



**2024-2025**

*Kern Community College District*

*District Office Administrative Unit Review*

➔ ***Human Resources***

Submitted by:  
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Vice Chancellor, Human Resources

**Executive Summary**

a) In one paragraph or with bullet points, summarize the key points learned in this evaluation. *[list the highlights of the document]*

The Human Resources Department is comprised of four departments including Human Resources, Payroll, Benefits, and Risk Management.

During this evaluation period, the department experienced the following:

1. The Human Resources Department has made significant progress in automating and improving processes.
2. Successfully migrated from Ethicspoint to Maxient (New online complaint management system)
3. Transitioned back to in person work following Covid-19 release of guidelines
4. Continued working on reviewing processes/procedures (Board Policy BP8900's and AP8900's) for employment of full-time, temporary, and tenure track
5. Continued working on maintaining a positive relationship with CCA and CSEA
6. Implemented HRIS improvements moving the Faculty Load and Compensation module
7. Ongoing implementation of compliance and safety training to include Sexual Harassment Training to all employees utilizing different platforms including Keenan Safe Colleges Training Platform (SWACC) and NeoEd
8. Presented Hiring Workshops for Faculty and Adjunct positions.
9. Implementation of electronic onboarding for classified, management, and faculty positions for Bakersfield College.
10. Provide FRISK Training for District-Wide Managers for coaching, evaluating and disciplining employees by legal firm
11. Provided management staff training on new online employee/student complaint system with Maxient during Lunch & Learn
12. Attended Job Fairs through CCC Registry in northern and southern California and Porterville College
13. Presented sensitivity training for all Human Resources Employees
14. Continued making progress on scanning personnel documents into Banner Document Management (BDM) System.

## Future Directions of the Unit

a) Provide a brief abstract or synopsis of your unit's current circumstances and future needs. Please include any college priorities that affect your unit, and the connection to college planning and priorities.

The Human Resources Department has been progressing well; however, Human Resources has had significant challenges to resolve.

### Current Needs:

1. Human Resources is experiencing significant challenges in contracting and retaining qualified human resources management and staff positions
2. Continued methodology following the Lean Six Sigma focused on improving efficiencies and effectiveness
3. Replacing the vacant Human Resource leadership positions
4. Implement and improve EEO and DEIA processes affecting diversity in employment
5. Develop a process guide for managers districtwide
6. Continue to create and implement electronic personnel action (EPAF) forms
7. Consider implementing performance evaluation tracking in NeoEd
8. Continue implementing electronic onboarding and implement an employee exit in NeoEd
9. Complete scanning personnel documents into Banner Document Management (BDM)
10. Set up and track grievances in Banner
11. Implement electronic pay authorization for all full-time and part-time Faculty assignments including, but not limited to Faculty Load, Reassigned Time, or Special Compensation Stipends.
12. Review and ensure the department has accurate Cognos reports for purposes of auditing and reporting
13. Review and update outdated job descriptions via the Job Description Review Committee

### Future Needs:

1. Succession planning for employees in the department
2. Districtwide coordinated Professional Development activities for management and classified staff
3. Implement HR Banner 9 Self-Service for employees

## Section One: Unit Overview

- a) What is the purpose of the unit and what populations (internal and external) are served by the unit?** *[why does the unit exist and how does the unit support the mission and vision of the Kern Community College District; who benefits directly from the services provided by the unit]*

Human Resources strategically partners with the District's community to build and support an outstanding workforce dedicated to student success.

The Human Resources Department is dedicated to providing professional, confidential and cost-effective assistance to all employees and other customers in the areas of recruitment and retention of academic, classified and administrative employees. Our responsibilities include new hire orientation, employee benefits, employee/labor relations, collective bargaining, safety, salary administration, job classification, Board and Human Resources policy, employee discipline and terminations, workers' compensation, training and equal employment opportunity.

Human Resources serves a dual role: as an internal consultant to management on HR-related matters and as an advocate for employees. Human Resources is completely committed to the development and implementation of HR programs that will assist or enable employees to better serve the greater learning community of the Kern Community College District.

Human Resources Department endeavors to continue to work seamlessly toward promoting a culture of respectful and professional dialogue; resulting in resolution of complaints efficiently at the lowest level possible with clarity and positive outcomes.

**a Section One: Unit Overview** *(continued)*

**b) Describe how the unit supports the colleges in achieving their mission and their efforts to improve student learning and achievement.**

Human Resources strategically partners with the District's community to build and support an outstanding workforce dedicated to student success.

As a strategic partner in District operations, Human Resources endeavors to provide customer-centric services to internal and external stakeholders in key focus areas including: talent acquisition, on-boarding, labor relations, employee relations, performance management, benefits administration, leave of absence administration, reasonable accommodations, workplace safety/workers' compensation, HRIS, record management, payroll administration, policy and procedure administration and professional development.

The Human Resources Department has revolutionized the way we administer our hiring process by moving to an e-Human Resources environment, which includes electronic processes from the start of the recruitment process to the end-result of the employee lifecycle. The department utilizes NeoEd, an applicant tracking system that is robust and allows us to meet the recruitment and retention needs of the district. Onboarding documents are available electronically and this process is much more efficient than the paper process that was previously in place. The department will continue to implement components of the product.

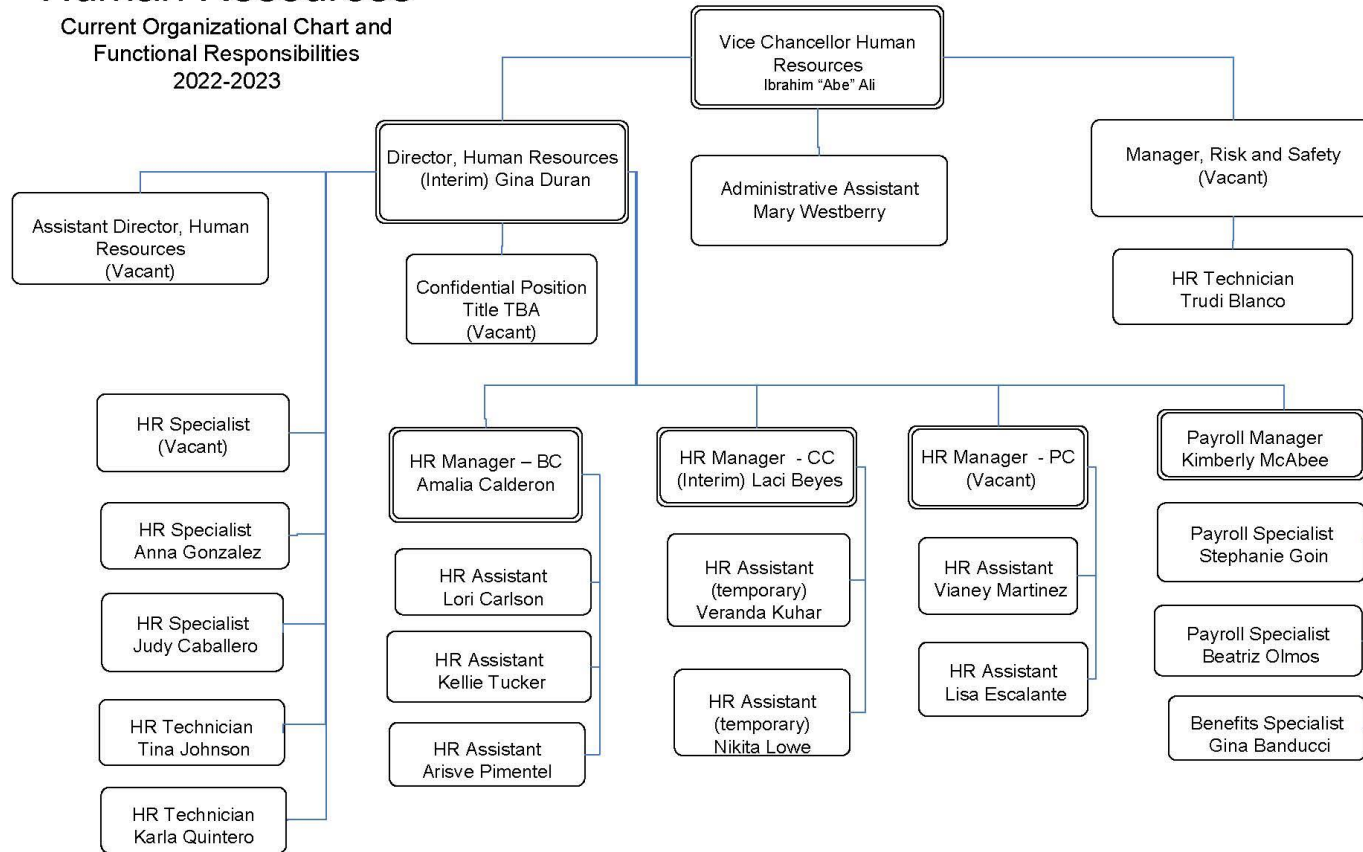
This e-Human Resources environment will also enable Human Resources to better track our diversity efforts position by position to see if we are reaching a diverse audience for each position in the District, furthering the District's EEO plan and better reflecting the student population we serve.

Human Resources is the first and last point of contact for every employee in our District. The experience our new and departing employees have with Human Resources defines us as an organization, and Human Resources seeks to make sure all employees have an excellent customer service experience with HR.

c) How is the unit structured within the district?

## Human Resources

Current Organizational Chart and Functional Responsibilities  
2022-2023

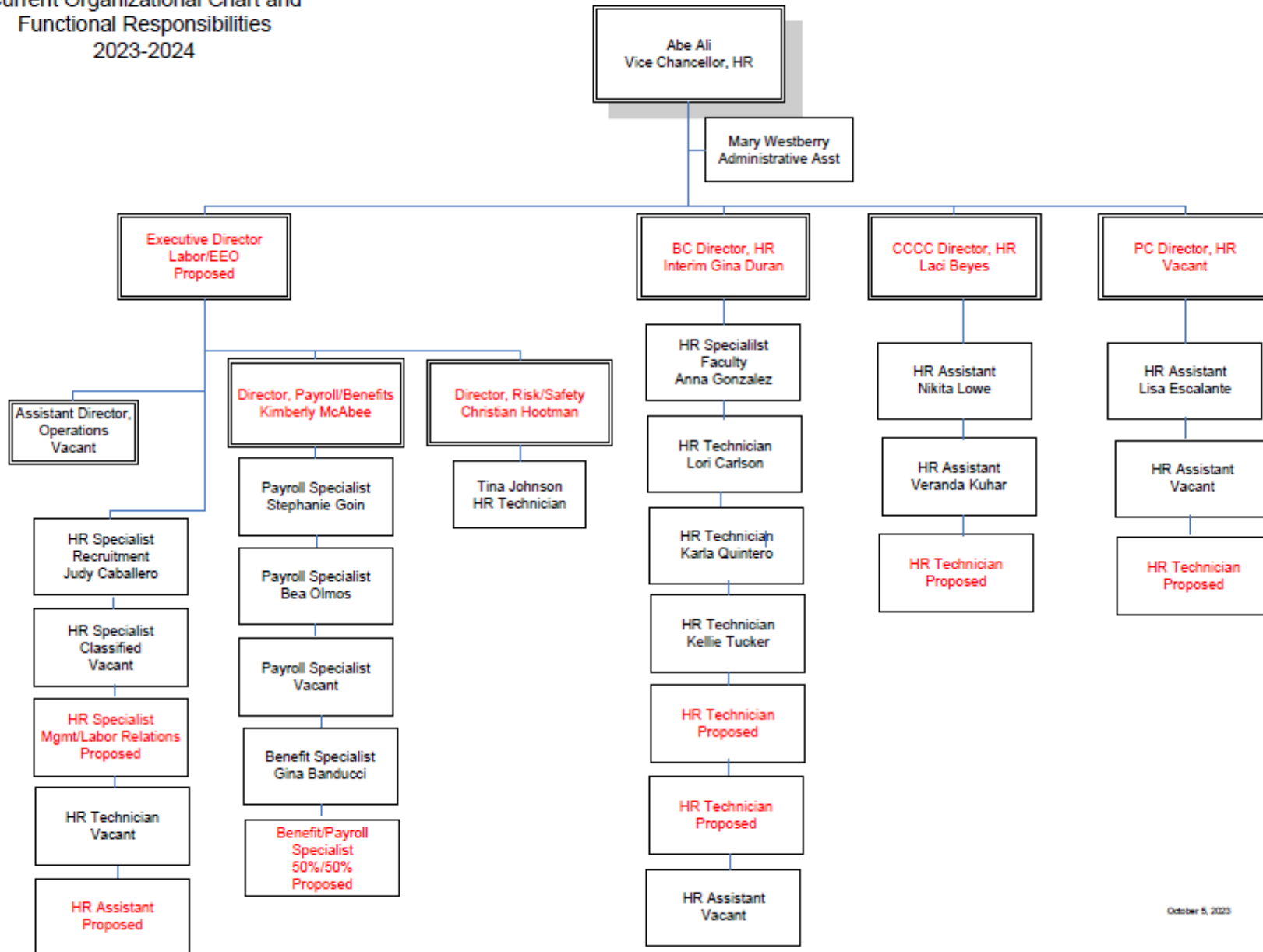


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# PROPOSED

## Human Resources

Current Organizational Chart and  
Functional Responsibilities  
2023-2024



October 8, 2023

**a Section One: Unit Overview** *(continued)*

**d) For the positions included in the unit’s organizational chart, please provide a brief description of what primary processes or areas each position is responsible for as it relates to the work of the unit, district and colleges.**

Position	Primary Functions/Processes	Supplemental Functions/Processes	Additional notes
Vice Chancellor, HR	Plan, organize, and direct the District’s comprehensive human resources management and employee relations program	<p>Develop, implement and document policies and procedures for academic, management, and classified employees</p> <p>Manage affirmative action and staff diversity</p> <p>Act as Chief Negotiator with labor unions</p> <p>Ensure Compliance with Collective Bargaining Agreements, state and federal laws, etc.</p> <p>Oversee District payroll, risk management, and HR operations</p>	<p>Provides strategic policy direction for HR operations</p> <p>Ensure that Human Resources serves as a strategic partner to District and College leadership</p>
Executive Director Labor/EEO <b>(Proposed)</b>	Under the direction of the Vice Chancellor, HR, serves as a lead role for HR, oversee day-to-day district Human Resources operations	Performs supervisory activities in organizing and facilitating recruitment, classification, compensation, applicant tracking, HRIS, employee relations, and office staff; plan, organize and direct related HR activities; assist the Vice	Receives, investigates, prepares detailed investigative reports, and implements procedures to respond to internal and external complaints or allegations regarding unlawful discrimination, harassment, and/or



		<p>Chancellor in completing time sensitive and priority issues</p> <p>Participate in collective bargaining activities, including serve as lead negotiator as assigned by the Vice Chancellor</p> <p>Assist in HR/EEO policy and procedure development</p>	<p>retaliation, including complaints from students.</p> <p>Plan, coordinate, review, oversee and evaluate the work of human resources staff, as assigned.</p>
<p>Manager, Risk and Safety (Current)</p>	<p>Under the direction of the Vice Chancellor, HR, responsible for the assessment and management of risk in District operations, excluding finance and information technology</p>	<p>Oversee worker's compensation, ADA compliance, and reasonable accommodations</p> <p>Lead and oversee internal district investigations into complaints involving discrimination, harassment, Title IX violations, etc.</p> <p>Oversee, monitor, and ensure compliance with safety and other required trainings Districtwide</p> <p>Oversees Property and Liability program</p> <p>COVID-19 coordination</p>	<p>Ensure the District manages and mitigates risk appropriately</p>
<p>Director, Risk and Safety (Proposed)</p>	<p>Under the direction of the Vice Chancellor, HR, responsible for the assessment and management of risk in District</p>	<p>Oversee worker's compensation, ADA compliance, and reasonable accommodations</p>	<p>Ensure the District manages and mitigates risk appropriately</p>

	<p>operations, excluding finance and information technology</p>	<p>Legal coordination with public records requests, subpoenas, processing of claims against the district, and student record requests</p> <p>Lead and oversee internal district investigations into complaints involving discrimination, harassment, Title IX violations, etc.</p> <p>Oversee, monitor, and ensure compliance with safety and other required trainings Districtwide</p> <p>Oversees Property and Liability program</p>	
<p>Assistant Director, Operations (Proposed)</p>	<p>Under the direction of the Executive Director, manages, supervises, and coordinates assigned human resources activities and operations including for an assigned college or within the District Human Resources Office</p>	<p>Assume management responsibility for assigned human resources services and activities including for an assigned college or within the District Human Resources Office.</p> <p>Participate in the development and implementation of goals, objectives, policies, and priorities for assigned human resources programs;</p>	<p>Provides operational and strategic leadership in the Human Resources Department</p> <p>Ensure that Human Resources serves as a strategic partner to District and College leadership</p>

		<p>recommend and administer policies and procedures.</p> <p>Monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures; recommend, within policy, appropriate service and staffing levels.</p> <p>Plan, direct, coordinated, and review the work plan for assigned staff; assign work activities, projects, and programs; review and evaluate work products, methods, and procedures; meet with staff to identify and resolve problems</p> <p>Monitor, evaluate, recommend and implement changes to service delivery methods and procedures</p>	
Payroll Manager (Current)	Under the direction of the Vice Chancellor, HR manage the payroll department to assure various payrolls are processed correctly and ensure employees are paid timely	<p>Oversee payroll specialists regarding payroll processing</p> <p>Oversee benefit specialist regarding benefit administration</p> <p>Ensure payroll deductions are accurate</p>	Serves as primary management representative for pay issues Districtwide

		Ensure CalSTRS and CalPERS contributions are accurate according to pension rules	
Payroll Director (Proposed)	Under the direction of the Vice Chancellor, HR manage the payroll department to assure various payrolls are processed correctly and ensure employees are paid timely	Oversee payroll specialists regarding payroll processing  Oversee benefit specialist regarding benefit administration  Ensure payroll deductions are accurate  Ensure CalSTRS and CalPERS contributions are accurate according to pension rules	Serves as primary management representative for pay issues Districtwide
Human Resources Manager – Bakersfield College (Current)	Under the direction of the Vice Chancellor, Human Resources, provide HR leadership and support at College Level	Oversee position management, recruitment and hiring at the Campus level  Track and ensure compliance with employee evaluations  Train College management team on compliance issues related to personnel, hiring, payroll, and investigations; ensure Campus compliance in personnel and HR matters  Investigate complaints, address performance management, and discipline  Assist Vice Chancellor, HR and Director, HR, with managing labor relations at the College	Serves as primary Human Resources support and information to the campus

<p>Human Resources Director – Bakersfield College (Proposed)</p>	<p>Under the direction of the Vice Chancellor, Human Resources, provide HR leadership and support at College Level</p>	<p>Oversee position management, recruitment and hiring at the Campus level</p> <p>Track and ensure compliance with employee evaluations</p> <p>Train College management team on compliance issues related to personnel, hiring, payroll, and investigations; ensure Campus compliance in personnel and HR matters</p> <p>Investigate complaints, address performance management, and discipline</p> <p>Assist Vice Chancellor, HR and Director, HR, with managing labor relations at the College</p>	<p>Serves as primary Human Resources support and information to the campus</p>
<p>Human Resources Manager – Cerro Coso College (Current)</p>	<p>Under the direction of the Director, Human Resources, provide HR leadership and support at College Level</p>	<p>Oversee position management, recruitment and hiring at the Campus level</p> <p>Track and ensure compliance with employee evaluations</p> <p>Train College management team on compliance issues related to personnel, hiring, payroll, and investigations; ensure Campus compliance in personnel and HR matters</p> <p>Investigate complaints, address performance management, and discipline</p>	<p>Serves as primary Human Resources support and information to the campus</p>

		Assist Vice Chancellor, HR and Director, HR, with managing labor relations at the College	
Human Resources Director – Cerro Coso College (Proposed)	Under the direction of the Vice Chancellor, Human Resources, provide HR leadership and support at College Level	<p>Oversee position management, recruitment and hiring at the Campus level</p> <p>Track and ensure compliance with employee evaluations</p> <p>Train College management team on compliance issues related to personnel, hiring, payroll, and investigations; ensure Campus compliance in personnel and HR matters</p> <p>Investigate complaints, address performance management, and discipline</p> <p>Assist Vice Chancellor, HR and Director, HR, with managing labor relations at the College</p>	Serves as primary Human Resources support and information to the campus
Human Resources Director – Porterville College (Current)	Under the direction of the Director, Human Resources, provide HR leadership and support at College Level	<p>Oversee position management, recruitment and hiring at the Campus level</p> <p>Track and ensure compliance with employee evaluations</p> <p>Train College management team on compliance issues related to personnel, hiring, payroll, and investigations; ensure Campus compliance in personnel and HR matters</p>	Serves as primary Human Resources support and information to the campus

		<p>Investigate complaints, address performance management, and discipline</p> <p>Assist Vice Chancellor, HR and Director, HR, with managing labor relations at the College</p> <p>Oversee retiree insurance billing</p>	
<p>Human Resources Director – Porterville College (Proposed)</p>	<p>Under the direction of the Vice Chancellor, Human Resources, provide HR leadership and support at College Level</p>	<p>Oversee position management, recruitment and hiring at the Campus level</p> <p>Track and ensure compliance with employee evaluations</p> <p>Train College management team on compliance issues related to personnel, hiring, payroll, and investigations; ensure Campus compliance in personnel and HR matters</p> <p>Investigate complaints, address performance management, and discipline</p> <p>Assist Vice Chancellor, HR and Director, HR, with managing labor relations at the College</p> <p>Oversee retiree insurance billing</p>	<p>Serves as primary Human Resources support and information to the campus</p>
<p>HR Specialist – Classified</p>	<p>Under the direction of the Executive Director, Human Resources, responsible for the maintenance of all new and existing Classified</p>	<p>Ensure all Classified, short term temporary workers, and substitute employee job records are built and maintained accurately in the District’s HRIS</p>	<p>Requires critical thinking and complex problem-solving skills to analyze data and processes; responsible for ensuring</p>

	<p>positions and employees in the District</p>	<p>(Banner), ensure employees are paid timely and accurately</p> <p>Process reclassifications for Classified employees and coordination of District's JAQ process</p> <p>Prepare all job records so that payroll data is accurate and timely</p> <p>Maintain Classified Collective Bargaining information and ensure compliance with CSEA Contract; ensure compliance with Board policies and regulations</p> <p>Track Tuberculosis (TB) test due dates and communicate with employees regarding TB testing</p> <p>Maintain District personnel files and ensure filing of all personnel related documents is done timely</p>	<p>effective processes and recommending process improvements. Requires strong communication skills, research abilities, and outstanding customer service</p>
<p>HR Specialist – Faculty</p>	<p>Under the direction of the Bakersfield College Director, Human Resources, responsible for the maintenance of all new and existing Academic positions.</p>	<p>Ensure the District accurately tracks and reports Annual Faculty Obligation Number; provides information to District and College leaders, and HR Specialist - Recruitment to ensure that recruitment matches our FON obligations</p>	<p>Requires critical thinking and complex problem-solving skills to analyze data and processes; responsible for ensuring effective processes and recommending process improvements. Requires strong communication skills, research abilities, and</p>



		<p>Ensure all Academic, employee job records are built and maintained accurately in the District's HRIS (Banner), and that employees are paid timely and accurately</p> <p>Prepare all job records so that payroll data is accurate and timely, including mastery of the Faculty Load and Compensation process</p> <p>Maintain Faculty Collective Bargaining information and ensure compliance with CCA Contract; ensure compliance with Board policies and regulations</p> <p>Maintain District personnel files and ensure filing of all personnel related documents is done timely</p>	<p>outstanding customer service</p>
<p>HR Specialist – Management/Labor Relations (Proposed)</p>	<p>Under the direction of the Executive Director, Human Resources, responsible for the maintenance of all new and existing Confidential/Management positions and employees in the District</p>	<p>Ensure all Confidential/Management employee job records are built and maintained accurately in the District's HRIS (Banner), ensure employees are paid timely and accurately</p> <p>Process reclassifications for Confidential and Management employees.</p>	<p>Requires critical thinking and complex problem-solving skills to analyze data and processes; responsible for ensuring effective processes and recommending process improvements. Requires strong communication skills, research abilities, and outstanding customer service</p>

		<p>Prepare all job records so that payroll data is accurate and timely</p> <p>Maintain Classified Collective Bargaining information and ensure compliance with CCA/CSEA Contract; ensure compliance with Board policies and regulations</p> <p>Track Tuberculosis (TB) test due dates and communicate with employees regarding TB testing</p> <p>Maintain District personnel files and ensure filing of all personnel related documents is done timely</p>	
HR Specialist – Recruitment	Under the direction of the Executive Director, Human Resources, oversee and coordinate recruitment and hiring for the District	<p>Manage all position requisitions for permanent positions in the District</p> <p>Evaluate effectiveness of recruitment strategies and make recommendations, ensure effective use of social media platforms for recruitment</p> <p>Assess minimum qualifications for all applicants and perform initial screening of applications</p> <p>Develop and provide training on diversity and EEO requirements to interview committees</p>	Lead Classified Confidential position for recruitment services to the District. Requires strong analytical skills, critical thinking, strong communication skills and customer service

		<p>Coordinate and attend recruitment fairs for academic and classified employment opportunities</p> <p>Work with selection firms for high level Administrative recruitments</p> <p>Perform Reference Checks, onboarding</p>	
<p>HR Technician- District Office</p>	<p>Under the supervision of the Director of Human Resources, assist the Human Resources and Benefits departments with building jobs, DOJ/FBI background checks, and benefits enrollment and change processing</p>	<p>Process Academic special compensation assignments</p> <p>Process, track, and ensure compliance for leave of absence requests Districtwide (FMLA/CFRA/PDL/military/other)</p> <p>Manage Professional Development/Tuition reimbursement program for Classified, Confidential &amp; Management employees</p> <p>Serve as backup to HR Technician - BC for building of Student and Professional Expert jobs</p> <p>Assist HR Specialists as needed</p> <p>Assist Benefits Specialist with Employee Benefits, including retiree health and welfare benefits, employee support &amp; communication, and billing</p>	<p>Responsibilities for this position are shifting to take a lead role in streamlining and ensuring compliance with FMLA/CFRA/PDL, etc., leave requests</p> <p>This position is also assuming responsibility for the higher-level duties formerly performed by the DA III</p>

<p>Benefits Specialist</p>	<p>Under the direction of the Payroll Manager, assume daily responsibility for all health and welfare related benefits offered by the District</p>	<p>Manage relationship with American Fidelity and ensure timely enrollment of new hires, mid-year qualifying life events, and open enrollment</p> <p>Ensure compliance with Affordable Care Act requirements to provide health coverage to all full-time employees, prepare ACA reporting, ensure bronze plan offered where appropriate</p> <p>Reconcile all health and welfare related bills and ensure timely payment to carriers</p> <p>Ensure all H&amp;W deductions in District's HRIS system are accurate so that employees' pay is deducted appropriately</p> <p>Provide support and assistance to employees with H&amp;W related questions or concerns, intervene with carriers as necessary to provide support to employees</p> <p>Coordinate annual flu shot clinics and health smarts events districtwide</p> <p>Organize workshops and other events to educate employees about the District's health and welfare programs</p>	<p>Primary high-level responsibility for all health and welfare offerings in the District. Responsible for maintaining communication with all carriers, H&amp;W vendors and consultants</p>
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<p>Payroll Specialists – DO</p>	<p>Under the direction of the Payroll Manager, responsible for processing all district payrolls and ensure accuracy of employee pay</p>	<p>Process Academic, Management, Classified, and Temporary employee payrolls</p> <p>Enter absence slips to ensure leave balances are accurate for all employees</p> <p>Ensure pay is docked appropriate when employees are in 50% pay or full dock status</p> <p>Monitor workers compensation leave balances</p>	<p>Primary day-to-day responsibility for all pay and leave balance matters</p>
<p>Benefit/Payroll Specialist 50% / 50% (Proposed)</p>	<p>Under the direction of the Payroll Manager, responsible for processing district payrolls and ensure accuracy of employee pay and health and welfare related benefits offered by the District</p>	<p>Assist in reconciling all health and welfare related bills and ensure timely payment to carriers</p> <p>Assist in ensuring all H&amp;W deductions in District’s HRIS system are accurate so that employees’ pay is deducted appropriately</p> <p>Assist in providing support and assistance to employees with H&amp;W related questions or concerns, intervene with carriers as necessary to provide support to employees</p> <p>Assist in processing the Academic, Management, Classified, and Temporary employee payrolls</p>	

		Enter absence slips to ensure leave balances are accurate for all employees	
Administrative Assistant – Human Resources	Under the supervision of the Vice Chancellor, Human Resources, perform a variety of difficult, complex, and confidential administrative and clerical tasks in support of HR Activities	<p>Prepare and monitor Department budget, process all purchase orders, process and pay invoices</p> <p>Assist the Vice Chancellor with preparation for board meetings and closed session Arrange travel for HR Department staff</p> <p>Organize, prepare agenda, and take minutes for a variety of HR related meetings</p> <p>Assist Vice Chancellor with preparation for labor negotiations; serve as notetaker for all labor negotiations sessions</p> <p>Monitor, log, and track all grievances</p> <p>Process all DOJ/FBI background checks Districtwide, and alert management to “hits”</p> <p>Independently manage administrative and office details not requiring the immediate attention of the Vice Chancellor</p>	High level administrative support for Vice Chancellor, Human Resources, and Director of Human Resources

		<p>Organize and maintain all mandated cost for qualifying reimbursable activities</p> <p>Order supplies on a weekly basis, and track supply budget throughout the year</p> <p>Create new position numbers, and work with business services to activate position numbers</p> <p>Monitor and communicate with DO WTE approvals</p>	
<p>HR Assistants – BC, CC, PC</p>	<p>Under the direction of the Campus HR Directors, responsible for coordinating the hiring process at the campus level, and processing all hiring, reclassification, resignation/retirement paperwork in a timely manner</p>	<p>Schedule interviews &amp; coordinate with interview committees to screen and interview candidates for all campus positions</p> <p>Work closely with departments, student financial aid office, and District Office Human Resources to ensure all hiring is done to District needs</p> <p>Process all hiring paperwork and payroll reports and provide to District HR Specialists</p> <p>Process leave of absence requests, enter absences into Banner from absence reports</p> <p>Create overtime/compensatory time spreadsheets</p>	<p>These positions provide critical support at the campus HR level. Requires strong communication skills and excellent customer service</p>

		Assist HR Manager with other duties to ensure the efficient operations of the campus HR office	
HR Technician – BC	Under the direction of the Bakersfield College Human Resources Director, provide technical support in the hiring process campus wide.	<p>Process student worker and professional expert jobs campus wide</p> <p>Coordinate all first recruitment committee meetings, communicate to stakeholders about recruitment process, and facilitate all interview date activities including testing and interview question review</p> <p>Meet with new hire employees for onboarding process, prepare, review and collect new hire paperwork, enter relevant information into HRIS system</p> <p>Backup for HR Technician – DO on employee leave of absence matters</p>	Public facing position involved with multiple stakeholders in the recruitment and onboarding process



## Section Two: Administrative Unit Outcomes (AUOs)

a) **List all the AUOs for the unit.** AUOs describe what a customer or end-user will understand, experience or obtain as a result of the service the unit provides to the colleges and other internal stakeholders. Describe the method of assessment and the criteria used to determine success in the service provided. The assessment method should include some way of measuring college, internal or external stakeholders' demand or need for and satisfaction with the service (add additional rows as necessary.)

Administrative Unit Outcomes (AUOs)	Strategic Plan Alignment	Review Period	Method of Assessment	Criteria for determining success in service provided
<p>Applicant Tracking System</p> <p>Transition from PeopleAdmin to NEOGOV to implement E-Human Resources environment for our entire recruitment and hiring process, including electronic requisition routing, applicant tracking, hiring, and onboarding.</p>	<p>Goal 5: Strengthen Organizational Effectiveness</p>	<p>Ongoing</p>	<p>Assess time spent on the paperwork necessary to route requisitions for signature, attach all backup documentation, post a position, screen applications, hire a candidate, complete a manual onboarding process including more paper that must be sent to District Office, distributed to relevant individuals, and added to a paper personnel file.</p> <p>With new leadership this year, NEOGOV will be re-evaluated to ensure this meets the needs of the department. There is a desire that the software also provides the data reports needed by the district and implement additional modules.</p>	<ol style="list-style-type: none"> <li>1) Track time necessary for a requisition to be routed electronically in NEOGOV</li> <li>2) Survey supervisors regarding the experience with using the electronic requisition routing system</li> <li>3) Measure time from initial screening date to completed 1st committee screenings</li> <li>4) Survey new hires regarding onboarding experience</li> <li>5) Time saved in onboarding employee with new hire paperwork submitted electronically and routed automatically</li> <li>6) Data reporting</li> </ol>

<p>BANNER Implementations</p> <p>Activate Banner Self-Service for leave reporting. This would allow individuals to post their absences directly in the system. The electronic absence would then be routed electronically for signature to the supervisor and e-post.</p>	<p>Goal 5: Strengthen Organizational Effectiveness</p>	<p>Ongoing</p>	<p>Assess time spent in manually inputting absence slips into Banner in order to update leave balances.</p> <p>With new leadership, this process will be re-evaluated to ensure the direction the district would like to go. It is hopeful that it will improve the current paper process that is in place.</p>	<ol style="list-style-type: none"> <li>1) Reduced time in processing absence balances</li> <li>2) Greater accuracy in inputting and tracking leave balances as this will be done electronically directly from by the employee taking leave</li> </ol>
<p>Professional Development Program</p>	<p>Goal 5: Strengthen Organizational Effectiveness</p>	<p>Ongoing</p>	<p>Assess enrollment and completion of professional development and required safety trainings by employees for compliance</p> <p>Human Resources will work with the colleges on the appropriate professional development implementation, completion and tracking plan.</p>	<ol style="list-style-type: none"> <li>1) Greater use of offered professional development by employee classification</li> <li>2) Compliance data regarding completion of required and recommended safety training</li> <li>3) Survey of employee satisfaction with new platforms</li> </ol>
<p>Diversity Hiring Practices</p>	<p>Goal 5: Strengthen Organizational Effectiveness</p>	<p>Ongoing</p>	<p>Review and assess EEO Longitudinal applicant employment data collection, as part of the multiple measures requirement from State Chancellors Office.</p>	<ol style="list-style-type: none"> <li>1) Information and assessment into EEO Plan</li> </ol>
<p>Hiring Committee Training and Evaluation</p>	<p>Goal 5: Strengthen Organizational Effectiveness</p>	<p>Ongoing</p>	<p>Continue to collect employee surveys to ensure human resources is providing effective and efficient support for screening committees.</p>	<ol style="list-style-type: none"> <li>1) Assure timelines are being met</li> <li>2) Compliance of hiring committees</li> </ol>

Employee Evaluation Process	Goal 5: Strengthen Organizational Effectiveness	Ongoing	Ensure employee evaluations of all classifications are completed timely and a goal of 100% completion	<ol style="list-style-type: none"> <li>1) Ensure we are meeting accreditation requirements</li> <li>2) Support employees to provide them with feedback to be successful in their positions</li> <li>3) Succession planning</li> </ol>
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## Section Two: Administrative Unit Outcomes (AUO)

**b) Summarize the results from any AUOs evaluated during the past year, including feedback on services rendered during the past year. Provide details regarding findings and plans for change or improvement of service, if needed.**

- 1) The Department was unable to implement the Leave Reporting module of Banner due to staffing changes and data integrity issues. The Department is working to scrub the data in the system and continue to work on this important project in the upcoming years to ensure we become more efficient and effective as we serve our stakeholders.

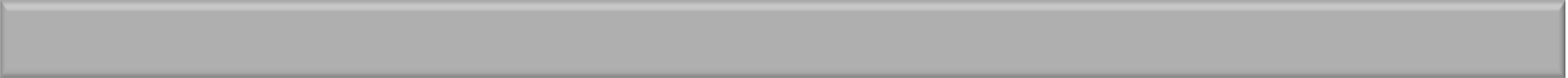
The Department was not able to implement the electronic leave reporting, but this will be a higher priority for the 2023-2025 years.

- 2) The work toward implementing the Professional Development districtwide has started with several learning opportunities for management with regard to Human Resources Labor Relations supervision. The District Human Resources will assist and coordinate Business Services and Educational Services units in developing districtwide programming.
- 3) We are currently implementing Safe Colleges to track our compliance training. Human Resources will collaborate with the colleges to determine if an additional platform is needed to meet the needs of the colleges. Human Resources will also work with the colleges on the appropriate level of safety for professional development training.

### Section Three: Key Performance Indicators (KPIs)

- a) List the KPIs for the unit along with the relevant outcomes for the last 3-5 years. KPI data tracks process efficiency and demand for services. Examples of KPIs include a count of customers served, a count of services performed, the average time to complete a service, etc. They are closely related to the AUOs and should reflect the unit's core function or purpose.

Key Performance Indicators (KPIs)	2019-20	2020-21	2021-22	2022-23	2023-24
1. Total Full-time Faculty	468	462	452	496	
2. Total Full-time Temporary Faculty	6	12	20	9	
2. Total Part-time Faculty	817	614	449	781	
3. Total Classified positions	524	456	442	525	
4. Total Temporary positions	-	61	46	53	
5. Total Professional Expert positions	-	548	355	494	
6. Total Student positions	-	587	486	638	
7. Total Confidential positions (may have been included in Management totals in previous years)	10	11	8	9	
8. Total Management positions	188	174	176	224	
9. Workers' Compensation claims (claims submitted, denied by SISC, total cases addressed)	25	9	23 Claims/ 4 of those were Denied	32 Claims/ 5 of those were Denied	
10. Requests for reasonable accommodations	30	20	7	15	
11. Benefits enrollment numbers by year (total of all classifications) * includes Retirees with benefits, previous years did not capture Retiree numbers	1,567	1,500	1,545	1,646	
12. Total number of W-2's processed	3,806	3,550	3,502	3,734	
13. Complaints and investigations (may include DFEH, EEO, Title IX, Title 5, Ethics Point, and Grievances)	61	39	32	18	
14. Average Time to Fill a posted position (days)	85	82	82	75	
15. Number of Recruitments (Districtwide)	144	179	250	543	
16. Number of Applications Reviewed by Human Resources	10,637	10,752	9,789	15,514	



**b) What unexpected changes or challenges did your unit encounter this cycle? How does your trend data impact your decision-making process for your unit?**

Challenges in Human Resources management positions have occurred during this period. An independent organizational review has been completed recommending several upgrades and additional positions in management and classified.

As anticipated, there was an increase of 325 new hires and promotions. Human Resources reviewed over 15,000 applications an increase of 45.9% from 2021-22.

Human Resources needs to improve automating several faculty pay authorizations independence on reliance on scheduling staff at each college (workflows, and electronic authorization forms for all full-time and part-time assignments need to be established. Human Resources will work with IT to implement this new strategy.

An Employee Engagement professional development program has been established at the district office with the intent to promote district office engagement with each college.

## Section Four: Progress on Unit Goals

a) **List the unit's current goals.** For each goal, discuss progress and changes. Provide an action plan for each goal that gives the steps to completing the goal and the timeline. If unit goal is for service to a group outside of the unit, indicate which group in the last column. (Add additional rows as necessary.)

Unit Goal	Which institutional goals from the KCCD Strategic Plan will be advanced upon completion of this goal?	Progress on goal achievement (choose one)	Status Update — Action Plan	Colleges requesting accomplishment of this goal or colleges' planning indicating this need. (Include supporting documentation.)	Other group (besides ones of the colleges) requesting accomplishment of this goal. (Include supporting documentation.)
E-Human Resources environment – migrate HR forms to electronic versions	Goal #5 Strengthen Organizational Effectiveness	<input type="checkbox"/> Completed: _____ (Date) <input type="checkbox"/> Revised: _____ (Date) <input checked="" type="checkbox"/> Ongoing: _____ (Date)	<p>HR will continue to work on transitioning all of our documents to electronic versions to help us become more efficient and effective</p> <p>HR has moved forward with Banner Document Imaging (BDM) and gone live. Progress has been made in reducing paper consumption in the department.</p> <p>HR BC implemented online onboarding with new employee paperwork</p>		

			<p>Workflows need to be developed for all Faculty Assignments</p> <p>HR is currently updating all HR PDF forms to become fillable and 508 compliant</p> <p>HR in collaboration with Job Placement at Bakersfield College piloted the electronic personnel action process for student employment eliminating paper and expediting new hires</p>		
<p>Implement a Districtwide safety and security committee to address both district and college specific needs and provide support to college safety and security personnel to address the emergency notification system, Clery reporting, and</p>	<p>Goal 5: Strengthen Organizational Effectiveness</p>	<p><input type="checkbox"/> Completed: (Date)</p> <p><input type="checkbox"/> Revised: _____ (Date)</p> <p><input checked="" type="checkbox"/> Ongoing: August 2019 (Date)</p>	<p>Begin holding Districtwide meetings in January 2024. The Manager, Risk &amp; Safety, Management will reach out to the colleges for representation from all employee groups. Updates on district-wide initiatives will be addressed and reported out in the meetings as well as specific goals</p>	<p>Bakersfield College, Porterville College and Cerro Coso Community College</p>	



Board Policy revisions					
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**Section Five: New or Revised Goals (ARE WE KEEPING THIS?)**

**a) List new or revised goals, if applicable. (Add additional rows as necessary.)**

## Section Six: Current Unit Resources

- a) List the unit's current resource levels by outlining existing staff, listing (major) technology/equipment the unit uses, describing the space the unit occupies, and the unit's current budget.

Resources	Current Level	
<b>Staffing</b> (list current staffing levels)	Vice Chancellor, Director Human Resources, Manager Risk and Safety, 1 Assistant Director, 3 HR College Managers, Payroll Manager, Administrative Assistant, 3 HR Specialists, Benefits Specialist, 3 HR Technicians, 2 Payroll Specialists, 7 HR Assistants	
<b>Technology / Equipment</b>	Banner, NeoGov, Lean Six Sigma, Computers, Scanners, Maxient	
<b>Space / Facilities</b>		
<b>Budget (Unrestricted) Total</b>	\$5,384,818.17	<b>Notes (if any)</b>
1000 (Academic Salaries)	\$177,074.10	
2000 (Classified Salaries)	\$2,509,863.07	
3000 (Employee Benefits)	\$1,233,381.00	
4000 (Supplies & Materials)	\$29,500.00	
5000 (Operating Expenses and	\$1,412,000.00	
6000 (Capital Outlay)	\$23,000.00	
7000 (Other Outgo)	\$0	
<b>Budget (Restricted) Total (EEO)</b>	\$149,033.48	
<b>Budget (Contract/Community Ed)</b>	\$	

## Section Seven: Resource Augmentation Analysis

- a) Discuss the impact of new resources your unit is requesting for next year's cycle that are in addition to what your unit currently has in this cycle. Indicate the expected cost along with the rationale. If a college is not requesting the new resource, leave the "College(s) requesting" column blank. Rank the proposals in order of their importance to the unit ("1" is most important; "5" is least important)

Resource Category	Resource Requested (Include Cost)	Discuss how the new resource will impact your unit's effectiveness in providing service to the colleges or other groups and what college planning reflects or suggests this need.	College(s) requesting this new resource to your unit. (Leave blank if no college requests the new resource.)	Rank
<b>Positions:</b> <i>Discuss the impact new and/or replacement management and/or staff will have on your unit's service to the colleges.</i>	<input checked="" type="checkbox"/> 1: Classified Staff <input checked="" type="checkbox"/> 2: Administrator  (cost TBD)	Reclassification and new positions will be developed and recruited in late Fall 2023 through Spring 2024		1
<b>Professional Development:</b> <i>Describe briefly, the effectiveness of the professional development your unit will be engaged in (either providing or attending) during the next cycle</i>	<input checked="" type="checkbox"/> 1: Provide Professional Development <input checked="" type="checkbox"/> 2: Attend Professional Development  (estimated \$50,000)	Sexual harassment training will be provided to all employees  LCW Consortium trainings will be available to management employees  New Title IX compliance training will be provided for human resources management in early Spring 2024  DEIA Training for all employees and Board of Trustees		3
<b>Facilities:</b> <i>If your unit receives a building remodel or renovation, additional furniture or beyond routine maintenance, explain how this request or requests will impact your unit's service to the colleges.</i>	<input type="checkbox"/> 1: Space Allocation <input checked="" type="checkbox"/> 2: Renovation <input type="checkbox"/> 3: Furniture <input type="checkbox"/> 4: Other <input type="checkbox"/> 5: Beyond Routine Maintenance (cost TBD)	Modification of existing office spaces to accommodate additional management and confidential employee space		
<b>Technology:</b> <i>If your unit receives technology (audio/visual – projectors, TV's, document cameras) and computers, explain how this request or requests will impact your unit's service to the colleges.</i>	<input type="checkbox"/> 1: Replacement Technology <input checked="" type="checkbox"/> 2: New Technology <input type="checkbox"/> 3: Software <input type="checkbox"/> 4: Other _____ (estimated \$50,000)	Ongoing request and replacement technology cycle.  Computer equipment for new HR employees.		2

<b>Other Equipment:</b> <i>If your unit receives equipment that is not considered audio/visual or computer equipment technology, explain how this request or requests will impact your unit's service to the colleges.</i>	<input type="checkbox"/> 1: Replacement <input type="checkbox"/> 2: New <input type="checkbox"/> 3: Other _____	N/A		
<b>Total cost of resource needs over and above current budget allocation:</b>		<b>\$100,000 plus personnel costs</b>		

**Section Eight: Conclusion**

a) Present any conclusions and findings about the unit and its connection to the work of the colleges. (ACCJC Std IV.D.2, IV.D.5, IV.D.7):

The Human Resources department has made significant progress in the last year to implement project goals that were identified in the previous Administrative Unit Review. The department is committed to maintaining a systematic and strategic approach as it strives to achieve its goals with utmost efficiency.

The human resources department will continue to build a cohesive and trusting relationship between the district office and the colleges in an effort to provide support to ensure they achieve their missions and support the goal of student learning, student achievement and institutional effectiveness. The Department will continue to provide support to the colleges to ensure human resource operations run efficiently and smoothly.

**Routing and Review**

Submitter's Name: Ibrahim "Abe" Ali  
Title: Vice Chancellor, Human Resources

Submitter's Signature: Ibrahim Ali

Date Submitted: October 10, 2023

Submitter's Immediate Supervisor: Thomas Burke

Date of Review: \_\_\_\_\_

Chancellor's Signature: \_\_\_\_\_

Date of Review: \_\_\_\_\_

Date of Presentation to Administrative/Consultation Council: \_\_\_\_\_

Signature: *Shahim Ali*

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