OREGON COAST
COMMUNITY COLLEGE

Service and Program Area Review - Comprehensive   (SPARC)

Service Area Review

Due Date: August-September of the Academic Year Assigned 8.2022
Review: 2021-22
Plan:2022-23 Budget: 2023-24
Program Name: Human Resources
 Supervisor Review Date and Signature:

Part One: Service Area Overview

1. Describe the functions of your service area. How does your area contribute to the achievement of College Core Themes, and, through them, the fulfillment of the College Mission?

    - The HR Service Area is responsible for the recruitment, employment, development and retention of a qualified and satisfied workforce for the College.
    - Human Resources maintains and supports the life cycle of employees and positions of Oregon Coast Community College.
    - In support of the College Core themes, HR ensures that College positions have minimum qualifications that support instructional rigger, through educational and experience based knowledge, skills and abilities.
    - Achievement of the College's core themes (Student Success and Educational Pathways) relies almost exclusively upon the people who are employed by OCCC and the HR Department is essential and critical to those achievements*.*

2. Describe the current staffing levels of your service area and use the table below to categorize them. Briefly describe the functions of each position, so that readers can better understand your area and its operations.

Position type:	# of positions:
Classified: Full time	.75 (temporary)
Classified: Part-time permanent	
Classified: Part-time hourly	
Student workers	
Administrators	1.0

1

3. As you look to the next four years of your area's operation, what are the strengths of your service area? What opportunities may exist?
   - The culture of OCCC values the contributions of employees & strives to treat employees from a humanistic perspective.
   - Administration understands the functions and importance of HR. Other managers work (for the most part) in partnership with the HR Director.
   - For five years, we have benefitted from the expert leadership of a highly experienced (in higher ed) Director of HR
   - There has been significant investment of expertise and time in moving HR & Payroll systems from sometimes inconsistent manual processes to automated & consistently followed processes.

Opportunities
   - Given sufficient capacity & bandwidth, allow HR Director to focus on personal interactions to build culture & morale
   - Investment in building systems and infrastructure via automaton, leading to more consistent practices across the board
   - More intentional PD opportunities and structures, also including growing cultural capacity.

4. Over the same period, are there particular weaknesses you may see in your service area? What challenges may exist for your area?

   - With 100+ employees, the single FTE (HR Director) is mostly consumed by day-to-day demands, with less time for the needed system improvements.
   - Consistent completion & meaningful utilization by all managers of employee evaluation, feedback & development protocols.
   - Significant opportunities related to automation of HR systems (critical given lean staffing levels in HR & Payroll).
   - Further refinement of Professional Development practices, enhancement of DEI PD.
   - Consistent completion of mandatory compliance training.

5. Attach to this review (or insert below) relevant quantitative data that you feel reflects your area's level of service to students, responsiveness to their needs, and/or provides evidence of service gaps. Examples might include: numbers of student served by different functions within your area, usage levels of different services, information about demographics of your students served, student feedback or evaluation of your services, etc.
   a. Explain the source of your data. Give a brief overview of each example you have provided.
      - Training Software reports, to show annual compliance training completions
      - HR Software reports, to show recruitment, hiring and retention data

b. What does your data illustrate about student needs, the level and quality of service you provide, and the strengths or challenges you outlined above in Part One?
- Data included in this SPARC report describes the employee landscape, rather than students.

c. What opportunities for improvement are reflected in the data? Are there changes your area can make that would improve Student Success? How does the data inform your area's plans over the four-year program review period?
- Compliance training data shows a drop in completion
  - System automation enhancements will provide more consistent assignment of training
- HR software reports for recruitment data need refining and evaluation module is not fully functional
  - Finish implementation of performance review
  - Review recruitment goals for better focus

Part Two: Reporting on Past Period's Service Area Outcomes, Assessment, and Evaluation

1. Use the attached **Table I: OCCC Past Period Review of Service Area Outcomes, Assessment, and Evaluation** to list your *past period* Service Area Outcomes (SAOs) and the method you used to assess your area's progress toward achieving each outcome.

2. How have your SAOs aligned with and supported College Core Themes and/or Comprehensive Institutional Learning Outcomes?

   - The HR department does not directly provide support or services to students (except for student employees). However, as is often cited in higher ed research and commentary, faculty and staff are often key contributors to whether colleges and universities can meet their strategic objectives, which range from improving outcomes for students and increasing the diversity of their student and faculty bodies to creating a more inclusive culture and expanding research impact.
   - The HR SAOS support College core themes by providing a workforce that is well qualified, trained and aware of performance expectations.

3. Describe how your service area consistently engaged in the discussion, review, assessment and revision of Service Area Outcomes.

   - SAOs will provide the roadmap for development of HR functions. It is the practice of HR to develop specialized work & focus groups for specific topics as they arise, this practice will continue.
   - As part of HR's commitment to continuous improvement, processes are reviewed with stakeholders and revised while maintaining Human Resources' best practices.

4. (**Not Applicable in Initial Review Year One**). Attach or insert the results of your Assessment of your Service Area Outcomes (SAOs). Provide a brief summary of your assessment.

   a. What do the assessment results tell you about the level and quality of your area's services to students? What areas of potential improvement are indicated by the results?

   b. How will you cause this improvement to occur during the next program review period? What changes will you implement in response to the assessment results?

   c. How will you evaluate the impact of the change you have proposed above?

Part Three: Development of Next Four-Year Service Area Plan

1. Are there changes to your service area that you hope to implement over the four year review period to support student achievement of your Service Area Outcomes? Describe them here, with an explanation of how these changes would support your SAOs.
   - Yes, the central change is to increase staffing for HR, from 1.0 to 1.5 FTE. HR at OCCC was significantly lagging in systems, processes, resources, etc. A tremendous amount of work has been done, thanks in large part to the one-time .5 FTE for HR in 22-23. Much remains to be done, and it is also unrealistic to think that 1 FTE can accomplish everything needed for the "1st choice best choice" vision in the 23-28 College Strategic Plan.

2. How will these changes improve the College's achievement of its two Core Themes, Student Success and Educational Pathways?
   - Yes, we believe so. Research cited earlier draws direct lines between employee satisfaction & development directly correlates with customer (in our case, student) satisfaction & experience.

3. How will your service area build on the existing strengths and/or opportunities you identified in part 1.3 over the review period?
   - The Director's knowledge of the data and reporting systems within Paylocity has grown through the process of preparing this SPARC. Being able to delegate some bandwidth to system improvement has led to more strategic thinking & planning. Future development will build on a strong foundation built through previous work.

4. Over the review period, how will you address any weaknesses or challenges you identified in part 1.4?
   - Continue to communicate clearly with college leadership, especially the executive team, to stress that HR and supervisors need to have a very close partnership to have positive impacts. It's not sufficient to build systems, will need the leadership support to ensure systems are utilized as intended.

5. Identify two or more long-term objectives below that will continue to promote progress toward the institution's mission of achieving equitable outcomes for students at the College.
   - HR will strive to have an employment workforce that has demographic characteristics similar to our student population.

6. Based on your responses to questions 1-5 above, use the attached **Table 2: OCCC Update to Service Area Plan, Upcoming Four-Year Review Period** to identify three measurable goals your service area will undertake to achieve or continue to work on achieving, and the two long-term objectives you have identified to support equity and inclusion.
   a. Specify which Service Area Outcome is supported by your program plan goal.
   b. Identify at least two interim objectives necessary to make progress toward the achievement of each goal you have identified above.
   c. How will you measure or assess your area's achievement of this goal?

Part Four: Identification of Future or Unmet Needs

If the achievement of a goal listed in question 5, Part Three, would require additional financial resources, or you have identified an unmet need in your area, complete Table 3: OCCC Service Area Plan: Identification of Future or Unmet Needs. If you are aware of a potential funding source for your request other than college general funds, identify the potential source.

1. Describe each resource request.
   - Part time employee to full time with funding from the general fund

2. What measurable outcome will result from funding this resource request?
   - HR will be able to make meaningful progress on meeting the service area objectives.

3. How will this request further college achievement of the College Core Themes and, through them, the fulfillment of the College Mission?
- This allow HR to better serve faculty and staff, which will support OCCC being a great place to work.

Table I: OCCC Past Period Review of Service Area Outcomes, Assessment, and Evaluation Information on how you did this!				
Reporting Service Area: Human Resources **Academic Year:** 2021-2021 **Review Year One**	Core Theme Sub- Objective Addressed by SAO	Assessment Method	Frequency of Assessment	Threshold for Achievement of SAO
SAG #1: HR 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 .				
1A. Training Staff will complete all compliance training related to their position	Resourced & Ready	Tracking completion	Annually	90% completion – goal software reports
1B. Recruitment Recruitments for vacancies are conducted in a timely manner	Resourced & Ready	Tracking time to fill	Week4 of term	90% of positions filled 3 weeks prior to start of term
SAG #2: HR will work the President's Office to provide strategic direction for the furtherment of the "great place to work") Big 5 Ideas Framework				
2A . Performance Reviews(Evaluations) Performance Evaluations are completed within established guideline	Great Place to work	Tracking completion	Annually	85% completed on time as set by College policy
SAG #3: HR will work toward effective systems and infrastructure to support employees during employment lifecycle				
3A System & Infrastructure Areas of development:	Great Place to work	Design, develop and review	Annually	3 new systems/processes each year
• Performance reviews • onboarding • orientation • ongoing employment • exiting employees • data request • labor management •diversity measures remove barriers • measures of satisfaction/climate survey				

Table 2: OCCC Update to Service Area Plan, Upcoming Four-Year Review Period			
Reporting Service Area: Human Resources **Academic Year:** 2022-23, 2023-24,2024-25,2025-26	Service Area Outcome Addressed by Goal	Assessment Method	Threshold for Achievement of SAO
Service Area Goal #1: **Training & Recruitment** - <u>adding</u> **Professional Development**	Resourced and Ready		

<u>**SAG #1:A**</u> **Training (compliance) & Professional Development** In support of great place to work, this SAG is expanding to include professional development in addition to compliance training.			**Training- Assessment Method** Reports from training software Monitoring and working with supervisors to ensure completion **Professional Development- Assessment Method** Reporting from HR/Payroll software
<u>**1A Compliance training**</u> Annual OCCC training equipes employees with knowledge of workplace related compliance and areas specific topics (Clery, Title IX). A third party vendor is used for compliance related training. The software is geared for education – k-12 and higher education and has regular updates to ensure compliance with changing regulations and laws. All new employees receive compliance training and have 30 days to complete the assigned training as a condition of employment. Annual compliance training is typically done in October.			

Goals for the next 4 years:
<u>**Compliance training**</u>

- Explore and utilize the functionality of trainings software to allow the greater automation of the delivery systems.
- Explore additional modalities to enhance annual compliance training understanding and allow for greater engagement
- Work with supervisors to ensure that position specific training is documented and completed as required
- 100% completion - new hire training
- 95-100% completion -compliance training

1A Professional Development-

- Develop ways to track and encourage professional development opportunities ie: conference attendance, Fall & Spring Inservice, affinity group meetings, state meetings,
- As part of performance reviews develop development plans, within College resources
- Encourage faculty participation in professional development, through CBA funding

Goals for the next 4 years:
<u>**Professional Development-**</u>

- Professional development participation is monitored through tracking framework)
  - Increases professional development participation annually by 10%
- Performance reviews have goal setting functionality
  - Test functionality and train employees and supervisors on functionality
- 50% of reviews have established goals by year 2 of implementation
- 10% increase annually

1 B. Recruitment Recruitments for vacancies are conducted in a timely manner-			**Recruitment Assessment method** Reports for HR/Payroll software

Goals for the next 4 years:

- The sub-objective should be reviewed, with possible expansion to all employee types, with a more measurable objective and with the additional functionality of new software
- Establish requirements for discipline specific instructional "applicant pools"
- Explore and implement the Paylocity enhancements to the recruitment module in the following areas:
  - Job template- allows for consistent language
  - Jobboard inface- allows for greater exposure and richer applicant pools
  - Automated responses
  - Reporting
  - Interface with other modules- HR/Payroll
- Document processes for each step from vacancy to posting
  - Pd review, department/organization need, funding support
- Establish 90% of instructional positions filled 2 weeks before term
- 5 weeks from vacancy to fill (when sufficient applicant pool)

Service Area Goal #2: **A:Performance Reviews** HR will work the President's Office to provide strategic direction for the furtherment of the "great place to work") Big 5 Ideas Framework				**Performance Reviews Assessment method** Reports for HR/Payroll software

Goals for the next 4 years:

- Implement the performance module in Paylocity. Work closely with campus partners to ensure understanding and success of the evaluation module.
- 2022-23 secure funding for evaluation module
- Performance Reviews- implementation
  - Move paper process to performance module in Paylocity. Partner with Instruction to work on workflow before moving to entire campus community
  - Completion rate starting at 70% increasing by 10% annually to reach 100%
- Review process and forms with campus partners to ensure automation mirrors the intended process
- With campus partners, build and implement a process of review for the content of each employee group.

Service Area Goal #3 3A System & Infrastructure Areas of development: • Performance reviews • onboarding • orientation • ongoing employment • exiting employees • data request • diversity lens to remove barriers • measures of satisfaction/climate survey	Great Place to work	Design, develop and review	Annually	2 new systems/processes each year

Goals for the next 4 years:

- Performance module in Paylocity- this goal overlaps with SAG2.A.
- Onboarding in Paylocity- develop process for annual review
- Exiting Employees- develop and implement process
- Orientation- explore methods/formats to provide general orientation to the College,
    - Explore methods/formats to provide supervisors guidance for new employees
- Reporting- review payroll/hr software data elements and HR practices to allow accurate and consistent data
- Diversity Lens- create intentionality when reviewing all processes with a diversity lens to remove barriers
- Satisfaction/climate survey- review 2019 process and questions, develop process for scheduling, review of survey questions, sharing results, action plan as needed for strength and weakness areas.

Table 3: OCCC Service Area Plan: Identification of Future or Unmet Needs				
Reporting Service Area: Human Resources **Academic Year:** 2023-2024 **Review Year One**				
Resource Need:	Specific SAO Supported by Funding Request	Specific Core Theme Sub-Objective Supported by Funding Request	Requested Amount	Potential Funding Source
Personnel	HR & Payroll Coordinator(53%)		$65,445 ongoing	General fund
Facilities				
Equipment				
Supplies				
Computer Hardware				
Computer Software				
Training/Professional Development				
Other (e.g. promotion)	Realignment of 3 AMG positions (should be considered under Academic Affairs: Dir Nursing, Dir AQS, Dir Library & Media)		$12,000 annually ongoing	General fund
Total Requested Amount			77,445	