc ([leblanc\\_eric@smc.edu](mailto:leblanc_eric@smc.edu)). If you have any questions, please contact us!

Thank you for your input!

CHALLENGES	CURRENT ACTIONS	FUTURE ACTIONS NEEDED
<p><u>Recruitment Planning:</u></p> <ul style="list-style-type: none"> <li>At the time the hiring freeze and transition of services into a remote environment took place, our department had 19 recruitments in process. Six of our larger eligibility lists were scheduled to expire during the summer. These are lists we prefer to keep populated on an ongoing basis so that candidates can be available to interview with department management on short notice (i.e., Student Services Clerk, Instructional Assistants, Custodian).</li> <li>Uncertainty about timelines for stay-at-home orders and the District’s ability to hire new staff, along with the need to procure a platform for remote testing have delayed our initial plans to have all lists ready to go by the end of July.</li> </ul>	<p><u>Recruitment Planning:</u></p> <ul style="list-style-type: none"> <li>Personnel Commission has purchased remote testing services from E-Skill. We were able to get discounted services due to anticipated low volume of candidates this fiscal year.</li> <li>Five recruitments are currently in progress.</li> </ul>	<p><u>Recruitment Planning:</u></p> <ul style="list-style-type: none"> <li>Continue pro-active contact with VP’s to identify staffing issues as early as possible.</li> <li>Review final SRP data to see if any upcoming vacancies require attention.</li> </ul>
<p><u>Classification Work and Salary Re-Allocations:</u></p> <ul style="list-style-type: none"> <li>Freeze on all salary increases for classified management; probable freeze on salaries for classified represented staff, but this is not official until the BOT finalizes the MOU with CSEA</li> <li>District has the final decision on salary increases recommended based on results of external market studies; until the District settles with CSEA and we can finalize our communication plan, studies for 18 classifications are on hold.</li> <li>We now have 9 reclassification requests which have been submitted for study. We are legally obligated to respond to all requests for position reclassification studies.</li> </ul>	<p><u>Classification Work and Salary Re-Allocations:</u></p> <ul style="list-style-type: none"> <li>Move forward with all studies as scheduled. Finalize those with no salary impact.</li> <li>For studies with outcomes that included a salary impact, move class revisions forward, but salary changes will be on hold and revisited after salary freezes are lifted.</li> <li>Respond as normal to requests to study individual positions for reclassification. If we find that a reclassification is warranted, offer the following options: <ul style="list-style-type: none"> <li>Redistribute duties</li> <li>Offer Working out of Class or limited term assignment; in order to provide the employee with the maximum time in temporary capacity</li> </ul> </li> </ul>	<p><u>Classification Work and Salary Re-Allocations:</u></p> <ul style="list-style-type: none"> <li>Classification revisions for represented classes can move forward when the BOT approves the MOU with CSEA.</li> <li>Revisit salary changes once salary freeze is lifted.</li> <li>Revisit reclassification actions in October</li> </ul>
CHALLENGES	CURRENT ACTIONS	FUTURE ACTIONS NEEDED
<p><u>Legal Restrictions on Temporary Assignments</u></p> <ul style="list-style-type: none"> <li>There is now a critical need for more flexibility on the length of temporary assignments, given that few permanent vacancies will likely be approved to fill this year. There are a number of options for flexibility within the Merit</li> </ul>	<p><u>Legal Restrictions on Temporary Assignments</u></p> <ul style="list-style-type: none"> <li>The Personnel Commission is currently leveraging “limited-term” assignments to ensure temporary assignments can be</li> </ul>	<p><u>Legal Restrictions on Temporary Assignments</u></p> <ul style="list-style-type: none"> <li>Develop guidelines for management regarding maximizing the use</li> </ul>

<p>System to extend the length of temporary assignments; other restrictions must be navigated to ensure that assignments are made in accordance with all applicable laws and bargaining agreements, as outlined below.</p> <ul style="list-style-type: none"> <li>• The Chancellor’s Office has agreed to waive legal restrictions on temporary assignments at this time, but this only applies to temporary academic assignments, and not to classified assignments.</li> <li>• The Education Code provides for extensions of 90-working-day provisional Working out of Class assignments when eligibility lists cannot be produced and permanent hires cannot be made immediately. However, our CSEA Bargaining Agreement precludes extensions for represented staff.</li> <li>• CalPERS restricts outside temporary assignments to 1000 hours per fiscal year; SMC’s internal policy is to not exceed 960 hours per fiscal year, in order to minimize the chance of exceeding the CalPERS limit.</li> <li>• CalPERS restricts internal Working out of Class assignments to 960 hours per fiscal year, when Working Out of Class assignments are used to fill a “position that is vacant during recruitment for a permanent appointment.” Therefore, this rule may not apply to us in the coming fiscal year if we are not opening recruitments for permanent appointments. Will need to confirm with Legal Counsel, and modify the language in our upcoming job bulletins.</li> </ul>	<p>utilized for the maximum time allowable. Limited term assignments allow all classified employees (both union-represented and confidential/management) to temporarily work in another classification for up to six months each fiscal year.</p>	<p>of temporary assignments.</p>
<p><b>CHALLENGES</b></p>	<p><b>CURRENT ACTIONS</b></p>	<p><b>FUTURE ACTIONS NEEDED</b></p>
<p><u>Broadening job responsibilities to minimize need for new hires</u></p> <ul style="list-style-type: none"> <li>• Given the District’s current financial constraints, management is requested to first consider modifying duties of existing employees to limit the need for additional staff. The Personnel Commission must balance these requests for greater flexibility with the need to maintain a viable classification structure and the principle of “like pay for like work”.</li> <li>• It is the Personnel Commission’s position that assignment of additional job responsibilities to</li> </ul>	<p><u>Broadening job responsibilities to minimize need for new hires</u></p> <ul style="list-style-type: none"> <li>• The Personnel Commission has established a number of operational practices to provide departmental flexibility, while also maintaining the integrity of the classification system.</li> </ul>	<p><u>Broadening job responsibilities to minimize need for new hires</u></p> <ul style="list-style-type: none"> <li>• Develop guidelines for management regarding the assignment of additional duties to current classified positions.</li> </ul>

<p>classified staff requires no action on our end as long as the additional responsibilities are from the same classification or a lower-paying related classification, the supervisor remains the same, there is no overtime that is not properly compensated, and minimal training is required for the employee to absorb these duties.</p> <ul style="list-style-type: none"><li>• It is the Personnel Commission’s position that the transfer process should not be used when there is no intention to bring in additional staff, and an employee owns part of the position in question.</li><li>• If the duties are from a higher-paying classification, they can still be assigned with no action required from the Personnel Commission, as long as the assignment does not exceed 5 working days within a 15 calendar day period</li><li>• While we are able to approve these types of assignments, additional considerations may need to be addressed with the labor/management.</li></ul>		
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