

Administrative Department Review Plan

Due: June 30, 2019

Being an effective institution means the College is meeting its stated mission. Measuring degrees of effectiveness and modifying where needed to meet the mission is based on a philosophy of continuous improvement. The effectiveness of an institution isn't captured on what our "inputs" are, but what effect they have on students and the community. Administrative Department Review processes help to measure the effectiveness of the activities we do, and give strategic direction for improvement when needed.

Administrative Department Reviews are submitted to the President's Advisory Team, the President, and the Assessment Web Page every three years, and include:

- Review and confirmation of department mission, purpose, and expected outcomes related to College Mission and Vision.
- Identification of 1-3 assessment activities.
- Documentation of results and analysis of assessment activities.
- Identification of departmental needs related to goals.
- Provision of data for College Planning, including resource allocation.

Department Overview

Administrative Department

Human Resources

Contact (Person responsible for reporting) Laura Boehme, LBoehme@cocc.edu, x7219

Participants

Christa Gunnell, Heidi Weaver, Rebecca Oprish

Date Review submitted

June 30, 2019

Report Submitted to

Dr. Shirley Metcalf and Julie Hood-Gonsalves

1. Mission Fulfillment

How does your department support/strengthen the college's ability to fulfill its mission and vision?

Mission: Central Oregon Community College promotes student success and community enrichment by providing quality, accessible, lifelong education opportunities.

Vision Statement: To achieve student success and community enrichment, COCC fosters student completion of academic goals, prepares students for employment, assists regional employers and promotes equitable achievement for the diverse students and communities we serve.

Please provide your department's mission statement, including specifically how your department contributes to (check one or both):

- Student Success and/or
- Community Enrichment

Department Mission Statement:

Mission Statement

The Human Resources Department provides cohesive guidance, resources, and support to the College Community in the areas of labor and employee relations, recruitment, retention, compensation, equal opportunity, and development. We serve as a collaborative and customer-centric partner to help meet and enhance our College mission and strategic plan.

Our guiding principles to develop people and resources for success are based on:

- Engaged and collaborative partnerships with the College and Central Oregon community to provide a diverse and high performing workforce, aligning with Student Success and Community Enrichment.
- The establishment and maintenance of systems supporting employee functions.
- The development and implementation of policies, procedures, and programs that promote an equitable and fulfilling work environment.
- An emphasis on and adherence to equal opportunity and legal compliance.

2. Department Purpose

What are the key duties, responsibilities, and/or functions of your department that support your department mission? Include brief descriptions of staffing, budget, services, and location. (Location may be room or building specific, and/or branch campus specific.) Include any relevant recent changes. Response should be limited to one paragraph to one page maximum.

Front office

- Provide customer service
- Answer incoming phone calls and walk-ins
- Process HR folder emails
- Distribute mail
- Help walk-ins
- Answer phones
- Answer emails
- Distribute emails/questions to correct coworkers/departments

Recruitment

- Process HR-1/HR-T forms
- Send initial recruitment email to Hiring Manager
- Draft job posting
- Send job posting to correct next-step
- Post Job
- Review applications
- Send closing email with Matrix to Committee
- Create agendas
- Reserve rooms
- Benefits Overview
- Escort candidates to next appointment
- Collaborate with hiring committees
- Collaborate with VPI/VPO/Key Meeting folks for meetings
- Process candidate reimbursements after interviews
- Review and approve job postings and position descriptions
- Complete EEO review and application review for minimum qualifications
- Correspond with candidates regarding application process, onboard tasks, deliver TBNT message or why they didn't meet MQs; assist with how to improve application for future consideration
- Design and develop training documentation
- Trainings on talent acquisition, onboarding, and retention

Onboarding

- Complete background checks
- Complete hiring proposal
- Send hiring proposal for review
- Assign onboarding; Welcome and Orientation, SafeColleges Training
- Review new hire forms for accuracy and submit to Payroll
- Review I9 documentation
- Submit IT ticket
- Follow up with department on missing items
- Answer new employee questions

- Put together new hire file, update hire documents, create employee offer/welcome letter
- Create board resolutions and documents

Faculty Promotions and Tenure

- Pull files for P&T
- Assure accurate filing of P&T items
- Facilitate file review by Faculty
- Facilitate file review with both Tenure and Promotions Committees
- Collaborate with VPI office for any changes

Off-boarding/Terminations

- Pull Employee file
- Pull FMLA/Med files
- Pull I-9 and shred; update termination file
- Deactivate in numerous systems (Onboarding, SafeColleges, PeopleAdmin Recruit, etc.)
- Submit IT ticket to turn off accounts
- Set up exit interview
- Prepare file for archives
- Update catalog and various spreadsheets

FLAC (PT FACULTY) (Faculty Load and Compensation)

- Ensure accurate input of salary tables
- Ensure accurate input of salary step
- Activate/deactivate faculty in SIAINST

Website Updates

- Ensure accurate updates to information on our Website

Benefits

- Benefits Administration for all employee new hire, mid-year and open enrollment
Example – research, evaluate plan types; determine rates, prepare communicate to staff; assist in OE, required to enter (data entry) mid-year enrollment – give % of evaluation e.g. OEBB, FSA, Group Life
- Benefits administration for third party vendors; annual contract renewal; enrollment forms and enrollment reports
Example: administer voluntary supplemental plans; recommend contracts / renewal contract for 3rd party
- Plan and conduct trainings (Example: how many, how many benefited employee's, how many enrolled, including non-enrolled), facilitate Open enrollment computer labs, and new employee orientation
- Interpret and present data or communications on all benefits offered by COCC and OEBB
- Example: Develop and or maintain forms, rate sheets, and communications to active and retirees
- Update and manage health benefit webpage; distribute ongoing communications
- Manage Insurance Committee, valuable resource for current and historical plans
How often meet, prepare data and reports, minutes, who involved recommendations or changes w/ HRD
- Create benefit reports for Ins Comte, Bargaining, and CFO; funding; audit internal and external reports (HSA, PacificSource) Example: analyze data for trends and internal

- Facilitate recognition awards; Example: disbursement of funds; manage/update and order award items; collaborate with payroll, instruction, campus services, and president's office as needed
 - Service pins
 - Judy Roberts
 - Golden Shovel
 - Employee of the Year
 - Presidential plaque
 - Bart Query

Compensation

- Manage position control; Example: create and update POSN and PCLS; collaborate with Fiscal and Payroll any data entry / budget changes throughout the year
- Provide documentation for salary and job analysis, job measurement for reclassifications; create and distribute memoranda per contractual compliance
- Maintain job description library Example: (include #'s, how often) providing ongoing evaluation and updates to job positions and job families (position title, grade level, FLSA, classification, internal equity and market comparison – requires understanding pay structure, job measure tool and impact to people and the organization)
- Update salary tables bi-annually Example: update according to contract, distribute, banner reporting
- Serve on Compensation Team providing input and direction; facilitate meetings Example: input and direction provided – history, comparable's internal equity lead through process of meas

Leave Programs

- Primary point-of-contact and resource for supervisors and employees for Federal and State Leave laws (protected leave information) including bargaining agreement language Example: Verify eligibility, process and track all employee leave types (FMLA, OFLA, LWOP, MLAP, personal leave, college bereavement leave, OFLA bereavement leave) #s for each, annual changes, individual meetings, assess/track, collaborate w/ supervisors and staff Example: Maintain forms, employee files, and database entry
- Ensure compliance with bargaining agreements and federal and state laws Example: Evaluate and recommend changes to guidelines and practice
- Create and distribute correspondence

Performance Management

- Plan and conduct training for current and new staff and supervisors on performance management and evaluation
- Assist supervisors with underperforming employees
- Assist with work plans and plan of assistance documentation, tracking, outcome
- Develop and distribute ongoing communications; follow up; and collaborate with front office staff (change of status forms for probationary changes)

Analysis and Reports

- ACA Reports, quarterly audit, annual audit; distribution of 1095
- Irregular wage reports
- OR Sick Time quarterly reports; correspondence to staff
- Diversity stats, recruitment stats, hires/transfers/terms stats, personnel data - ? to HRIS

Administration

- Administer and manage COCC’s HR legal compliance, communications, and documentation
- Interpret, apply, and administer CBA language for all contracts; resolve issues as applicable
- Oversee all HR functions of the college
- Delegate and train all COCC staff on employment, recruitment, hire and termination processes, forms, bargaining agreements, legal compliance, etc.
- Troubleshoot and provide resolution to issues related to current processes and practices
- Conduct and follow up on exit interviews
- Employee relations, discipline, performance management

3. Department Strengths

What are your department’s greatest strengths and/or most significant accomplishments during the past 1-3 years that support your department mission? What are the real, proven, consistent, documented elements of your department that make you stand out?

Strengths

- Recruitment practices are generally known and practiced at the college
- New director with technology skills, COCC experience, and strong management
- Opportunity to hire new leadership: HR Director and Assistant HR Director
- HR employees familiar with the college and earnestly seeking to improve
- Significant amounts of documentation on employees, including history, practices, and policies
- COCC offers excellent benefits to employees
- Solid legal support from PACE and local legal consultants

4. Department Challenges

Describe any challenges that may negatively impact accomplishing your department mission. What are the opportunities for improvement in your department? What internal and external factors challenge your area? Please use the terms “internal” and “external” in any way that is relevant to your department.

- Work environment has been toxic for the last 5 years – demotivated staff in HR and payroll
- New director trying to develop a stronger team and promote the credibility of HR at COCC
- Inconsistent practices followed in HR across all areas
- Build depth of knowledge in HR existing staff regarding laws, practices, and compliance
- Very little systemization, automation – most work is manual, laborious, and error prone
- No regular training is offered to employees or supervisors
- COCC management/supervision across the college is lacking due to insufficient training, knowledge, and HR support

- Many new laws and compliance issues to be implemented with small (and developing) HR staff: Oregon Equal Pay, new PERS law (SB 1049); AJ Gallagher Administrators' salary study; Veteran's Preferences, ACA, Oregon Sick Time, etc.
- Collective Bargaining 2019-20: Classified Association and Adult Basic Skills

5. Department Goals → Department Outcomes

Based on your strengths and challenges, what are your department goals? What product or service do you want to provide?

To measure success; What are your department's outcomes? What do you want to occur because of your services? (Limit total number of outcomes to 5 or 6 maximum). Identify 1-3 outcomes you will focus on this year.

- A goal describes the *output* (product or service) a department is planning to achieve through its organized activities.
- An outcome describes the *result for or impact on* a customer (internal or external), student, or the institution that is a consequence of the work you do.

Example of a goal: To provide training to students, staff, and faculty to increase awareness about diversity issues impacting student success.

Example of an outcome: The percentage of minority students graduating will be proportionately the same as non-minority student graduation rates.

Goal:

Build credibility of HR at COCC by establishing consistent practices, building systems to support the practices, developing internal HR staff, and enhancing customer service to our customers

Outcomes:

HR's customer service ratings, as evidenced by a customer service survey, will demonstrate that HR is improving and providing needed services to the campus.

All HR staff will improve their HR knowledge and skills by participating in at least two HR-specific training sessions during the year to build their knowledge of HR practice.

HR staff will work together to review, improve, and communicate existing practices to the COCC community

Goal:

Implement Oregon Equal Pay and AJ Gallagher Administrator salary study by June 30, 2020.

Outcomes:

COCC will become fully compliant with Oregon Equal pay by identifying and correcting all non-compliant areas and paying impacted employees equitable wages.

Goal:

HR will deliver quarterly supervisor/manager training sessions focused on supervisory/management topics relevant to COCC employees.

Outcome:

Improve COCC supervisor/manager effectiveness within departments by providing timely and leadership-specific training opportunities.

6a. Procedure, Measurement Tool and Timeline

Describe the activities will you do to accomplish your Outcome(s). How will you measure your success toward the 1-3 outcomes and mission fulfillment? What tools will you use? (Survey, budget, Institutional Effectiveness department data, banner/Argos, etc.) How frequently will you gather relevant data? Provide any data references that you use.

Outcome	Activity / Tools	Timeline
HR Customer Service Ratings	Survey	May 2020
Improved HR services	All staff take 2 trainings	June 2020
Consistent practices/policies	Review by staff; update	June 2020
Oregon Equal Pay/AJ Gallagher	Establish equitable and market-based COCC wages/salaries	December 2020 (OR Equal Pay); AJ Gallagher April 2020
Supervisor/Manager trainings	Quarterly trainings	Fall, Winter, Spring, Summer

Other areas to work on in support of the outcomes:

- HR Staff training – compliance, customer service, fundamental skills
- Automate and improve recruitment and rehire processes
- Enhance data collection and analysis in support of HR decision-making – this is an area that needs to be built as it is lacking

HR Mission fulfillment will be a work in progress. This next year will essentially be spent building a new and improved HR department and a streamlined foundation for service. Systems will be evaluated and data will be identified to help HR provide the type of services employees expect.

Plan submitted every **three years**. It will serve as a reference for resource allocation, activities, and planning during the three year cycle.

Administrative Department Review Report

Due: _____

6b. Procedure, Measurement Tool and Timeline
What activities did you do to accomplish your Outcome(s)? How did you measure your success toward the 1-3 outcomes and mission fulfillment? What tools did you use? How frequently did you gather relevant data? Provide any data references that you used.
7. Data
What data have you gathered that inform your department's effectiveness?
8. Summary and Analysis: Continuous Improvement (Report-to be completed annually when data are available)
What do these data suggest about your department's effectiveness? Which measurements are strong and affirming? Consider the following points. <ul style="list-style-type: none">• Was your planned activity successful at accomplishing your Outcome(s)?• Have you accomplished your outcomes? Is there a need for a new direction? Which measurements indicate an area that you would like to focus on for improvement? <ul style="list-style-type: none">• Identify the goals and improvements that your department is committing to over the next year to help you accomplish your outcomes.• What support do you need from the college to carry out your planned improvements? Identify your biggest area(s) of need to help accomplish outcomes. Review question #2, including staffing, budget, services, and location.

Report submitted **annually**.
Data and analysis from three annual **Reports** will inform a new **Plan**.