



ANTELOPE VALLEY COLLEGE

Office of Human Resources & Employee Relations

Human Resources Program Review

March 2010

I. Service Area Description

A. Describe the role of the service areas within Antelope Valley College.

The mission of the Antelope Valley College Office of Human Resources and Employee Relations/Payroll is providing quality services for a diverse population of employees.

Human Resources:

- The Human Resources Office is responsible for handling employment and personnel related matters for regular, part-time, temporary, substitute, and student employees.
- The Human Resources Office interfaces with other staff and departments to carry out the mission of the college including:
 - Recruitment and selection process; compensation and salary; health and welfare benefits; employee orientation; leave accounting; employee performance evaluations; collective bargaining; equal opportunity and unlawful discrimination.
- Other services provided to employees, students and the community include:
 - Interpret, apply and explain benefit programs, District policies, State and federal employment laws and regulations and collective bargaining agreements
 - Ensure compliance with a variety of District policies and procedures, and State and federal guidelines, laws and regulations concerning human resources and benefits administration
 - Assist employees in the resolution of benefits and coverage issues
 - Provide information and assistance to students, potential students, applicants, potential applicants, and the general public regarding employment opportunities and requirements
 - Maintain confidential employee and employment records

Payroll:

- The Payroll Office is responsible for handling payroll and employment related matters for regular, part-time, temporary, substitute, and student employees including:
 - Making accurate and timely payment to employees for services performed and ensuring compliance with applicable Education Code, State and federal labor laws and regulations, District policies and procedures, and collective bargaining agreements
- The Payroll Office interfaces with other staff and departments to carry out the mission of the College including:
 - Communicates with District administrators, staff and faculty
 - Provides information regarding payroll procedures and deadlines to administrators, managers, supervisors and other personnel as necessary to ensure the timely submission of employee time reports required to make accurate and timely payments to employees
 - Researches and compiles payroll/salary related data; prepares, distributes and maintains a variety of time reporting documents, including timesheets and overtime summary forms
- Other services provided to employees, students and the community include:
 - Review time sheets and records to ensure accuracy and completeness and to avoid duplication of hours charged and verify proper authorizing signatures
 - Receive and audit District time reports; review, verify and tabulate hours worked and audit for compliance with payroll rules and contract language
 - Distribute pay warrants; compute and reconcile billings for payments from voluntary deductions
 - Resolve payroll discrepancies
 - Provide information concerning payroll and voluntary deductions
 - Provide employees, outside agencies and other legitimate inquirers with information regarding garnishments, employment verifications, etc. following established policies and procedures and in compliance with applicable confidentiality laws and regulations
 - Maintain confidential employee and payroll records
 - Communicate with county offices and State agencies to clarify payroll procedures and exchange information
 - Prepare a variety of payroll related reports, including year-to-date tax earnings, deferred pay, payroll registers, and employee payroll
 - Post and process garnishments
 - Prepare supplemental payrolls and adjustments for employees submitting late time sheets and for other retroactive and/or irregular or non-recurring payments

Risk Management:

- The Risk Management function is responsible for planning, organizing, implementing, and administering a comprehensive risk management program for the district including all aspects of loss control and mitigation.
- The Risk management function interfaces with other staff and departments to carry out the mission of the college including helping to insure a safe and healthful community college district in which members of the community can be employed and pursue a high quality comprehensive education as well as enjoy theatrical and sporting events.
- Other services provided to employees, students, and the community include:
 - Enhancing the District's liability and property insurance programs, safety and loss control programs, and worker's compensation program.
 - Chairing the District Safety Committee.
 - Coordinating training related to district safety issues.
 - Directing regulatory compliance programs including developing safety programs to comply with federal, State and local safety regulations and analyzing current safety programs and revising them to improve their effectiveness as well as to comply with changes in applicable regulations and policies.
 - Anticipating, identifying, evaluating, and recommending means of controlling hazards and potential hazards in the form of physical site conditions and work practices.
 - Ensuring the maintenance of required work-related illnesses and injuries.
 - Maintaining up-to-date knowledge of regulations, policies, and best practices in the fields of safety, industrial hygiene, and risk management while maintaining professional certifications in same by attending workshops, seminars, and conferences.

B. Describe the current service area employees.

Human Resources:

Name of Employee	Title/Position, Classification	FTE	Employee Unit/Group
Burkholder, Sherri	Clerical Assistant III	1.0	Confidential (CMS) Group
Broadwater, Julie	Clerical Assistant III	1.0	Confidential (CMS) Group
Brown, Nina	HR Technician (Compensation)	1.0	Confidential (CMS) Group
Caban, Judy	Sr. Administrative Asst to the V.P.	1.0	Confidential (CMS) Group
Hoover, Cynthia	Director	1.0	Confidential (CMS) Group
McLaughlin, Barbara	HR Technician (Benefits)	1.0	Confidential (CMS) Group
Patin, Ana	HR Technician (Recruitment & Hiring)	1.0	Confidential (CMS) Group
Turner, Shane	Assistant Superintendent/Vice President	1.0	Educational Administrator

Risk Management:

Name of Employee	Title/Position, Classification	FTE	Employee Unit/Group
Terry Cleveland	Director	1.0	Confidential (CMS) Group

Payroll:

Name of Employee	Title/Position, Classification	FTE	Employee Unit/Group
Hopper, Jane	Payroll Technician	1.0	Classified
Remp, Maria (Vicky)	Payroll Technician	1.0	Classified
Wilson, Tina	Payroll Technician	1.0	Classified

▪ **Summary of changes in staff over the past 5 years:**

The leadership position of Vice President has changed 7 times over the past 5 years, including 3 permanent vice presidents and 4 interim vice presidents. The position last became vacant in 6/2008, when the permanent VP accepted a position at a college out of state. The position was then filled by an experienced interim, and the Human Resources Director and the experienced Human Resources and Payroll staff assisted in maintaining the effective delivery of services. The College hired a permanent replacement with an MBA and administrative experience in human resources on 7/1/2009.

The Director of Human Resources position, created to assist the Vice President with EEO/diversity duties and to oversee the day-to-day operations of the Human Resources and Payroll offices, including workflow, was filled in January 2008. The Director supervises the (5) Human Resources and (3) Payroll employees.

Two Human Resources Technician positions (in the areas of (a) recruitment/hiring and (b) benefits) became vacant as a result of retirements in 12/2007 and 6/2008, respectively. The Technician position responsible for recruitment/hiring was filled in 12/2007 with a new employee, and the Technician position responsible for benefits was filled through a promotion from the Payroll Office.

One Clerical Assistant II was reclassified into the current Clerical Assistant III position effective 7/1/2008.

The number of Payroll Technician positions (3) has remained the same over the past 5 years. However, 2 new employees were hired as replacements due to vacancies created by 1 retirement (6/2004) and 1 promotion to HR Technician (6/2008).

C. Department Productivity

The ongoing intent of the Office of Human Resources and Employee Relations, including Payroll and Risk Management, is to create more efficient workflows and streamline operations in our practices and services to the College’s diverse personnel, while maintaining the focus on student success.

Tax Year	# Employees (Based on W2's Issued)	Percentage of Growth	# HR Technicians	# of HR Clerical Assistants	# AVC Employees Served per HR Technician/Clerical Asst.	# Payroll Technicians	# AVC Employees Served per Payroll Technician
2006	1710		3	2	570 / 855	3	570
2007	1853	8.36%	3	2	618 / 926.5	3	618
2008	1871	0.97%	3	2	624 / 935.5	3	624
2009	1838	-1.76%	3	2	613 / 919	3	613

Human Resources - Recruitments and Hiring:

Employee Type	# Recruitments		# Applicants		# Employees Hired	
	7/108-6/30/09	7/1/09-2/28/10	7/1/08-6/30/09	7/1/09-2/28/10	7/1/08-6/30/09	7/1/09-2/28/10
Classified	32	15	1465	580	19	7
Confidential/Management/Supervisory	1	2	29	20	1	2
Educational Administrators	9	1	58	28	5	1
Faculty – Full-Time, Tenure Track & Temp. 1-Year	3	3	42	11	3	3
Faculty – Part-Time, Adjunct	13	18	349	118	97	42
Short-Term, Non-Continuing, Non-Academic	7	8	202	506	185	133
TOTALS - ALL EMPLOYEE TYPES	65	47	2,145	1263	310	188

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While the number of recruitments and hiring of employees has decreased over the past year due to budget constraints, the Human Resources Technician has taken over some duties previously performed by one of the other Technicians. In addition, the Technician has assisted the Director of Human Resources in completing several major projects. This has also given the Technician the opportunity to update, improve, and provide instruction in many of the processes involved in the recruitment and hiring of employees.

Human Resources - Customer Service Transactions/Front Office (6/15/09 – 2/28/10):

TRANSACTION TYPE:	TOTALS
Employment App Drop Off	305
Employment App Pick Up	162
Employment Inquiries-Job Openings, Min. Quals., Etc.	87
Subtotal All Employment Related Transactions	554
Benefits/ Retirement	66
Appt w/VP or Director	56
Requests To See VP or Director	43
Complaint/Grievance	2
Livescan	102
Other: Receive Retiree Ins. Payments; Prkg Passes; Work Comp, Payroll; Gen'l Inquiries; Process New Employees; Et. al.	457
Telephone Calls	945
TOTAL ALL TRANSACTIONS:	2225

The Clerical Assistant III whose duties include first point of contact with HR customers began keeping a log of the types of transactions beginning in June 2009. Although no front desk customer service transaction logs were kept prior to this date, the Clerical Assistant III has been in the position for 3 years and has reported that there has been an increase in the number of applicants applying for most of the employment openings over the past year. A review of the log of potential employees presenting for Livescan (fingerprinting) paperwork showed a significant increase in the number of student workers in Fall

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2007 (95) as compared to Fall 2006 (34). The increase was primarily due to the implementation of mandatory fingerprinting (effective 11/2/07) of all student workers who have access to money, valuable property, sensitive information and working around or with minor children.

Payroll: Payroll checks processed per academic year (7/1 – 6/30) by employee type:

Employee Type	2006-2007	2007-2008	2008-2009	2009-2010 (thru 3/10/10)
Classified	4242	4874	4692	3318
Confidential/Management/Supervisory	744	815	717	514
Educational Administrators	233	277	265	170
Faculty – Full-Time, Tenure Track & Temp. 1-Year	1971	2245	2170	1370
Faculty – Part-Time, Adjunct	5592	6206	6616	3919
Short-Term, Non-Continuing, Non-Academic	1123	1151	1277	703
Student Workers	3293	3938	4167	2906
TOTALS - ALL EMPLOYEE TYPES				

In addition to the above, the Payroll Technicians processed a retroactive payroll on 10/1/2007 for the 2007-2008 fiscal year—412 checks were produced.

Risk Management:

Training sessions – 36 per year; Average 14 recipients per session. Recipients are predominantly from the Maintenance, Grounds, and Custodial areas with some individuals who are Instructional Assistants from the Technical Education Department and Laboratory Technicians from the Science and Photographic Laboratories.

For the past 3.5 years, the attendance has remained constant.

D. Department Revenue

N/A.

II. Self-Evaluation

A. Employees

1. Employees are actively involved in the selection of full-time and part-time employees.

Hiring procedures have been established for classified, confidential/management/supervisor (CMS), faculty (tenure track), faculty (temporary, adjunct), and educational administrators. Employees in the Office of Human Resources served on the various selection committees for the hiring of the replacements of the Payroll Technician and Human Resources Technician positions. Several staff members are trained as EEO representatives and have served on various selection committees.

2. The number of employees, both full-time and part-time, is appropriate for the service area.

Standards of best practices for staffing levels in departments of human resources as developed by the Society for Human Resource Management (SHRM) establish a ratio of one HR staff person to each 100 employees. There are currently 8 full time employees in the human resources and payroll department and in the year 2008/2009, Antelope Valley College employed 1838 employees for a ratio of 1:230 or roughly one half the number of desired HR staff given the District's current employee base. Consequently, services provided by Human Resources tend to fall into the category of maintenance HR activities such as:

- Interpreting policy and answering employee questions or concerns regarding benefits, payroll, etc.
- Administering employee benefits and insurance
- Processing new hires and terminations
- Maintaining employee files
- Tracking basic personnel data such as vacation, leave of absence, etc.
- Preparing government required reports and distribution of personnel related memorandum
- Conducting some activities to minimize risk to the organization, and initiating performance improvement activities to a limited extent
- Administering a salary program
- Providing basic counsel to individual managers and supervisors about performance related issues among their subordinates

- Screening and reference checking employment candidates

At the other end of the spectrum is what is described as full-range HR activities such as:

- Participating in business planning activities; providing "what-if" assessments on various scenarios, e.g., growth or down-sizing
- Coordinating and/or conducting management and supervisory skills training as well as technical training **(College Strategic Goal)**
- Designing and implementing employee performance improvement and communications programs
- Initiating organizational development activities such as career planning and succession charting
- Providing in-depth counsel to managers and supervisors regarding subordinate performance problems
- Providing statistical and other data to determine trends and identify problems as they emerge among the employee population

The District's ability to be more proactive in addressing these strategic issues remains hindered by the lack of available staffing resources to be able to become a more full-range HR partner in the organization. Part time employees are retained for some functions, but due to their temporary nature, their use is limited regarding major initiatives. Regrettably, costs associated with increased legal fees, consultant fees, and higher turnover are a natural consequence of chronic understaffing in Human Resources.

3. Employees are actively involved in professional organizations and activities.

- Vice President of Human Resources:
 - Professional membership in the Society for Human Resources Management.
 - Institutional membership in the Association of Chief Human Resources Officers/Equal Employment Officers (ACHRO/EEO). ACHRO/EEO sponsors training institutes annually, providing attendees with quality presentations regarding current issues, as well as opportunities to build networks among other professionals. A key purpose of the Association is to take responsibility and assume leadership for the professional development efforts of human resource professionals. Developing future leaders is a high priority; long-term succession planning is critical. The institutes offer a wide variety of professional development opportunities for all HR professionals.
 - Chair of the SPBC Human Resources Sub-Committee.
 - Chair of the EEO Advisory Committee.

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- Director of Risk Management:
 - Maintains professional membership in the following organizations: American Society of Safety Engineers; American Industrial Hygiene Association; International Society of Mine Safety Professionals; Society for Human Resources Management; and California Association for Safety Education.
 - Attends various seminars offered by the above listed organizations and takes courses to maintain professional certifications as a Certified Safety Professional, Professional in Human Resources, and Hazardous Waste Operations.
 - Chairperson of the Confidential/Management/Supervisory (CMS) employee unit.
- Director of Human Resources:
 - Institutional membership in the Association of Chief Human Resources Officers/Equal Employment Officers (ACHRO/EEO). Member for the past 10 years (includes 8 years at Shasta Community College)
 - Serving a 2-year term as the Management representative (1 of 2) on the Executive Board for the CMS employee unit.
 - Standing member on the SPBC Human Resources Sub-Committee.
 - Standing member on the EEO Advisory Committee.
- Sr. Administrative Assistant to the Vice President:
 - Serves as the Confidential representative (1 of 2) on the Executive Board for the CMS employee unit.
 - Committee member on the SPBC Human Resources Sub-Committee.
- The 3 Human Resources Technicians and 2 Clerical Assistant III employees are in the CMS employee group and regularly participate in CMS committee meetings, trainings, and other events.
- Payroll Office:
 - The 3 Payroll Technicians are in the Classified Employee Bargaining Unit and are invited to attend and participate in classified union meetings. They receive e-mails and updates from the Classified Union President and officers regarding meetings and information that pertains to members of the classified union.
 - The Payroll Technicians have served on various committees such as the Election Committee and the Audit Committee. Most recently, they have volunteered to assist the Foundation Office with the upcoming AVC 80th Anniversary Gala.

4. Employees regularly participate in staff development activities and implement what they learn in the service area.

The Office of Human Resources considers staff development to be an essential element in its ability to provide appropriate programs, practices, and services that support its diverse personnel. Therefore, all employees are encouraged to attend training opportunities to update their knowledge base and to keep current with best practices and changes in legislation, laws and regulations. All Human Resources Office, Risk Management, and Payroll Office employees participate in a variety of development/training opportunities, and new knowledge and ideas are brought back and shared with the appropriate functional area and supervisor. Information is discussed and changes are implemented as appropriate. Some examples are listed below:

- The Vice President of Human Resources, Director of Human Resources, and Sr. Administrative Assistant attended the 3-day ACHRO/EEO 2009 Fall Training Institute Program.
- The Vice President completed the ‘Preventing Harassment in the Academic Setting Workplace Train the Trainer’ course in December 2009, and 2-hour workshops have been scheduled to train administrators, managers to meet AB 1825 requirements. Faculty and other employees are also invited to attend. Training is an important factor in ensuring a learning and working environment that is free from discrimination and harassment for the College’s employees and students.
- The Director of Human Resources completed the ‘Preventing Harassment in the Academic Setting Workplace Train the Trainer’ course in October 2008, and holds workshops on this topic for tutors, student workers, classified staff, and other employees.
- The Director of Risk Management attends the annual Seminar Fest 7-day series of seminars on health and safety topics sponsored by the American Society of Safety Engineers. These professional development seminars update the knowledge base and are a source for innovative ideas.
- The Human Resources Technicians and/or Clerical Assistant III staff members attend a variety of staff development offerings germane to their areas of expertise. ACHRO/EEO Fall Training Institute, CASBO, SIRMA III, Keenan & Associates professional development offerings provide the opportunities to update their knowledge base and/or to keep current with changing laws and regulations.
- The Payroll Technicians attend a variety of workshops germane to payroll issues. Workshop topics include legislation change, tax and employment laws applicable to California school districts, PERS/STRS retirement coding, ARS systems, year-end information, and processing in HR systems.

B. Employee, Student and Community Relations

1. The service area schedules activities to meet employee, student and community needs.

The Office of Human Resources/Risk Management/Payroll Office is committed to providing meaningful programs, activities and services that meet the needs of the District's diverse personnel, students, and general public.

Examples:

- Human Resources Technician, Recruitment & Hiring, regularly participates in Job Fairs held on and off campus. The HR Director and Sr. Administrative Assistant also regularly participate in annual Job Fairs held off campus.
- Human Resources recently participated in California Placement Association Central Regional Workshop. This event provided local job developers, recruiters, and other career placement/employment professionals an opportunity to learn more about local employers' application and hiring processes and ideas on how they can help their clients (potential applicants) shine in the crowd of applicants.
- Human Resources Technician, Benefits, coordinates the annual Health and Medical Benefits Fair. This event provides employees with opportunities to meet and learn more about the providers of the benefits offered at AVC, gather information and ask questions, and to get free health screenings.
- Presentations at the Job Placement workshops held on campus – training potential employers of AVC student workers on the Livescan process.
- Director, Risk Management holds regular training sessions on topics including Lock Out/Tag Out; Ladder Safety; Heat Illness Prevention; Lead Awareness; Asbestos Awareness; Safe Lifting; Machine Guarding; Hand and Power Tool Safety; Personal Protective Equipment; Slip, Trip, & Fall Prevention; Bloodborne Pathogens; etc. Recipients are predominantly from the Maintenance, Grounds, and Custodial areas, and Instructional Assistants from the Technical Education Department and Laboratory Technicians from the Science and Photographic Laboratories.
- Payroll Technicians provide orientations for division administrative assistants on various topics, including how to review and properly submit supplementary services payment requests, time reports, and time sheets.
- Payroll Technicians hold meetings with staff from other departments to review changes and to improve the work flow, communication, and overall performance.
- Payroll Technicians hold one-on-one meetings with employees to provide answers to questions (from general to complex) regarding compensation, etc.

2. The service area communicates efficiently and effectively with employees, students and the community.

The July 2009 Human Resources Program Review Survey results indicated that 67% were satisfied with the overall performance of the Human Resources Office. Some of the comments indicated some areas in which the department could improve, e.g. “Often, there is difficulty getting answers to questions,” “More communication needs to occur, processes need to be less cumbersome, and...information could be easier to access on the website.” The Office of Human Resources is addressing these concerns in the area of access to online information, including upgrading the Human Resources web page. The main College website has been updated and is easier to access, which has also made the HR web page easier to access. A FAQ section is being developed to be added to the HR web page. E-mail, targeted messages using MyAVC, phone, written communications, and an open door policy are used to communicate with employees, students, and other customers.

As part of the Human Resources Office commitment to AVC students, this office employs 2 to 3 students throughout the year. The students are trained in various aspects of office work, such as front office customer service, answering main human resources incoming phone calls, filing, and assisting regular office employees with various work projects. The student workers are mentored in business to help them succeed in their career aspirations.

To address concerns raised in the 2009 survey that information being given out is not consistent, the HR department, under the more specific supervision of the Sr. Administrative Assistant, is working more closely with the student workers to ensure that calls and inquires are directed to the appropriate staff member who has the expertise to respond appropriately.

We expect that these strategies will improve communications with our internal and external clientele.

3. The service area interacts effectively with instructional areas and other non-instructional service areas.

Human Resources:

The results of the July 2009 Human Resources Survey of employees regarding their satisfaction with services provided by Human Resources, Risk Management, and Payroll provided insight into how effectively the offices interact with other instructional and non-instructional area. Eighty-one (81) percent of the respondents indicated that they were either “satisfied” or “very satisfied” with the performance of the department. Of the written comments on that question, the primary issues relating to a dissatisfied response revolved around the desire for more communication.

Payroll:

The Payroll Technician who processes payroll for regular and contract faculty employees provides the Secretary of the Faculty Union with an annual update of union dues for regular and contract instructors, and makes additions and deletions of union members throughout the year. Additionally, the Payroll Technician ensures that payroll deduction reports for union dues are routed to the Administrative Services Office in a timely manner for processing.

4. The service area collects customer service satisfaction data and uses it to improve services.

In July 2009, the Office of Human Resources, Risk Management, and Payroll Office jointly developed and distributed a Program Review Survey to all employees. The results were reviewed and ideas for improvements were discussed. Improvements are currently in various stages of implementation.

5. The service area interacts effectively with community agencies, organizations and resources as appropriate.

The Office of Human Resources actively participates in job fairs put on through the Job Placement Office, and the annual California Community College Registry job fair held in Los Angeles. The HR Director and HR Technician participated on the employer panel in the California Placement Association Central Section Workshop held on campus this past year. This was an opportunity for local employment agencies to ask questions of local employers regarding their hiring policies and processes.

C. Quality of Service

1. The service area contributes effectively to student access, retention and achievement of learning outcomes.

The Office of Human Resources has a critical part in the recruitment and hiring of qualified personnel to support student learning programs and services. Policies and procedures for the human resources operation were developed to ensure the fair and equitable employment of qualified individuals who meet both the College's needs and the qualification standards set by the California Code of Education and Title 5 of the Code of Regulations. Current College personnel policies and procedures are available on the District's web site. An important component in the institutional planning process is ensuring that sufficient human resources are allocated to the successful achievement of department goals, and most importantly, fulfilling the needs of students. Opportunities for requesting additional human resources exist through the Strategic Planning and Budget process and the Human Resources Staffing Plan development process.

In addition, the Office of Human Resources and Payroll Offices are always accessible to employees, students, and the general public.

2. The service area recognizes and responds appropriately to external factors such as regulations, agency reviews and community needs.

All employees in the Office of Human Resources and the Payroll Office monitor alerts and notifications about upcoming changes in applicable laws and regulations.

The Payroll Office provides authorized outside agencies/individuals with information regarding employment verifications, unemployment information, garnishments, worker's compensation payments, etc.

3. The service area effectively assists faculty in the delivery of instruction.

N/A

4. The service area identifies areas needing improvement on a regular basis and has adopted a system of correction problems and improving services.

Human Resources:

The Office of Human Resources instituted a campus-wide employee satisfaction survey this past year. The survey will continue to be distributed to all employees on an annual basis. The survey questions will be revised annually to cover all areas of service. Internally, within each functional area, an annual audit of practices and procedures is being implemented to determine structural and organizational needs and identify areas of focus for revision and update.

College community awareness of the existence of personnel policies could be significantly improved. This effort has begun through updates to the college website, which now offers improved access to personnel policies and procedures. The Office of Human Resources is updating its web page to provide access to the most current employment information, documents and forms, and other important information for College employees, potential applicants, and the general public. In addition, it ensure that its web page is regularly updated and user-friendly.

Payroll:

The Payroll Office identifies and corrects areas needing improvement on a continuous basis such as late and incomplete paperwork, departments not adhering to payroll deadlines, outdated forms, reports and procedures, lack of communication etc.

These problems have been widely corrected through orientations and meetings with various departments; striving for better understanding between the departments; more concise oral and written communication; adhering to set deadlines; and implementing new procedures.

Risk Management:

The Risk Management function regularly anticipates, identifies, evaluates, and recommends means of controlling hazards and potential hazards in the form of physical site conditions and work practices. The anticipation, identification, and evaluation components of this model are realized as a result of years of experience, knowledge, education, acumen, and excellent two-way communication skills (including active listening) and being trustworthy enough that employees feel comfortable in bringing issues to the attention of the Director of Risk Management. The recommendations are translated into corrective by working and leading effectively through others. Employee training coordinated through the Risk Management function reaps many proactive rewards by influencing safe behavior which results in the prevention of losses. Employees perform their jobs more safely and do not create unsafe conditions for others. They also identify potentially hazardous conditions and take action to eliminate them before others are exposed to the condition. Furthermore, a program exists within the District whereby anyone can call in potentially hazardous condition or activity to the Maintenance Trouble Call Line (anonymously or not) and report the problem. The problem is tracked via email acknowledgement to the caller (if the caller identifies himself or herself) until it is resolved.

5. Service area procedures are developed, reviewed and revised by service area employees.

The Office of Human Resources and Payroll Office employees regularly review, update, and revise procedures. Over the past 1 ½ years, the Director of Human Resources, in conjunction with the employees in the various service areas, has performed an initial informal audit of established internal processes and procedures to ensure compliance with policies, plans, procedures, laws, regulations, and contracts which could have a significant impact on operations and reports, and to determine whether the service area is in compliance. With the new Vice President of Human Resources in place, the Director will begin an ongoing formal audit of all internal processes and procedures.

Human Resources:

Benefits – The current Human Resources Technician in this area was promoted from Payroll Technician in February 2008. During the process of learning the new responsibilities and duties of the Benefits HR Technician position, the new HR Technician, being familiar with many aspects of the payroll deduction process, performed a complete review of procedures and processes. Updates and improvements were made for more effective and accurate processing and maintenance of employee benefit information. One significant change the new Technician made was to the Benefits Plan Table, which enables the District to access and obtain more comprehensive data on the actual benefit costs.

Compensation – Most recently, the Human Resources Technician attended a day long workshop jointly presented by CalSTRS and LACOE representatives regarding changes in the STRS Defined Benefits and Cash Balance plans. The Technician must now directly update data into the Sacramento Secured Employer website, audit files, and gather information from adjunct instructors to weed out data mismatch or non-enrollment.

Leave Accounting - Multiple FMLA/CFRA letters were developed to notify employees at various stages of FMLA/CFRA benefits. Leave request forms were updated and made accessible to all employees in the Human Resources Forms and Documents folder located on the College employee website.

Recruitment and Hiring - The decrease in the number of recruitments and hiring of employees over the past year due to budget constraints, has provided an opportunity for the Human Resources Technician to update and improve processes involved in the recruitment and hiring of employees, and to provide more in-depth guidance/instruction to employees serving on hiring committees. New hire forms and demographic data collection forms are maintained to keep current with new regulations.

Employment – A database for applicant data and demographic information was developed by the Director of Human Resources in 2008 and the Technician and Clerical Assistant are able to produce demographic and other applicant/employment related reports effectively and efficiently.

Payroll:

To help monitor the days and hours a short-term hourly has worked in a fiscal year. This information is updated monthly on a database then added to the employee's monthly time sheet providing the employee as well as the supervisor this information on a monthly basis.

A revision of student worker SERFs and time sheets was developed this year to streamline and expedite the processing of paperwork. This revision has resulted in less paperwork for 4 different departments, additional, concise information and eliminates delay in processing pay.

Risk Management:

The Director of Risk Management has been able to begin a review of written programs which has resulted in updates to the Bloodborne Pathogens Program and the Hazardous Materials Program. The writing of a Confined Space Entry Program was recently completed which was done in anticipation of the District taking operational control of confined spaces in the west campus expansion. This will require compliance with the Confined Space regulations and the program, as prepared, meets this compliance issue. A Respiratory Protection Program is currently being formulated which includes a written plan. Programs and procedures will continue to be reviewed and revised as the need arises and new programs and procedures will be prepared as regulations and conditions warrant.

D. Institutional Support

- 1. The current facilities include one major office space housing HR and Payroll and one minor office space housing Risk Management. The Educational Master Plan goals and strategies for improving space utilization that have begun are as follows:**

New workstations have been installed in the HR Department lobby, front desk, and at the wall between the Vice President and Senior Administrative Assistant. The last workstation listed has not been equipped with a computer or telephone nor has it been staffed. The first two workstations listed are utilized as needed by student and temporary, short-term employees.

The minor office space which housed the director of Risk Management will be vacated and a new office space will be constructed in the Facilities Services building at the north end of the main campus. This area will be approximately 54 square feet larger in size than the current office and will have a cubicle office space adjacent to it for a full-time secretary (currently listed in the Educational Master Plan as a Clerical assistant II) to assist the director of Risk Management. This plan will allow the Director and the assistant to be in close working proximity to one another.

The new office space for the Director will include a counter top for preparing industrial hygiene samples for submittal to analytical laboratories and for assembling, calibrating, and downloading sampling equipment. The

office will also be located near hot and cold running water and space for cleaning and drying this sampling equipment.

- 2. Describe equipment and other resources used to perform service area functions. What plans for improving, replacing or repairing equipment are already included in the goals and strategies of the College's Educational Master Plan? What plans for improving, replacing or repairing equipment still need to be explored?**

Standard office equipment is used to provide the service area functions. The District maintains a computer equipment replacement schedule that addresses obsolescence of the departments' computer equipment. Other replacements or repairs are handled on an as needed basis through existing funds.

- 3. Budget allocations to the department are appropriate.**

AVC's strategic goals numbers eight and nine as described in the Educational Master Plan deal directly with the Human Resources function:

8. Create a staffing master plan to provide appropriate staffing to account for growth in enrollment and support new and existing facilities.

9. Enhance professional development to ensure a well-trained, diverse staff to support the District's mission.

The Human Resources sub-committee of the Strategic Planning and Budget Committee completed work in 2008 on a District-Wide Staffing Plan. That plan is currently under revision in light the competing current budget realities and staffing needs for new buildings currently under construction but soon to be opened.

Professional development for staff and faculty has been significantly hampered due to the budget shortfalls experienced both this year and last year. The District employs a technical trainer to provide training on technology related topics, but a more coordinated effort at identifying professional development needs and providing training opportunities are required to meet the strategic goals of the District. Should staffing levels in the office be increased, a full-time employee could be devoted to this function.

4. Technical support is sufficient to implement and maintain technology and software in the service area.

Significant inefficiencies exist in the operations of the Human Resources and Payroll Departments as a result of the three disparate database systems used across campus. Human Resources and Payroll are the point of convergence for these systems and staff members are required to crosswalk the data from each system to ensure people are paid correctly and on-time. This results in duplicate entry into multiple systems as well as into a spreadsheet to ensure that the department’s mission is carried out. Furthermore, the ability to accurately budget and project costs even on a semester to semester basis is stymied because these systems “do not talk to each other”. This hole in system functionality makes budgeting inefficient and prevents progress at the negotiation table with the District’s two unions because of the difficulty of producing reliable projections.

Further complicating matters is that the organization that the District contracts with for some database system services, the Los Angeles County Office of Education (LACOE), does not allow administrative access to the database and has been recalcitrant about improving access.

5. Appropriate training is available for the use of technology in the service area.

There are a wide variety of software programs that are used in the department and a multitude of programs that could be used to improve the productivity of the office. The District employs a technical trainer to assist employees in gaining knowledge and proficiency in a variety of programs and this is effective to a point. However, what is missing is an analyst function that evaluates departmental processes and matches known software solutions to them. More could also be done in this area in the way of regularly scheduled training sessions or brown bag luncheons where technology users could bring their questions and learn best practices.

6. Appropriate staff development activities have been available for the acquisition and expansion of service area employee’ knowledge and skills via two major venues:

CMS Group members of the Office of Human Resources have taken advantage of CMS sponsored group professional development training and funding to a specified limit for individual training.

Professional organizations, seminars and workshops (e.g. ACHRO, ASSE, etc.).

E. Service Area Specific Standards: Refer to accreditation standards and to previous sections if appropriate.

1. Describe any particularly successful aspects of the service area as well as any honors, awards, or

achievements earned by the service area and/or its employees.

The Human Resources, Payroll, and Risk Management employees regularly participate in campus-wide College community events and contests. The employees have great team spirit and won the Office Decorating Contest in October 2007 and 2009, and received 1st place in Best Group Costume in 2007.

Examples of some achievements by the various offices are:

Payroll Office:

In spring 2009, the Payroll Office was selected by Los Angeles County Office of Education (LACOE) to participate in the HRS Migration Pilot Program because of the employees' extreme high accuracy rate, cooperation, and willingness to participate.

The Payroll Office employees have received accolades on numerous occasions for providing excellent service, such as assisting employees with interpretation of benefits and taxes withheld from their earnings and providing necessary information as needed in a pleasant, congenial manner.

Risk Management:

The training program, consisting of monthly safety and health topics for the Maintenance & Operations Department plus the Instructional Assistants from the Technology Department and the Laboratory Technicians from the Science and Photographic Departments, has been very successful in terms of accident reduction and public relations with the personnel from the M&O Department. The Ergonomic training and analyses and subsequent corrective actions performed campus wide have also been well received by the campus population as has the stress prevention training.

The Workers Compensation rate for the District decreased from \$1.94 in 07/08 to \$1.8397 in 08/09. Additionally, the District saved \$80,000 by managing Workers' Compensation cases successfully within our Medical Provider Network which allowed the realization of savings via a negotiated price structure as compared to the non-negotiated price structure for the same services and procedures.

Individual employees have also received special recognitions as listed below:

- Clerical Assistant III, Julie Broadwater:
 - Certificate of Appreciation and Recognition from the Superintendent/President for participation in the 2008 AVC Achievement Award Dinner
 - 1st place in Funniest Costume in October 2009

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- Payroll Technician, Tina Wilson:
 - Recognized at the 2005 Annual Classified Recognition Awards Ceremony and recipient of the Humanitarian Award for Outstanding Service to the entire campus

- Sr. Administrative Assistant, Judy Caban:
 - July 10, 2006, Certificate of Appreciation and Recognition from the Superintendent/President for facilitating the Classification Committee
 - April 14, 2008, Outstanding Work in Planning and Participating in the California Community Colleges Registry Job Fair

- Director of Human Resources, Cynthia Hoover:
 - Certificate of Appreciation for participation in the November 20, 2009 California Placement Association Central Section Workshop
 - Certificate of Appreciation and Recognition from the Superintendent/President for participation in the February 2010 Customer Service Workshop Series for student workers

- Director of Risk Management, Terry Cleveland:
 - Certificate in Safety Management awarded March 2009 for completion of all program requirements as set forth by the Council on Professional Development of the American Society of Safety Engineers
 - Certificate awarded by the American Society of Safety Engineers in March 2009 for successfully completing all classes and requirements of the Executive Program in Safety Management

2. Describe any particular difficult obstacles, either internal or external to the institutions, which influence the effectiveness of the service area.

Human Resources:

The most significant external obstacle for the department is the state budget, which makes difficult decisions necessary for the continued operation of the College. This obstacle permeates every facet of HR's interaction with the campus whether it is the administration of salary and benefits, perceptions about job security, performance management, strategic planning, or labor relations. The impact to the department has been felt internally as well. With the elimination of two hourly employee positions, the department has had to reprioritize tasks in light of shrinking resources.

Internally, there is a need to align the disparate information systems that the District uses either through more full-scale adoption of one of the current options by other areas of campus including HR and Payroll, or through the creation of a bridge program which cross-walks the data among the various systems in a more automatic means. Either option is a costly one, however failure to act is also costly in terms of wasted employee efforts, inability to accurately budget and plan, etc.

Payroll:

Some of the institutional internal obstacles that influence the effectiveness of the Payroll Office are insufficient communication from external departments, inconsistent interpretation of rules and regulations within external departments, employees not adhering to deadlines, and incorrect, incomplete, or delayed paperwork required to properly and timely process payroll.

Risk Management:

The hesitancy of faculty to attend monthly safety and health training as well as other “in-person” training offered periodically throughout the year (even when FLEX credit is available for attendance) presents an obstacle to reaching and positively affecting a large percentage of employees through training efforts. This may be remedied by providing FLEX credit for taking self-paced on-line safety and health training courses of 15 to 60-minute average duration. The combination of earning FLEX credit plus the convenience of taking the course on-line whenever the faculty member’s schedule permits should overcome this obstacle.

III. Planning

A. Integration of Education Master Plan Goals

1. Existing Service Area Goals:

Human Resources:

- (a) Goal: Foster confidence throughout the College in the Human Resources Office’s ability to maintain a high standard of integrity, professionalism, accuracy, and reliability.
- (b) Goal: Provide responsive, fair, personal and professional service and counsel to faculty, staff and the general public on human resource questions and issues.
- (c) Goal: Improve communication and HR policy/procedure understanding throughout the College

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- (d) Goal: Increase use of information technology to improve human resource processes and to maximize efficiency of existing resources.
- (e) Goal: Provide ongoing training and developmental opportunities to human resources employees.
- (f) Goal: Ensure staffing needs are addressed through Program, annual Review, and Strategic Planning and Budget.
- (g) Goal: Accurately describe all positions according to their duties, responsibilities, and job requirements.
- (h) Goal: Promote equal employment opportunity throughout the College's human resource management procedures.
- (i) Goal: Advance training opportunities that address good management practices, EEO, sexual harassment, employee evaluations, and other topics as required.

Progress: The Human Resources Office instituted a Survey this past year, which will be sent out to all District employees annually. The results were reviewed and discussed by all Human Resources/Risk Management/Payroll employees. Ideas on how to improve in areas of concern were reviewed and a plan to implement changes was developed. Training for department employees is encouraged and all employees attend workshops in topics germane to their functional areas. Both the Vice President and the Director of Human Resources have scheduled training workshops for all levels of employees on preventing discrimination and sexual harassment, employee evaluations and other topics related to good management practices.

Payroll:

- (a) Goal: Ensure that all staff and student workers are paid correctly and in accordance to all applicable laws and per California Ed Code, and payroll deadlines are met as set forth by the Los Angeles County Office of Education (LACOE).
- (b) Goal: Have knowledge of, and communicate all payroll policies and procedures including sections of Ed Code, board policies, applicable labor laws, worker's comp etc.
- (c) Goal: Provide outside individuals or agencies with information regarding employment verifications. Unemployment information, etc. Ensure prompt and confidential service.

Progress: By attending ongoing training and seminars, as well as improving communication with the various departments and adhering to deadlines, the Payroll Office strives and continues to ensure all employees are paid correctly and on time. Several procedures, such as improving forms, compiling data and spreadsheets, plus updating outdated methods, has resulted in accomplishing better communication with other departments and simplifying the workload. All employees in the Payroll Office have, and continue to attend training and workshops related to the various aspects of payroll. Continuous efforts are made to provide employees, as well as departments and outside agencies, with requested information in a prompt and confidential manner.

Risk Management:

- (d) Goal: Maintain a safe working environment for students, employees, and visitors.
- (e) Goal: Maintain a healthful working environment for students, employees, and visitors.
- (f) Goal: Maintain a free exchange of information and ideas relating to health and safety on campus among the students, faculty, and staff.
- (g) Goal: Maintain a monthly health and safety training program for Facilities personnel, Technical Education Instructional assistants and Technicians, Photographic Technician and Science Lab Technicians.
- (h) Goal: Coordinate ergonomic and stress prevention training workshops for all employees and provide Ergonomic Analyses to personnel requesting them.
- (i) Goal: Continuously assess risk management strategies to assure they remain current with regulatory and operational changes as well as Institutional Learning Outcomes (ILOs)

Progress: The Risk Management function has seen a slight reduction in the number of reported accident cases in the past year even though these statistics characteristically rise in times of economic downturn. Employees and students are more willing to serve on the Safety Committee and more frequently utilize the Maintenance Trouble Call Line to report potentially hazardous conditions with the expectation that these conditions will be addressed. Employees and students continue to communicate their safety concerns to Safety Committee members, their Supervisors, and to the Director of Risk Management in a spirit of making the District a better place to work and attend school. Monthly safety and health training sessions continue to be presented for Facilities personnel, Technical Education Instructional assistants and Technicians, Photographic Technician and Science Lab Technicians. Ergonomic and stress prevention training workshops are periodically offered to all employees and ergonomic analyses are performed for personnel who request them. Risk Management strategies are continuously assessed to insure that they remain current with regulatory and operational changes as well as ILO's. The Confined Space Entry Program was recently completed, including the purchase of confined space entry equipment, in anticipation of taking operational control of confined spaces in the west campus expansion.

B. Identify and describe any important trends in the following areas which affect department goals.

- **Changes within the department**
 - Reduction in part-time help
 - Increasing complexity of processes
 - Extended vacancy in Vice President position (revolving door)
 - Payroll – Upgrade program for HRS (IBM), upgrade program for CALSTRS

- **Changes within the employees, student and community base**
 - Aging of the workforce
 - Economic downturn putting increased demands on college for courses, jobs, job security
 - Increasing financial uncertainty from the State regarding budget coinciding with unprecedented cuts to funding
 - Increase awareness and incidence of complaints regarding prohibited harassment and discrimination

- **Changes within the organizational structure**
 - Campus-wide reorganization implemented 7/1/09
 - New buildings and construction with concomitant staffing needs in the face of shrinking revenues
 - Growth of enrollment and services at Palmdale Center
 - Right-sizing of schedule to bring in line with funding levels

- **Changes in Federal or state laws**
 - COBRA-ARRA
 - EEO
 - FMLA
 - Minimum Wage
 - FTC Red Flag Rules
 - Lilly Ledbetter Act
 - Meal-time and break enforcement

C. Describe the goals for the department with reference to the goals and strategies

- **Short-term**
 - Implementation of department efficiencies and transition toward a self-service culture among employees for HR-related information and transactions through the use of technology EMSG 7
 - Development and tracking of meaningful metrics and benchmarks both internal to the department (turnover rate, days to fill vacant positions, cost per fill, employee diversity, days without injury, etc.) and external (employee engagement surveys) to provide an objective measure of departmental performance and improvement EMSG 3, 4
 - Development and implementation of a comprehensive employee training program to include: new employee orientation, required compliance training, effective supervision training, diversity appreciation training, and leadership training. EMSG 3, 9

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- Documentation of departmental procedures through project calendaring, internal manuals and as appropriate, Administrative Procedures, EMSG 3
 - Development of a culture of dialogue between Human Resources and the College Community through consistent and effective communication through newsletters, training, and open meetings
 - Development of a comprehensive and coherent web presence for the department to include all functional areas of the service (payroll, recruitment, classification, compensation, benefits, training, and safety). EMSG 7
 - Completion of a skills inventory of current staff and develop a generalist ability among HR staff to allow interchangeable coverage of vital departmental functions
 - Create a staffing master plan to provide appropriate staffing to account for growth in enrollment and support new and existing facilities. EMSG 8
- **Long-term**
 - Development of a scalable staffing model for college services that more fluidly adapts to changing budget realities and anticipated college growth
 - **Payroll:**
 - Changes within the department
 - **Risk Management:**

Short-term (3-5 years) – Two of the short term goals for the function, as listed in the 2007 Educational Master Plan, are closer to being realized with the imminent move of the Director of Risk Management to the larger office space described in Section II. D. 1 and this office space’s proximity to an adjacent cubicle office space. Those goals are performing industrial hygiene sampling work and hiring one full-time secretary.

The goals are facilitated as follows: The new office space will include a counter top for preparing industrial hygiene samples for submittal to analytical laboratories and for assembling, calibrating, and downloading sampling equipment. This office space is also located near hot and cold running water with space for cleaning and drying the sampling equipment. Performing the sampling will save the expense of consultant/contractor fees (which include round trip travel time from the Los Angeles basin at the consultants’ normal hourly rate). The adjacent cubicle office space will provide accommodation for a full-time secretary (currently listed in the Educational Master Plan as a Clerical Assistant II) to assist the Director of Risk Management. This plan will allow the Director and the assistant to be in close working proximity to one another.

Long-term (10 years) – No direct progress has been made toward the long-term goals. However, by virtue of the short-term goals acting as building blocks toward the long-term goals and there being progress on two of the short-term goals, one could say that the District is moving closer to the long-term goals.

D. Describe the resources needed to maintain and improve service quality and to reach the service area’s goals and objectives. For each item provide detail equivalent to that required for budget augmentation requests, for example, hours for part-time employees, amount of overtime, cost of remodeling.

Short Term (3-5 years):

- Permanent positions – It isn’t possible to discuss new positions without discussing the inefficiencies caused by our non-integrated information systems. It is likely that the equivalent of one full-time HR technician could be freed up if so much duplicate entry was not required. While it is unrealistic to consider doubling the HR/Payroll staff to meet national ratios for staffing a significant need exists for additional staff given the current state of technology integration at the District. A dedicated technical analyst tasked with pulling and linking data from the various systems would be required for forward momentum in the department’s ability to accurately forecast and control costs. The cost of this position including benefits is approximately \$65,000.

The College’s Strategic Goal regarding professional development will remain unattainable without a full-time Training Coordinator. The cost of this position including benefits is approximately \$65,000. A working budget for this position to include office set-up, a training budget, tracking software, etc. would be an additional \$50,000.

- Adoption of a District-wide information system is an expensive proposition. Research into implementing the full Banner suite of modules for HR/Payroll and Business Services and Budgeting approached the one-million dollar mark. We are currently exploring the feasibility of using more LACOE system functionality which would provide the ability to do budget projections for personnel costs. This solution would be far lower cost, but would still require the multiple entries of data by our staff as well as the staff in Business Services and would not alleviate the bottleneck in process and information management caused by the rigidity of the LACOE access rules for our own data.
- Temporary positions – While the software and hardware has been purchased for a document scanning project which would move much of the archived paper documents to electronic format, there is insufficient staff to carry out this task. Two temporary employees tasked with this job could complete it within three months at a cost of approximately \$5,000.

- Additional facilities needs are limited; however, we are drowning in paper. Filing cabinets crowd every walkway in the office. Effective implementation of the scanning project would alleviate some of this problem for the short term.

Long Term (10 year vision)

- When the Palmdale Center moves from center status to campus status, the district will become a multi-campus district. Generally, this is followed by the creation of a centralized Human Resources, Payroll and Risk Management function, with some support staff located at each college. With District Administration remaining at the Lancaster Campus, the needs for additional staff would likely be limited to support staff at the Palmdale Campus with the exception of two additional Technicians, one in Payroll and one in Human Resources. Office space, equipment, and technology would also be required for these individuals.

IV. Summaries and Recommendations

The administrative departments of Human Resources, Payroll, and Risk Management have been challenged by inconsistent leadership, incongruous technology, and understaffing. These challenges notwithstanding, the staff of these departments is knowledgeable, resilient, and eager to help the District achieve its mission. Continued uncertainty from the state regarding funding and pressing needs in other areas have the potential to continue to damage the effectiveness of these departments. Immediate staffing needs must be considered to ensure continued support of the District's mission and the provision of services that the College community has come to expect.

As budget conditions improve, a comprehensive technology solution should be adopted. The problems of non-integration will only worsen as the district's budget and employee numbers grow. The inefficiencies for staff and for the ability to effectively plan and budget cannot be sustained. Now is the time to identify a solution and begin planning for its funding and implementation.

Recent statistics from the American Association of Community Colleges state that impending retirements among senior faculty and administrators at community colleges pose a leadership challenge that will threaten the stability of their institutions. Antelope Valley College is not immune to this reality. The District possesses an opportunity to meet this challenge head on and invest in the resources needed to adequately assess and provide training for our employees and should take steps to do so.