

Program Review 2023-2024 Draft

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I. Mission and Goals

- I. In one to two sentences please explain: *what* is the mission or purpose of the department?

It is the mission of the Human Resources department to advance the overall mission of the District and support the educational success of our students through the acquisition, retention, development, engagement, and support of diverse and excellent leadership, faculty, and staff by implementing Equal Employment Opportunity guidelines, ensuring compliance with all federal, state and local laws pertaining to personnel matters, and leading the District's commitment to diversity, equity, inclusion, and accessibility.

- II. In one to two sentences, *how* does the department attain this purpose? What jobs or tasks help complete this goal?

Human Resources provides recruitment services, compensation, benefits, health & welfare, classifications, trainings, leadership, professional development, evaluations, liability insurance, fingerprinting, collective bargaining, and labor/employee relations. We provide excellent customer service with integrity and sensitivity. It is our aim to support and promote an educational and work environment for employees and students that is inclusive, respectful, equity minded and compliant with state and federal law.

- III. In one to two sentences, *who* does the department serve? What student populations and/or staff does the department serve?

Human Resources serves all college faculty, staff, student workers, administrators, management, board members, retirees, and job candidates across all district locations. In addition, serves the community and other outside organizations. The Human Resources Department fosters a culture that values diversity, treats everyone with respect, and strives for excellence in the delivery of services to our customers. The Human Resources Department fosters a culture that values diversity, treats everyone with respect, and strives for excellence in the delivery of services to our customers.

II. Implementation of the Strategic Plan

How has your department implemented and utilized Palo Verde College's strategic plan? Please refer to the [most recent strategic plan](#) on the college's website. Review each of the goals, strategies, and tasks and take note of the ones that apply to your department. For each, write the goal/strategy/task, 1) provide examples and explain what programs or progress your department has made toward the goal/strategy, 2) provide examples and explain what programs or progress your department has yet to achieve, and 3) briefly describe what steps can be taken to achieve these additional goals. Include any charts/figures/graphs in the Supplements section at the end of the report. Please see sample below.

Goal: Strategy 4.3: Implement planning and process improvement for human resources to maintain instructional, student support

1) What our department has achieved

The Human Resources Department participates in professional development through the Association of Chief Human Resource Offices (ACHRO) and the Association of California Community College Administrators (ACCCA) to remain aware of changing legislation and best practices impacting HR operations.

During the 2022/2023 year, the Human Resources Department completed a job analysis of the essential duties of faculty and classified job descriptions, allowing the district to better serve our employees and support the interactive process.

2) What our department has yet to achieve

Negotiate process improvements to the evaluation forms and criteria, including adopting an online evaluation process.

3) How plan to achieve these additional goals

- Work with labor unions to preview the online evaluation software.
- Further explore DEIA competency criteria to include in evaluation procedures.
- Provide adequate training to evaluators to maximize the evaluation process.

Goal: Objective 4.3.1: Ensure that human resources meet the needs of ongoing instruction and student services requirements

1) What our department has achieved

Human Resources facilitates the review of job descriptions to ensure they adhere to the Chancellors Office requirements, meet the changing needs of the district, and incorporate the current knowledge, skills and abilities required to best serve our students.

In order to assist the recruitment of hard-to-fill positions, the Human Resources department has partnered with recruitment firms to attract diverse, well-qualified candidates.

HR has provided resources and training to include effective DEIA centered interview questions.

2) What our department has yet to achieve

Create employment application support guides and resources and have them available on websites to increase applicant pools and attract qualified applicants.

3) How plan to achieve these additional goals

- HR will work with the EEO Advisory committee to draft the additional resources and provide applicants with the most up-to-date information.
- Work with IT to redesign the HR portion of the District's website.

Goal: Task 4.3.1.2 All decisions of the human resources department to be based on advancing equity and diversity throughout the district.

1) What our department has achieved

Human Resources completed the revision of the district 2023-2026 Equal Employment Opportunity Plan. The District's hiring process adheres to the guidelines established in this EEO Plan.

HR has further revised job announcements and outreach materials to further convey the district's commitment to DEIA and attract qualified candidates that share the District's values and commitment.

To help advance and convey the district's commitment to DEIA, the HR department led the planning for the Multicultural event held during the College's 75th anniversary.

Human Resources creates and retains an annual equal employment opportunity report of all applicant's demographics that demonstrates the diverse population.

2) What our department has yet to achieve

HR plans to survey applicants who decline offers and update the district's exit interview process to better incorporate DEIA throughout the district.

3) How plan to achieve these additional goals

- Work with the EEO Advisory committee to establish DEIA centered questions to incorporate in surveys.
- Continually review job announcements and recruitment channels to ensure best practices and reach a larger audience.

Goal: Strategy 4.5: Identify current and future human resources that are needed and ensure that recruitment, selection, hiring, and orientation processes attract, acquire, and retain a highly qualified and diverse faculty, staff, and management team.

1) What our department has achieved

Human Resources has provided support in creating job descriptions needed to support the changing needs of the district. Human Resources continually updates the online Organizational Charts and identifies any gaps that may exist.

Human Resources provides a one-on-one orientation to explain each new employee's benefits, time keeping, and resources. In addition, Human Resources provides each new employee with the contact information for their respective Union president, who then provides that employee with additional Union information and benefits.

To better support the Student Worker program, Human Resources has participated in transfer day and the District sponsored job fair. Additionally, HR has expanded recruitment efforts to increase applicant pools for all positions.

For the 2022/2023-year, Human Resources recruited 65 positions and processed 349 applications.

2) What our department has yet to achieve

Human Resources plans to create onboarding toolkits and complete new hire surveys to better support the recruitment and onboarding processes and engagement with employees.

3) How plan to achieve these additional goals

- Continue to build and grow affiliate list to recruit with.
- Work with other departments to provide new hire training on District policies.
- Implement improvements based on feedback received from applicants.

Goal: Objective 4.5.1: Develop an integrated human resources management plan for faculty, staff, and management informed by data.

1) What our department has achieved

Human Resources completed the revision of the District's Equal Employment Opportunity Plan to adhere to newly adopted Chancellor's Office and Title V requirements.

2) What our department has yet to achieve

The District's EEO plan is a three-year plan. The remaining two years objectives need to be implemented.

3) How plan to achieve these additional goals

- Continue to hold EEO Advisory committee meetings to discuss plan goals and objectives.
- Complete annual reporting to Chancellor's Office to measure plan's progress.

Goal: Objective 4.5.1: Task 4.5.1.1: Update the integrated human resource plan to ensure that it meets the needs of all constituent groups

1) What our department has achieved

After collaborating with the EEO advisory committee, and incorporating their feedback, the Human Resources department submitted the revised EEO Plan to the Chancellor's Office for approval.

2) What our department has yet to achieve

Human Resource will need to submit the annual recertification notice and provide annual updates to the Chancellor's Office.

3) How plan to achieve these additional goals

- Meet with the EEO Advisory committee to obtain feedback.

Goal: Strategy 5.1: Provide professional development opportunities for all employees that are designed to stimulate innovation, foster professional growth, and prepare to respond to the evolving needs of all constituents.

Objective 5.1.1:

Develop and implement a professional development plan that supports best practices, stimulates innovation, and advances the knowledge, skills, and professional interests of our employees including an equity and diversity focus.

Task 5.1.1.1:

Bring qualified experts to the campus who will recognize our diverse needs and share creative and innovative techniques during FLEX days, Institute Day or all staff meetings.

Task 5.1.1.2:

Provide professional development funds to divisions and their faculty members to further acquisition of subject matter expertise

1) What our department has achieved

Human Resources continues to provide employees with training regarding Equal Employment Opportunity requirements. Additional training is also offered through Keenan & Associates and/or legal counsel. Human Resources engages in train-the-trainer activities as well as bringing professional training onsite to provide a more accessible opportunity for groups of faculty, staff and management.

All appropriate departments with current conference schedule opportunities available to faculty, staff, and management. Academic/faculty divisions have an annual \$2,500 budget for Professional Development or conferences.

2) What our department has yet to achieve

Human Resources plans to offer more professional development opportunities to our student workers to enhance their student employment experience. Additionally, Human Resources plans to further expand professional development opportunities to all employees by incorporating the Vision Resource Center.

3) How plan to achieve these additional goals

- Work with Job Placement Coordinator to identify professional development opportunities for student workers.
- Create a schedule of trainings available through the Vision Resource Center and provide training to employees to access the system.

IV. Needs Assessment: Technology, Finance, Personnel

What needs does your department have, and how do these needs relate with some of the goals discussed earlier in the review? Consider some of the department's achievements, strategic plan goals, and goals of personnel and department to advocate for departmental resources. Resources include but are not limited to facilities, technology, and equipment. Include any charts/figures/graphs in the Supplements section at the end of the report. If applicable, please note if short-term (1-6 months), mid-term (1-3 years), or long term/ ongoing goal.

Goal: Design, implement, and enhance the District's DEIA program.

Need: Additional staffing to adhere to increasing Chancellor's Office requirements and implement component 13 of District's EEO Plan.

- Establish a position within Human Resources to oversee the development and implementation of DEIA programs (Short-Term)
- Attend trainings to remain aware of best practices and evolving requirements (ongoing)

Goal: Provide additional professional development opportunities to District Employees.

Need: Additional training and resources to incorporate the Vision Resource Center for all employees to meet the district's and employee's need.

- Work with IT/Institutional Research to design process to continually update user list for new and exiting employees. (Ongoing)
- Collaboration between departments to identify areas in which professional development is needed (ongoing)

Goal: Attract, hire, and retain a diverse qualified workforce.

Need: District-wide commitment to Equal Employment Opportunity

- Provide continued training in EEO (ongoing)
- Incorporate explanation of District's EEO Plan into onboarding process (short-term/ongoing)

V. Implementing and Planning Changes

Please review sections I-III and consider how the department can achieve more of its goals by the next evaluation period.

1. In 1-2 sentences summarize each of the areas for improvement
2. 1-4 sentences to describe how a solution can be reached, and
3. Any immediate goals (less than 6 months, mid-term goals (1-2 years) and ongoing goals for improvement.

Change: Additional staffing in the Human Resources Department

1. Summary: The Chancellor's Office has continued to increase and expand the functions of the Human Resources Department. In order to continue to provide quality services to our employees, the Human Resources Department requires additional staffing to ensure adequate resources.
2. Description of solution: To address the staffing needs, the Human Resources Department has proposed an Executive Director of Employee Relations, Professional Development, & Diversity position. The positing will provide additional oversight to the Human Resources department and further build on the District's DEIA programs and goals.
3. Short/mid/long term goals: In the short term the Human Resources Department has presented a job description to the Board of Trustees for approval. In the midterm, we will recruit for the position to ensure that HR has adequate staffing and remains in compliance with changing requirements.

Change: Additional Professional Development Opportunities

1. Summary: The Human Resources Department recognizes that professional development is a vital process to support the needs of our student and retain and develop a diverse workforce.
2. Description of solution: To support the professional development of our employees, Human Resources will continue to utilize the resources available through the Chancellor's Office. The District will incorporate the use of the Vision Resource Center to maximize professional development opportunities throughout the District.
3. Short/mid/long term goals: In the short term, Human Resources will continue their training with the Vision Resource Center to best aid employees in using the system. Ongoing, HR will need the support of IT/Institutional Resource to ensure all new employees are given access to the system.

Change: Further communicate the district's commitment to EEO and DEIA in recruitment activities.

1. Summary: The Human Resources is committed to attracting, hiring, retaining, and developing a diverse workforce. In order remain competitive with other District, job announcements and outreach will continue to be evaluated to incorporate best practices and accurate information.
2. Description of solution: To address the issue Human Resources will identify areas of improvement and continually evaluate job announcements to communicate the district's commitment and mission.
3. Short/mid/long term goals: On an ongoing basis, the district will continue to provide training on EEO practices. The District will continue to participate in salary studies to continue to offer competitive salaries to our workforce.

VI. One Pager: Conclusion / Executive Summary

The Human Resources Department is dedicated to supporting the overall mission of the District by fostering educational success through the strategic acquisition, development, and support of a diverse and exceptional workforce. We ensure compliance with Equal Employment Opportunity guidelines and promote diversity, equity, inclusion, and accessibility.

During the review period, Human Resources' major accomplishments include successfully updating job descriptions and conducting a comprehensive job analysis, enhancing our ability to support faculty and staff effectively. Additionally, the department enhanced recruitment efforts and partnered with recruitment firms to attract a diverse pool of candidates and provided resources for effective DEIA-centered interviewing, significantly improving our hiring practices.

As the Human Resources Department continues to move forward, the upcoming goals are centered around DEIA program expansion and professional development in alignment with the District EEO plan. To achieve these goals, HR requires the creation of an Executive Director of Employee Relations, Professional Development, & Diversity position to oversee the development and implementation of the District's DEIA programs, responding to increased Chancellor's Office requirements. Additionally, HR plans to integrate the Vision Resource Center to expand professional development opportunities for all employees, including student workers, and improve access to training resources. HR will need enhanced IT and Institutional Research support to integrate the Vision Resource Center effectively and to develop tools for continuous updates and access management.

By addressing these needs, we will enhance our department's ability to meet strategic goals, better serve our employees, and contribute to the college's mission of fostering an inclusive and effective educational environment.

VII. Supplements: Finances, Figures, Tables, Charts, and Notes

Financial: Documents, Tables, Figures, and Charts

Supporting Figures

Human Resources Organizational Chart 2023-2024



Supporting Notes

Link to PVC's 2023 – 2026 EEO Plan

<http://paloverde.edu/hr/docs/PVC-EEO-Plan-2023-2026.pdf>