



**Rancho Santiago Community College District
District Services Administrative Unit Review
People & Culture Department**

2023-2025

I. **Department Mission Statement:** *(Please provide a mission statement for your unit.)*

II. **Functions and services:** *(Please provide the basic functions and services for your unit.)*

III. **Customers and recipients of services:** *(Who are the customers/recipients of your unit?)*

IV. **Staffing:** *(Please summarize the status of your staffing since the last planning cycle and concerns you may have.)*

V. **Budgets**: *(Please summarize the status of your department budget and concerns you may have.)*

VI. Department Assessment: Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?

a) Internal Assessment:

b) External Assessment:

c) **Recommendations:**

VII. Work Plan: As the result of assessing your department, what initiatives do your department want to address in 2021-2023? Please identify which RSCCD goal(s) and strategic plan objective(s) they address, resources you need to achieve the initiative(s), and how you will achieve these initiatives by the end of the cycle? Please see example below

RSCCD Goals your service initiative address.	RSCCD Strategic Plan Objectives your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how well did you achieve your goals?
<i>Goal 4</i>	<i>Objectives 3B and 4C</i>	<i>Analyze data of the new curriculum strategies for ESL students</i>	<i>Reports to share with ESL instructors showing outcomes by underrepresented groups based on the new curriculum strategies</i>	<i>ESL faculty utilize the reported data to plan their class instructions</i>	<i>None</i>	<i>A 2% increase in success rate for all underrepresented groups</i>

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how well did you achieve your goals?

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how well did you achieve your goals?

II. Functions and Services:

Recruitment:

People and Culture (operations) manages, plans, and coordinates the recruiting and hiring for academic, classified, administrative, and temporary personnel. The department's functions include:

- Managing personnel requisitions.
- Preparing job announcements.
- Researching advertising sources.
- Implementing activities to increase the diversity of applicant pools.
- Screening applications.
- Reviewing screening committees, screening criteria, interview questions, oral presentations, and assessment exercises.
- Compliance with both EEO principals and District policies and procedures.
- Scheduling interviews.
- Salary analysis and placement.
- Extending conditional offers of employment.

Recruitment is the first point of contact for our managers and staff as they conduct hiring processes. They provide training to our employees on recruitment guidelines and procedures to screening/interview committees to ensure compliance with District policies/procedures, Education Code, and Federal and State laws. Additionally, in support of the District's commitment to Equal Employment Opportunity, the department provides ongoing training, support, and guidance to employees that serve as EEO monitor representatives on job searches. This training is conducted multiple times annually to ensure there is an adequate number of employees who are trained in order to serve on hiring committees. The 3-hour training covers the hiring process from start to selection of finalists, covers biases and other EEO principles, along with training on protected categories.

Diversity/EEO Compliance:

People and Culture foster community and engagement for employees, develops programs and experiences for employees to increase their racial literacy and cultural fluency, and is committed to creating a community where all employees have the capacity, agency, and comfort to be their authentic selves. EEO Training is provided to all employees who serve on a hiring selection committee and complies with state requirements.

Personnel Services

Initially, People and Culture conducts new hire employee orientations, providing employees with critical information to assist them in their integration into their employment with the district. We also provide mandated training and professional development programs, and recently established 'Classified Evening College' as an opportunity for our classified employees to attend college to obtain their AA degree.

Additionally, People and Culture provide employee assistance in personnel-related matters prior to and during their tenure with the District. The department coordinates, maintains, and monitors employee assignments, staff data, salaries, personnel files, management of performance

evaluation processes, tenure, sabbaticals, seniority lists, retirements, classification/compensation, equivalency, and employee contracts.

Contract Management and Labor Relations

The Human Resources Department is responsible for the District's collective bargaining processes for the California School Employees Association (CSEA) Chapters 579 and Chapter 888, the Faculty Association of Rancho Santiago Community College District (FARSCCD), and Continuing Education Faculty Association (CEFA). Through collective bargaining, the department negotiates with union representatives over wages, hours, and other terms and conditions of employment. In addition to negotiations, the department is responsible for administering ongoing contract issues, grievances, unfair labor practices and other labor relations matters.

VI. Department Assessment: *(Please provide an internal assessment of your department (by all unit staff) and an external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?*

a) Internal Assessment:

During our last two internal assessments, we documented the increasing workload and complexity associated with many of the roles in the Human Resources office. This situation has become more critical as pointed out above because of changes in staffing and open vacancies. In the last 18-24 months both Santa Ana College and Santiago Canyon College, along with Centennial Education Center and Orange Education Center, are undergoing significant enrollment growth. This increased growth along with the loss of key personnel in People and Culture due to the Supplemental Retirement Plan and retirements and internal recruitments have provided a number of ongoing concerns and issues. These concerns and issues have mainly been centered around the timeliness of processing Part-time faculty and general responsiveness to requests and questions. In 2022/2023 part-time faculty hiring has increased by 75% and the number of Status Change Forms (SCFs) to our office has increased by 25%. Within our recruitment for permanent positions we have doubled the number of CSEA employees recruited this fiscal year to 132 from 67 and also hired over 50 full-time faculty. As a result of the impact on P&C operations, in terms of responsiveness and timeliness of processing, both academic senates at SAC and SCC passed resolutions indicating their concerns. Also, P&C was asked to present to the Board of Trustees Institutional Effectiveness Committee about our processes and plans to address the concerns. This significant growth has highlighted the insufficient capacity within P&C Operations, and highlighted the need for an additional four personnel.

The internal impact on staff cannot be underestimated. Our current cadre of staff works extremely hard to meet the demand, with many regularly working overtime. With the retirements, there has been the loss of a significant amount of experience and knowledge within the operations. New staff, who are very dedicated and conscientious want to provide stellar service but find this is hindered by the demand and sheer volume of work.

In our last internal assessment, we predicted that as the colleges restructured as a result of the SRPs and the pandemic that we would have an increase in recruitment. This has proved to be true, and while we have added one position to our recruitment team they do struggle to meet the demand. Consistently, in the 2022/23 fiscal year we have been running with anywhere from 120-170 open positions. This is a high workload for our recruitment department and is causing a certain amount of pressure and not allowing new staff to get the training and development opportunities they would like to.

Along with these hiring responsibilities, HR handles numerous requests/applications from our existing employees, such as changes to personal details, professional development applications, leave management, monitoring of short-term employees, maintaining TB testing, I-9 compliance and renewal, maintaining mandates for the Child Development Centers and many other HR related operations.

With the current demand and workload much routine work can be delayed or impacted; furthermore; this situation has been exacerbated by associated increases in work. The current staffing levels in Human Resources are negatively affecting the entire organization, continuing to provide service at these increased levels is unsustainable without additional staffing.

Looking ahead (2023 – 2025), People and Culture are facing challenges in overall workload and its ability to return to high levels of customer service, the following key factors are contributing to the urgency:

- Continued increase in recruitment of new positions in response to state mandates, new programs, and expanding grants.
- Retirements by existing staff throughout RSCCD, whose replacement requires extensive hiring processes.
- There are currently three Senior P&C Business Partners who serve Classified, FT faculty, Child Development, and PT faculty, with no one cross-task trained to take on their work. These three positions handle all employee-related requests, such as leave management, step increases, and other CBA compliance. Given the current level and increases in each of these employee groups, additional support is required at this level.
- The continued reliance on the District's archaic information systems in support of People and Culture, including an antiquated homegrown reporting system and no enterprise data warehouse (which is needed to integrate data from the internal human resource systems, Datatel, with data from the district's external payroll provider, OCDE).
- Ever-increasing levels of accountability reporting requirements from state, federal, and external Request for Information (RFI) entities.
- Ever-increasing levels of employee workload monitoring and reporting in response to new state and federal mandates and regulations (ACA, FMLA, STRS, PERS, etc.).
- Additional contract maintenance requirements, such as Part-time Health Benefits, compensation, and classifications studies for CSEA and other annual wage increases.

View results

Respondent

35 Anonymous

28:17

Time to complete

1. Indicate the type(s) of resource request. *

- Contract Services
- Equipment
- Facility Need (office space)
- Staffing (salary and benefits)
- Technology
- Other

2. State the governance committee/department submitting the request:

People and Culture

3. Enter the total amount needed for this resource request:

4. Select the status that applies to the cost. *

- One-time amount
- Ongoing amount
- Both: One-time and ongoing amount

5. Is this a legally mandated resource request? *

- Yes
- No

6. Is this a replacement need resource request? *

- Yes
- No

7. Is this request addressing a known or new safety need? *

- Yes
- No

8. How does this request support RSCCD's mission and goals?

See page 38 of the 2013-2023 RSCCD Comprehensive Master Plan, <https://rscdd.edu/Trustees/Documents/Master-Plan/rscdd-cmp-final-09192013.pdf>

This request is for funding to secure 3 additional positions within P&C Operations. The positions will support the recruitment, hiring, and the maintenance off personnel records of our employees. The positions will be supporting faculty employees, and this supports Goal 1 and 2.

9. List all strategic objectives that this resource request supports.

See 2019-2022 RSCCD Strategic Plan, <https://rscdd.edu/Departments/Research/Documents/2019-2022%20RSCCD%20Strategic%20Plans%2007%2001%2019%20DRAFT.pdf>

This request supports the following objectives - 1A, 1C, 2A, 3B, 4B and 4D.

10. List other planning goals that this resource request supports (technology/facilities/human resources, etc.)

Human Resources wants to support the college goals of increasing enrollment, and the linked recruitment of PT faculty, especially in non-credit and dual enrollment. In fiscal year 22/23 there was a 75% increase in PT faculty recruitment. Dual Enrollment is also part of the CCCCCO vision 2030. This request will assist us in our goal of supporting the colleges.

11. Provide evidence that this resource request is in your unit's planning portfolio.

Additional resource requests for personnel, have been consistently requested in the planning portfolio of Human Resources in the last two planning cycles. The need is more significant given the large increases in enrollment and the increasing demand for recruitment of all employee classifications.

12. Are there any other data supporting this resource request? *

Yes

No

13. Please provide evidence and explanations of how they support the request.

The data available indicates the significant increase in workload with the HR operations area. This increase in hiring in all employee groups has caused delays in the hiring processes, which have negatively impacted the provision of services. This has impact on the colleges ability to be flexible and proactive to meet increasing demand and annual needs.