

Office of Human Resources – Resource Plans

Critical or Unstaffed Projects (Intermediate & Long-Term)

There are a number of Critical Projects related to the Human Resources function in the District that are either not being addressed or are being addressed only superficially. The common theme in most of these projects is either a deficiency in our information systems and/or a lack of staffing. This page contains a list of the projects. The following pages contain an explanation and further detail on each of the projects.

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- **Applicant Tracking (General)** – The District is in need of an Applicant Tracking System. HR receives dozens of applications each week, which rises to the hundreds in the months when faculty hiring is at its peak. HR can reduce expenses to the district by thousands of dollars each year just by implementation of an applicant tracking system. This will also make it easier for the community to apply for jobs within the District. Some benefits include:

- **Cost Savings (Applicant Tracking System)**
 - Dramatic reduction in paper costs currently incurred by making copies for committees
 - Dramatic reduction in stationery (paper and envelopes) costs currently incurred to mail letters to job applicants
 - Dramatic reduction in use of file space to store applications and committee documents
 - Dramatic reduction in postage expenses for mailing letters to applicants.
 - Reduced staff hours entering data into applicant registers, typing letters, making copies and opening mail
 - Reduced staff time serving job applicants at the HR counter
 - Files can be purged without generating paper waste
- **Better Service (Applicant Tracking System)**
 - Dramatically reduced need to send out acknowledgement letters. Acknowledgement is instantaneous online.
 - Streamlined process for sending out notifications to targeted applicant groups
 - Applicants can update their information online
 - Hiring managers and departments can review qualifications of the most current applicants for hourly positions
 - Screening of applications can be done throughout the hiring process rather than at the end
- **Core Deficiencies – Information Technology, Staffing**
- **Applicant Tracking (Adjunct Pool)** – The Colleges are in need of quick access to a current database of individuals who are qualified to teach in the numerous disciplines in our curriculum. The need to find adjunct instructors can occur at anytime during the school year and often requires that colleges place someone into the classroom immediately. An applicant tracking system will allow us to set up a special group of applicants who are interested in being available for adjunct work. We can also provide access to Deans and Department Chairs who are responsible for identifying adjunct instructors, often on very short notice. This system would also allow them (and HR) the capability to examine credentials to help ensure adherence to minimum qualification standards.
 - **Core Deficiencies – Information Technology**

- **Applicant Tracking (Hourly Pool)** – The Colleges are in need of quick access to a current database of individuals who are qualified to fill hourly classified positions. An applicant tracking system will allow us to set up a special group of applicants who are making themselves available to do temporary work. This system will allow HR staff to examine the qualifications and experience of applicants and provide quick recommendations to hiring managers and departments.
 - **Core Deficiency** – Information Technology

- **Automated Personnel Actions** – The loss of an Automated Personnel Form with the adoption of PeopleSoft and retirement of the District’s Legacy system has necessitated the use of paper forms for all personnel actions in the District. The use of paper forms has caused problems with accuracy, incomplete forms, inadequate approvals, and lost paperwork. It has also caused a delay in the submission of personnel actions throughout the district and the loss of a reliable tracking system for pending actions.
 - **Core Deficiency** – Information Technology

- **Automated Absence Tracking** – The loss of an Automated Absence Tracking System with the adoption of PeopleSoft and retirement of the District’s Legacy system has necessitated the use of paper forms for all absences in the District. The use of paper forms has caused problems with absence accountability district-wide. The District may be losing tens of thousands of dollars a year due to absences that have not been debited from employees’ leave balances. Human Resources has also had to hire an hourly employee who works nearly full-time to assist in tracking absences and performing data entry. The need for manual data entry for every absence has created opportunity and incidence of increased mistakes due to the volume of paperwork and repetitive data entry. The additional workload that has been placed on the staff responsible for this has increased their stress and workload. The unrelenting volume in this area and the stress it is causing may cause us to lose key staff, which will create an enormous void in experience in the department.
 - **Core Deficiencies** – Information Technology, Staffing

- **Background Checks** – Education Code sections 87009 – 87013 and 87405 – 87406.5 outline statutory mandates for checking the criminal history of employees of the District. There are several projects that need to be addressed to assure that HR is doing a better job of protecting our students and workforce. Those projects would focus on:
 - Tracking Applicants Rejected for Employment
 - Handling & Tracking Subsequent Arrests

- Purchase of a new LiveScan machine. The current machine is 10 years old, faltering in its reliability, and no longer covered by a service contract or warranty.
 - **Core Deficiencies** – Information Technology, Staffing
- **Classification Specifications** – The system of classification the District uses for jobs and titles of classified staff needs to be comprehensively updated. A small number of titles have been created in recent years, and they are fairly competitive in the job market. However, a substantial number of the job specifications for staff (Local 1021) titles are out of date and lack content that fully addresses current staffing needs. Although this will be a costly and time-consuming project, the completion of it will contribute greatly to the District’s ability to attract and hire a competent and vibrant workforce.
- **Core Deficiencies** – Professional Staffing, Funding for Consultant
- **Faculty Service Area Tracking/Updates** – Article 24 of the PFT contract places mandates on the Office of Human Resources. We are mandated to provide every faculty member, within 60 days of hire, a list of those FSAs in which s/he is qualified; and publish a list of all FSA’s once a year, by October 31. The impact on HR staff includes maintaining a file of FSA requests, contacting administrators to come to HR to review and verify the requests, and updating the database. With the Legacy system, HR staff could input data regarding faculty FSAs, and this information could be incorporated into a report that could be disseminated to the faculty constituencies with a fairly reasonable assurance of accuracy. This capability was lost with the adoption of the PeopleSoft system, because there are no fields in which this information can be stored and reported on. Instead, as in other areas, HR has been forced to revert back to a manual process, which involves entering data on spreadsheets. New opportunities for mistakes arise when large amounts of data have to be tracked with manual processes. Due to staffing demands, HR has been hard pressed to remain in compliance with this provision of the contract. Another layer to this issue is the need for an effective date for each FSA. This is not recorded in any one place and will be critical information if faculty layoffs are implemented.
- **Core Deficiencies** – Information Technology, Staffing
- **Information Access (HRIS Data)** – Access to the Human Resources Information System is administered by the IT Department. There is not an established procedure to grant, change or remove access to the HRIS as a result of intra-district transfers, change in employment status, disciplinary actions, terminations, lay-off, etc. Further, HR has not always been consulted in decisions about appropriate employee access to HR data. This is a security issue that needs to be addressed in a formal way.

There are two major types of access that must be determined for each employee.

- Page Access: Access to specific pages of information.
- Hierarchy Access: Department, college or district-wide access.
- **Core Deficiencies – Professional Staffing**
- **Policies and Procedures** – The Office of Human Resources needs to adopt and publish policies in a limited number of areas to help establish standards to address recurring issues. The District last adopted a Personnel Manual in 1998. Sometime between 1998 and 2004, that Manual was placed into “retirement.” Some of the frustration among faculty and staff **and** managers throughout the District is the perception that either 1) rules are unwritten and always flexible or 2) there are no rules. Areas where there are recurring issues that could benefit from standard (and written) procedures from HR include:
 - Adjunct Employment
 - Temporary Employment
 - Equivalency Evaluation/Faculty minimum qualifications
 - Hiring committee protocols
 - Fingerprinting/background checks
 - Student employment
- **Core Deficiencies – Management/Professional Staffing**
- **Position Management** – Although the finance and HR departments spent a considerable amount of time and energy in the deployment of the position control system, it is still not being fully utilized for its intended purpose. An ongoing problem for HR and Finance is the tracking of authorized FTE’s. The position management system offers about 90% of the solution to this problem just by the simple act of attaching a position number to every authorized FTE in the district, filled and unfilled. This will eliminate most of the arguments about whether a college or department has a vacancy to fill. As I stated, this is only 90% of the solution. The other challenge is dealing with partial FTE positions and when a portion of an FTE is moved to another position. This is a large project that involves a lot of detail, understanding of our staffing protocols, and collaboration with Finance. HR does not have adequate staffing to commit to this project at this time.
 - **Core Deficiencies – Information Technology, Staffing**
- **Seniority List/Local 1021** – The District’s agreement with Local 1021 states that seniority “is determined by the number of hours in a paid status in bargaining unit classifications...” Current systems do not allow us to query seniority based on number of hours in paid status. There are several cases where employees have the same seniority dates, but absences such as *Leave Without Pay*, or *Extended Illness Leave* for

one of the employees would reduce their seniority. In order to properly determine seniority for layoffs, we need to determine how many hours each of our Local 1021 employees have in unpaid status. These hours need to be converted into days, and this information needs to be integrated into the District's seniority list to get us into compliance with the bargaining agreement. The research required would involve examining most of the personnel files of all of the classified staff in the District. Due to staffing demands, HR has been hard pressed to move into compliance with this provision of the contract.

- **Core Deficiencies** – Information Technology, Staffing
- **TB Test** – The District is out of compliance with Education Code sections 87408 and 87408.6. Due to lack of resources for several years, HR has not been able to apply staff to this project. The last time this issue was addressed was 2002, when someone was hired on a temporary basis with the sole responsibility to bring the District back into compliance.
 - **Core Deficiencies** – Information Technology, Staffing
- **Tenure Track Faculty** – Newly hired faculty are not being tracked by HR as they move through the four year process. The Office of Educational Services has been handling this for a number of years, but there is a perception that HR should be involved in the process. The Legacy system had fields and functionality that allowed us to easily track and identify faculty on the tenure track. PeopleSoft does not have that functionality. Should HR be involved in monitoring the review process and being proactive when “Below Standards” and “Unsatisfactory” Performance measures are applied? Should HR be involved in asserting itself in the process to ensure fairness, particularly when a Termination of Service, March 15th letter situation happens? If there is a “Yes” answer to these questions, then additional staff support is needed in order to handle this critical staff.
 - **Core Deficiencies** – Information Technology, Staffing
- **Vacation Leave Accruals** – Article 14.7 of the 1021 contract and article 17.7 of the 39 contract have provisions to limit the accumulation of vacation leave hours. Classified Staff are accruing large amounts of vacation. We need the staff support to be able to track vacation accruals and warn managers. This is a problem that is attracting media attention. Note the article in the San Francisco Chronicle on March 2, 2010 regarding this issue.
<http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2010/02/28/MNEC1C5KFB.DTL&tsp=1>
 - **Core Deficiencies** – Information Technology, Staffing, Management Training