

**District Recommendation 5**

**In order to meet the Standards, the team recommends that the District ensure the retention of key leadership positions and that adequate staffing capacity is available to address the demands of three critical areas reflected in the accreditation standards: Institutional Effectiveness and Leadership, Institutional Research, and Financial Accountability and Management (III.A.2, III.A.6).**

**Accreditation Standards:**

**Standard III: Resources**

The institution effectively uses its human, physical, technology, and financial resources to achieve its broad educational purposes, including stated student learning outcomes, and to improve institutional effectiveness. Accredited colleges in multi-college systems may be organized such that responsibility for resources, allocation of resources and planning rests with the system. In such cases, the system is responsible for meeting standards on behalf of the accredited colleges.

**A. Human Resources**

The institution employs qualified personnel to support student learning programs and services wherever offered and by whatever means delivered, and to improve institutional effectiveness. Personnel are treated equitably, are evaluated regularly and systematically, and are provided opportunities for professional development. Consistent with its mission, the institution demonstrates its commitment to the significant educational role played by persons of diverse backgrounds by making positive efforts to encourage such diversity. Human resource planning is integrated with institutional planning.

**III.A.2. The institution maintains a sufficient number of qualified faculty with full-time responsibility to the institution. The institution has a sufficient number of staff and administrators with appropriate preparation and experience to provide the administrative services necessary to support the institution’s mission and purposes.**

**III.A.6. Human resource planning is integrated with institutional planning. The institution systematically assesses the effective use of human resources and uses the results of the evaluation as the basis for improvement.**

Action:	Timeline:
1.) Assess first year MLDAP work pertaining to HR and determine how to integrate into ongoing HR Planning	May – August 2017

<p>2.) Review 2016-2019 Staffing Plan and identify need for revisions:</p> <ul style="list-style-type: none"> <li>• Evaluate year one of Staffing Plan</li> <li>• Recommend and implement changes to address gaps between actual and optimum staffing levels.</li> <li>• Evaluation data collected from Exit Interviews and implement refined Exit Interview process, if needed.</li> </ul> <p>Review Management Job description templates and recommend changes to strengthen leadership stability, if needed.</p>	<p style="text-align: center;">April – August 2017</p>
<p>3.) Evaluate “Managers College” Training Program and recommend revisions, to include “flexible” training sessions for new and existing managers</p>	<p style="text-align: center;">June 2017- August 2017</p>
<p>4.) Define and develop key performance indicators (KPIs) for assessing resource allocation effectiveness.</p>	<p style="text-align: center;">June – September 2017</p>
<p>5.) Implement evaluation process in two test cases.</p>	<p style="text-align: center;">September 2017</p>
<p>6.) Refine evaluation method and document procedures</p>	<p style="text-align: center;">September - October 2017</p>
<p>7.) Develop training and assistance for KPI implementation</p>	<p style="text-align: center;">October- November 2017</p>
<p>8.) Develop ongoing evaluation and reporting mechanisms</p>	<p style="text-align: center;">October 2017</p>
<p>9.) Develop, in conjunction with Finance and Administration, a Succession Plan for management positions with the objective being to better inform:</p> <ol style="list-style-type: none"> <li>a. Recruiting;</li> <li>b. Retaining leadership;</li> </ol>	<p style="text-align: center;">August –October 2017</p>

**District Recommendation 5 Team:**

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