



SPARE – Service Areas (Service and Program Annual Review and Evaluation)

Service Area: Human Resources

Date Review Completed: August 2021

Update/Review Year: July 2020-June 2021

**Planning Year:
July 2021-June 2022**

**Budget Request Year:
July 2022-June 2023**

This is the first year of SPARE for HR, and the process has been adapted accordingly. Specifically, history from prior years is included to provide context and show trajectory, AND assessment targets (rather than results) are provided for current (20-21 year). Assessment results will be provided in next year SPARE/SPARC (review of 21-22)

Service Area Outcomes (SAOs) Assessment

1. List your service area outcomes below, with the assessment results for each outcome.

Human Resources Service Area Outcomes,

1. HR (Human Resources) will partner with college hiring managers in the recruitment, hiring, development and retention of a workforce which will excel in furthering the mission of OCCC.
2. HR and the President will provide strategic direction for the furtherment of the “great place to work” (see 5 Big Ideas Framework)

A. 20-21 initiative in support of SERVICE AREA OUTCOME #1:

Staff will complete all compliance training related to their position

Assessment targets going forward: 90% of staff complete all compliance training related to their position, and completions are documented in an automated manner.

Background

Beginning in 2015, the journey to independent accreditation involved numerous self-assessments of college systems and infrastructure. Automation systems in general was revealed as a gap area, and within HR the College recognized the need to have an automated system for delivering and documenting the completion of compliance-related employee training. After researching the available vendors within the available resources, the Safe Colleges platform was selected and implemented in late 2017.

Safe Colleges is a Learning Management System (LMS) that provides a library of training that is both compliance related as well as topics that address safety, wellbeing, and inclusion (see Service Area Outcome #2).

2018-19

The launch of the LMS had 4 required training courses

- Clery Act Overview
- Title IX and Sexual Harassment
- Child Abuse: Mandatory Reporting
- FERPA- PCC/OCCC

2019-20

The LMS was expanded to provide training to new employees as part of onboarding. Safe Colleges also provided an LMS platform upgrade, and automation was enhanced. 19-20 training for all employees was expanded to include:

- Title IX and Sexual Harassment
- Sexual Harassment: Staff-to-Staff

- Drug Free Workplace
- Clery Act Overview
- Child Abuse: Mandatory Reporting
- FERPA- PCC/OCCC

2020-21

In 20-21, the LMS was used to provide training to new employees as part of onboarding and for annual compliance and equity training. Automation enhancements require additional data management for this standalone LMS system. Required training now includes:

- 2020-21 OCCC FERPA -
- Child Abuse: Mandatory Reporting
- Coronavirus 101 - What You Need to Know
- Sexual Harassment: Staff-to-Staff
- Title IX and Sexual Harassment
- Clery Act Overview
- Diversity and Inclusion: Faculty and Staff
- Drug Free Workplace

New HR-payroll software (Paylocity) also has an LMS system and ability to have documents that require review and acknowledgement uploaded into employee portals.

- LMS platform to be explored in 2021-22 for higher education compliance related trainings.

B. 20-21 initiative in support of SERVICE AREA OUTCOME #1:

Recruitments for vacancies are conducted in a timely manner

Assessment targets going forward: 90% of classes are staffed by 3 weeks prior to the start of term.

Background

To improve the timeliness and documentation of employee recruitments, the College moved from a paper-based recruitment and application process to an electronic system in 2018-19 in conjunction with the payroll software that was implemented in 2017. (This initial system was replaced with Paylocity in 20-21)

2018-19 and 2019-20

HR improved and systematized processes for recruitments of current vacancies and ongoing recruitments for part time instructor positions (pool recruitments).

Office of Instruction worked with HR to establish processes for pool positions and to automate the process in the new HR-payroll software.

2020-21

Implementation of new HR-payroll software (Paylocity). The new system is better suited to higher education and has greater flexibility along with enhanced communication and tracking of employee events.

C. 20-21 initiative in support of SERVICE AREA OUTCOME #2

Performance evaluations are completed within established guidelines.

Assessment target going forward: 85% of Performance Evaluations are completed on time as set by College policy.

Background

It has been difficult for OCCC managers to consistently complete employee performances, and this has held true over time. Various reviews have identified a number of root causes, including: process design, the ratio of evaluators to evaluations particularly for Instruction, regular turnover in PT faculty, other significant responsibilities for managers, especially in the areas of independent accreditation and meeting new (to OCCC) federal requirements, many new hires over the past 8 years, and lack of automation to provide support and tracking for managers in the completion of this the important work of evaluation.

In 20-21 and continuing into 21-22, the HR office is pursuing two related strategies to provide a sustainable solution to the problem of employee evaluations lagging in some areas.

- During 21-22 HR will automate the tracking and documentation of employee performance to reside within the Paylocity system. This will provide better security and appropriate access (for employees and supervisors) to these records and allow HR to generate automatic notification each year.
- HR is leading a review of the current performance evaluation systems and has convened advisory groups for the various employee classification groups, with the goal of modifying the system designs to address the issues previously described.

2. In the last year, how has assessment of Service Area Outcomes (SAOs)led to improvements in service levels forstudents and the College community?

The assessment of SAOs has been valuable for HR, as it has highlighted and supported the move to automation which generates a variety of attainment statistics without relying upon manual processes. Previously, much of HR's time has been consumed by the manual review and tabulation of outcomes. While in the short run, the transition to

automation itself has been very time consuming, the HR office appreciates that this investment of time will have large returns over the long run. Increasingly, HR can determine where managers need to apply support and other resources.

3. (New) In the last year, how has the assessment of SAOs contributed to addressing equity gaps and improving student success rates at the College?

The President and the HR office have worked very closely to ensure that new processes have greater likelihood of supporting the goal of a workforce that more closely reflects our community and our students. The assessment of SAOs moves the focus from intention to outcomes.

4. In the last year, how has assessment of SAOs contributed to College achievement of core theme subobjectives?

College achievement on Core Theme objectives & subobjectives ([Student Success and Educational Pathways](#)) rely upon a workforce that is adequately prepared, focused on students, and appropriately compensated. The SAO process helps to reveal and operationalize the fundamental connection between the human resources function and the accomplishment of all college goals.

I. What challenges remain to make Service Area Outcome Assessment more effective for your area?

The HR office could benefit from a mentoring session on the mechanics of the SAO (Service Area Outcomes) assessment process, especially how to write the SAOs and goals expressed in the “lingo” of assessment.

Update on Service Area Goals and Objectives:

1. **Provide an update below on your Service area's progress toward achievement of short-term objectives you established in your most recent review/annual update. Are there challenges that have been encountered in accomplishing your objectives?**

This is the first review/annual update, so there are no prior SPAREs/SPARC to reference. Goal setting and tracking has consistently happened in HR since the advent of the new HR director in _____ and are documented in internal notes and work documents of the HR Director. The Background sections above for the 3 initiatives also include some information about key activities in prior years.

What were your short-term goals/objectives in 2019-2020 (from your last program review)?

Goals/Objectives from 2019-2020

Goals objectives that existed in 19-20 (but not documented in a SPARE/SPARC)

- a. Cross-training of Human Resources on Payroll and functions. Payroll reports separately to the VP (Vice President) of Finance, and did not work closely with HR on payroll, the move to the new Paylocity system has changed that for the better.*
- b. Ensure the payroll functions of the new Paylocity system is working effectively for management and employees.*
- c. Ensure that employees understand their health insurance.*
- d. I general, systematize and automate manual systems wherever possible in HR.*

In 2020-2021, what progress did you make toward achieving your prior year goals? Were there challenges you had in accomplishing these objectives?

HR is only one person (the Director). Progress has been good and even could be described as aggressive. Collaboration and cross training with the payroll function took place and has resulted in a smoother and more automated payroll process. It is even now possible for the payroll manager to take leave during a pay cycle.

HR has been successful in bringing employees and supervisors along on the use of the Paylocity system. There were numerous group training sessions, and more recently lots of 1:1 "over the shoulder" trainings for those who need more time or a personal approach.

Re employees understanding health benefits, the 1:1 approach has also been successful, along with HR presenting a friendly face at In-Service & Town Halls, inviting people to come and meet to go over benefits. And if an employee shares with HR or a manager that they have health or family matters impacting work or life, HR reaches out to them to carefully explain what benefits and supports are available.

Automation goal is progressing, limiting factors are bandwidth (1 person office) and \$\$.

2. **(New) As you look toward the upcoming (2021-2022, current) year, identify two or more short-term objectives below that will continue to promote progress toward the institution's mission of achieving equitable outcomes for students at the College?**

Equity Goals/Objectives for 2021-22

- Ensure that any refinements to the employee evaluation system be done consistently with the equity lens ideals of the college.

3. **As you look to the next year, identify two or more short-term objectives below that will continue to promote progress toward your service area's achievement of your long-termgoals.**

Operational Goals/Objectives for 2021-22

- Complete the automation of the performance evaluation system and migrate paper records to electronic.
- Implement the system refinements to the performance evaluation process (addressing most of the design challenges which have prevented us from consistently completing employee evaluations on time.)

Requests for Resources (for Fiscal Year 2022-2023)

1. **For any specific aspect of a goal or objective listed above that would require additional financial resources, complete the form below. If you are aware of a potential funding source other than college general funds, identify the potential source below.**

Type of Resource	Requested Amount	Potential Funding Source
Fiscal	\$5000-\$10000	General fund or year end balance.

2. ***Describe the purpose of the resource request.***

The HR recruitment budget needs to be augmented, higher than typical vacancies anticipated.

Additional software to support automation is needed.

Some temporary casual staff could assist in the prep work needed for automation, especially in the performance evaluation system.

3. ***How does this request further college fulfillment of the college mission and its Core Theme objectives?***

Effective and timely employee evaluations will lead to individual and organizational learning over time and enhance the ability of all employees to advance student success and ensure that educational pathways are optimum.

Investing in recruitment is vital to ensure OCCC has a diverse and talented workforce that allows mission fulfillment.