

# Bakersfield College

## Program Review – Annual Update 2017

Program Name: Human Resources

Program Type:  Instructional  Student Affairs  Administrative Service  Other

***Bakersfield College Mission:*** Bakersfield College provides opportunities for students from diverse economic, cultural, and educational backgrounds to attain Associate and Baccalaureate degrees and certificates, workplace skills, and preparation for transfer. Our rigorous and supportive learning environment fosters students' abilities to think critically, communicate effectively, and demonstrate competencies and skills in order to engage productively in their communities and the world.

Describe how the program supports the Bakersfield College Mission:

The Human Resources Department at Bakersfield College provides services and support to administrators, faculty, and staff of Bakersfield College to carry out the mission of the College.

Program Mission Statement:

The Bakersfield College Human Resources department is dedicated to provide excellence in human resources leadership to support the college mission and serve the needs of a diverse student population. The department provides exemplary customer service and implements consistent human resources processes to promote and support the policies of the District. The Human Resources staff provides support to the well-being of employees of the College by being compassionate, respectful, equitable, and fair.

***Instructional Programs only:***

- A. List the degrees and Certificates of Achievement the program offers
- B. If your program offers both an A.A. and an A.S. degree in the same subject, please explain the rationale for offering both and the difference between the two.
- C. If your program offers a local degree in addition to the ADT degree, please explain the rationale for offering both.

***Progress on Program Goals:***

- A. List the program's current goals. For each goal (minimum of 2 goals), discuss progress and changes. If the program is addressing more than two (2) goals, please duplicate this section. Please provide an action plan for each goal that gives the steps to completing the goal and the timeline.

Program Goal	Which institutional goals from the Bakersfield College Strategic Plan will be advanced upon completion of this goal? (select all that apply)	Progress on goal achievement (choose one)	Status Update – Action Plan
<p>1. Bakersfield College Human Resources will assess previous and current hiring processes and practices.</p>	<p> <input type="checkbox"/> 1: Student Learning  <input type="checkbox"/> 2: Student Progression and Completion  <input type="checkbox"/> 3: Facilities  <input checked="" type="checkbox"/> 4: Oversight and Accountability  <input checked="" type="checkbox"/> 5: Leadership and Engagement </p>	<p> <input type="checkbox"/> Completed: _____ (Date)  <input type="checkbox"/> Revised: _____ (Date)  <input checked="" type="checkbox"/> Ongoing: _____ (Date) </p>	<p>Bakersfield College Human Resources office continues to review and improve upon their current hiring process. The following improvements have been implemented since the last program review from 2015:</p> <ul style="list-style-type: none"> <li>• Screening committee trainings are comprehensive and provide members with the tools to successfully complete the recruitment process</li> <li>• Trainings are made flexible to meet the needs of all schedules</li> <li>• Human resources staff provide support for interviews before and after hours and on weekends</li> <li>• Handouts for screening committees are continuously reviewed and updated based on required information</li> <li>• For the 2016-17 academic year, the human resources office facilitated 60 faculty, 53 classified, 22 administrative recruitments including unsuccessful searches</li> </ul>

			<ul style="list-style-type: none"> <li>• Turnaround period for screening pools is improving with support from the district human resources department</li> <li>• Will compile a 3-year data trend of all recruitments to indicate the time from which the position was posted to the first date of employment to include in the next program review</li> </ul>
<p>2. Bakersfield College Human Resources will maintain accurate and timely information and response time</p>	<p> <input type="checkbox"/> 1: Student Learning  <input type="checkbox"/> 2: Student Progression and Completion  <input type="checkbox"/> 3: Facilities  <input checked="" type="checkbox"/> 4: Oversight and Accountability  <input checked="" type="checkbox"/> 5: Leadership and Engagement </p>	<p> <input type="checkbox"/> Completed: _____ (Date)  <input type="checkbox"/> Revised: _____ (Date)  <input checked="" type="checkbox"/> Ongoing: _____ (Date) </p>	<p>Bakersfield College Human Resources office is continually reviewing the accuracy of information that the office provides to the Bakersfield College community and ensuring that it is provided in a timely manner by doing the following:</p> <ul style="list-style-type: none"> <li>• Listen to feedback provided by the Bakersfield College community</li> <li>• The human resources team has a goal to answer all emails and messages within 24 hours of receipt</li> <li>• Working cohesively as a team and cross-training human resources staff to build the knowledge necessary to provide accurate information</li> <li>• Bi-weekly the human resources administration meet to discuss</li> </ul>

			<p>questions that arise on the college campuses and the district office to ensure that consistent information is being provided across the community</p> <ul style="list-style-type: none"><li>• The human resources team is committing to answer all emails and messages within 24 hours of receipt</li><li>• Ensure that the district human resources web page has up-to-date information and forms</li><li>• Continue to provide the college human resources newsletter which includes highlighting new employees and staffing changes and providing useful employee related information</li><li>• Continue to work with district human resources to use as a resource for questions regarding district office processes</li></ul>
--	--	--	---

B. List new or revised goals (if applicable)

New/Replacement Program Goal	Which institutional goals will be advanced upon completion of this goal? (select all that apply)	Status Update – Action Plan
<p><b>Bakersfield College Human Resources office will provide effective communication of HR processes</b></p>	<p> <input type="checkbox"/> 1: Student Learning  <input type="checkbox"/> 2: Student Progression and Completion  <input type="checkbox"/> 3: Facilities  <input checked="" type="checkbox"/> 4: Oversight and Accountability  <input checked="" type="checkbox"/> 5: Leadership and Engagement                 </p>	<p>Bakersfield College Human Resources is committed to providing effective communication to the college community with the following goals in mind:</p> <ul style="list-style-type: none"> <li>• Ensure that the district human resources web page has up-to-date information and forms</li> <li>• Continue to provide the college human resources newsletter highlighting new employees and providing useful employee related information</li> <li>• Continually review the college human resources web page to reflect current and accurate information</li> <li>• Commit to communicate written processes that will be transparent to support the needs of the college</li> <li>• Continue to hold support staff roundtables to inform support staff of changes in processes</li> <li>• Provide continual information at President Cabinet and Admin Council on changes in processes</li> </ul>

<p><b>Bakersfield College Human Resources will ensure that employee evaluations are effective and timely</b></p>	<input type="checkbox"/> 1: Student Learning <input type="checkbox"/> 2: Student Progression and Completion <input type="checkbox"/> 3: Facilities <input checked="" type="checkbox"/> 4: Oversight and Accountability <input checked="" type="checkbox"/> 5: Leadership and Engagement	<p>Bakersfield College Human Resources is committed to ensure that employee evaluations provide effective feedback to the employees and supervisors and are timely. Human resources will:</p> <ul style="list-style-type: none"> <li>• Provide monthly notifications to supervisors</li> <li>• Provide monthly reminders to supervisors of all past due evaluations</li> <li>• Provide quarterly reminders to supervisors at Admin Council</li> <li>• Ensure that supervisors receive effective training on the evaluation processes for all classifications</li> <li>• Monitor BANNER evaluation reports to improve percentage of timely evaluations for all employee classifications</li> </ul>
--	---	---

**Best Practices:**

Programs often do something particularly well; usually they have learned through assessment – sometimes trial and error – what solves a problem or makes their programs work so well. These are often called Best Practices and can help others. Please share the practices your program has found to be effective.

The Bakersfield College Human Resources office has developed a newsletter highlighting new faculty and staff with photos along with employee related information. The newsletter is distributed college-wide and posted on the BC HR website. The newsletter has received positive feedback. Our office has also worked with the Program Manager, Professional Development to facilitate round tables for support staff. These meetings are met with enthusiasm and positive feedback.

**Program Analysis:**

Take a look at your trend data (all programs should have some form of data that is used to look at changes over time).

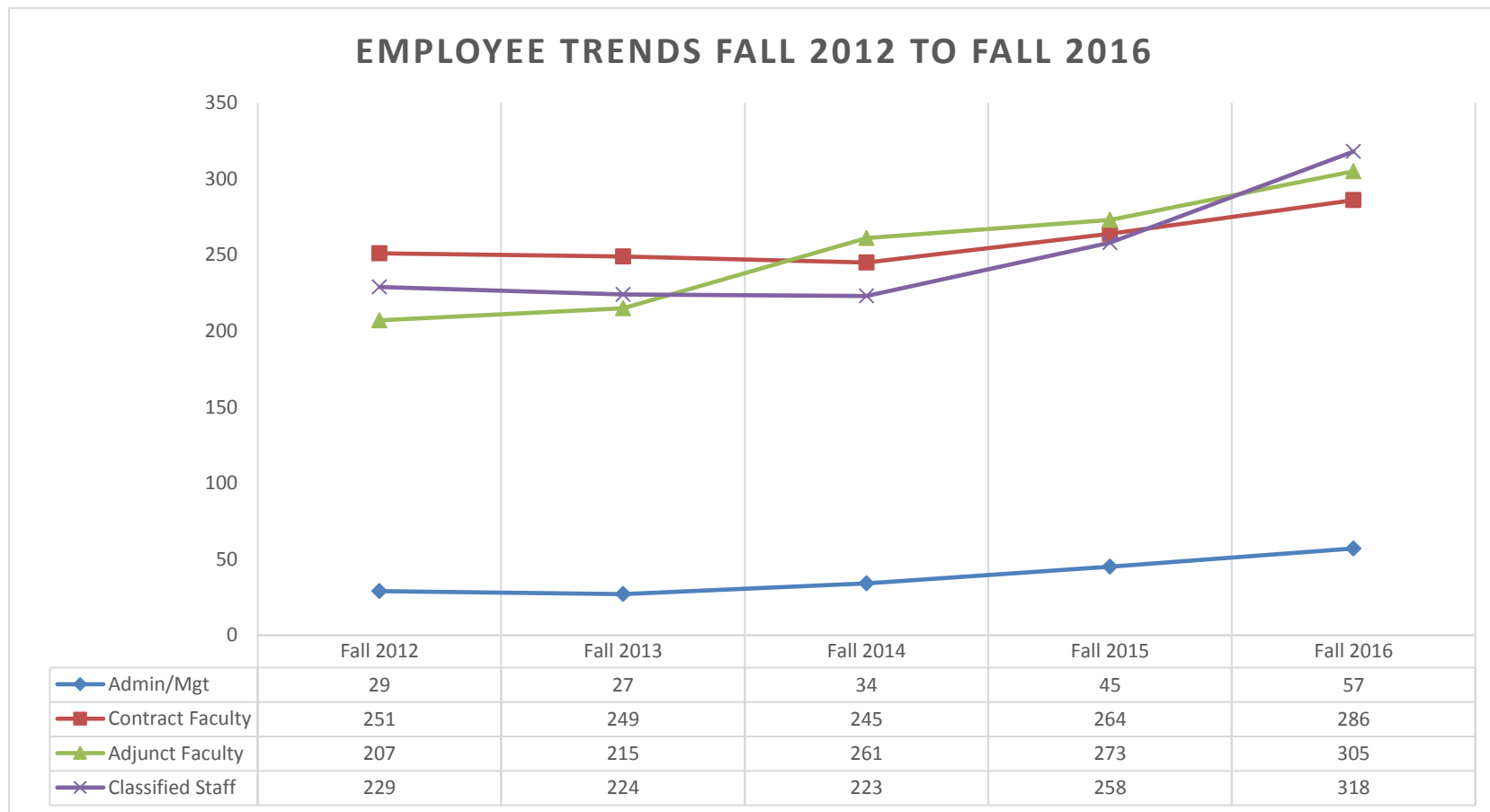
1. Please report on any unexpected changes or challenges that your program encountered this cycle:

The human resources office facilitated 60 faculty, 53 classified, 22 administrative recruitments including unsuccessful searches

during the 2016-17 fiscal year. During this time, the Bakersfield College Human Resources department had a turnover of staff due to a retirement and a promotion. The office is now fully staffed, but was challenged with training and completing recruitments at the same time.

2. How does your trend data impact your decision making process for your program?

Over the last three years the HR department has been instrumental in increasing the number of employees in all classifications. The graph below shows this trend over the last 5 years. During this time the number of administrators has increased 97%, faculty 14%; Adjunct faculty 47% and classified staff 39%. In addition, the employees at BC have become more diverse, although it still does not represent our local area where Hispanic and mixed ethnicities are growing rapidly.



These data trends showing the addition of over 250 “new” employees clearly indicate increased workload for Human Resources directly related to hiring processes and subsequent evaluation processes for these new employees. HR has evidenced growing efficiencies, improved professional development and clearer communication and coordination. This conclusion is substantiated by the data in the recent Accreditation 2017 survey. The survey asks BC employees to rank various service areas with regard to accreditation standards concerning services that support the mission of the college. Comparing the survey response about HR in 2014 to the 2017 responses shows that there is a 71% change in positive responses concerning HR and its activities. 60.18% of the 2017 respondents agreed that Human Resources services ensure that the college receives "effective and adequate district/system provided services to support" the college in achieving its mission as compared to a rate of only 35.23% in 2014. HR received the highest positive improvement of any service in the district. That translates to do a lot of work and still improving the delivery of service.

3. Were there any changes to student success and retention for face-to-face, as well as online/distance courses?  
N/A
4. Were there any changes to student demographics (age, gender, or ethnicity) for the past cycle?  
N/A

**Resource Request and Analysis:**

Resource Request		If Fulfilled, Discuss How Previous Year’s Requests Impact Program Effectiveness?
<p><b>Positions:</b> <i>Discuss the impact new and/or replacement faculty and/or staff had on your program’s effectiveness.</i></p>	<input type="checkbox"/> 1: Classified Staff <input type="checkbox"/> 2: Faculty	
<p><b>Professional Development:</b> <i>Describe briefly, the effectiveness of the professional development your program has been engaged in (either providing or attending) during the last cycle</i></p>	<input checked="" type="checkbox"/> 1: Provided Professional Development <input checked="" type="checkbox"/> 2: Attended Professional Development	<p>Provided support staff roundtables          Attended and provided LCW Webinars          Attended and provided diversity training          Provide faculty hiring workshops          Attended IBB training          Attended Title IX training          Attended FRISK training</p>



<p><b>Facilities:</b>  <i>If your program received a building remodel or renovation, additional furniture or beyond routine maintenance, please explain how this request or requests impacts your program and helps contribute to student success.</i></p>	<input type="checkbox"/> 1: Space Allocation <input type="checkbox"/> 2: Renovation <input type="checkbox"/> 3: Furniture <input type="checkbox"/> 4: Other <input type="checkbox"/> 5: Beyond Routine Maintenance	
<p><b>Technology:</b>  <i>If your program received technology (audio/visual – projectors, TV’s, document cameras) and computers, how does the technology impact your program and help contribute to student success?</i></p>	<input type="checkbox"/> 1: Replacement Technology <input type="checkbox"/> 2: New Technology <input type="checkbox"/> 3: Software <input type="checkbox"/> 4: Other _____	
<p><b>Resource Request</b></p>		<p><b>Discuss How Effective Request is for Student Success?</b></p>
<p><b>Other Equipment:</b>  <i>If your program received equipment that is not considered audio/visual or computer equipment technology, please explain how these resources impact your program and help contribute to student success.</i></p>	<input type="checkbox"/> 1: Replacement <input type="checkbox"/> 2: New <input type="checkbox"/> 3: Other _____	
<p><b>Budget:</b>  <i>Explain how your budget justifications will contribute to increased student success for your program. (Fiscal requests will be submitted by the</i></p>		

*faculty chair and/or area administrator.)*

**Conclusions & Snapshot:**

Present any conclusions and findings about the program. This is an opportunity to provide a brief abstract or synopsis of your program’s current circumstances and needs. Consider this a snapshot of your program, if someone were to only read this portion of your annual program review.

The 2016-17 was a very active and productive year for the Bakersfield College Human Resources Department. Our office facilitated recruitment campaigns for 60 faculty, 53 classified, 22 administrative recruitments including unsuccessful searches. The college human resources office offered faculty hiring workshops to encourage a diverse representation from our community to apply for our faculty positions. These workshops include support from faculty and administrators. The district attended regional recruitment fairs in northern and southern California and included staff and faculty from Bakersfield College.

The Bakersfield College Human Resources Department had staffing changes during the 2016-17 academic year which provided some challenges to the operations of the department. Staffing is in place and training is ongoing to bring the new staff up to full potential. The current staff includes one (1) College Human Resources Manager, one (1) Human Resources Technician, two (2) Human Resources Assistants, and one (1) Department Assistant III. With just a staff of five (5) employees, we provide services to over 1,000 employees on this campus.

The district office also had staffing changes that have affected the department as a whole. They also have staffing in place and processes are being reviewed and updated. The human resources management team is meeting bi-weekly to help gain consistency as a whole over the entire district.

Some of the accomplishments for the department other than the large successful number of recruitments, the department has created a human resources newsletter that has gained acceptance and approval by the college. The newsletter introduces all new staff and any changes in staffing. We try to obtain photos of the announced employees to provide a face with the name. It also provides helpful information to the college community as a whole. Secondly, the support staff round-table held monthly facilitated by the College Human Resources Manager and the Program Manager, Professional Development, has received many positive results. These meetings discuss different processes, provide networking and support for new employees, and feedback on ideas that may improve the processes and communication on the college campus.

Looking to the 2017-18 year, human resources will be looking at creative ways to attract adjunct faculty for the growing student population at Bakersfield College to ensure student success. Lastly, the department does not appear to have the large recruitment numbers as in the past three (3) years and will devote needed time reviewing and fine-tuning the processes associated with human resources for the college and district-wide.