

HAWAII COMMUNITY COLLEGE UNIT REVIEW REPORT

ADMINISTRATIVE AFFAIRS HUMAN RESOURCES

November 13, 2006

Assessment Period: July 1, 2003 to June 20, 2006

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Unit Review at Hawai'i Community College is a shared governance responsibility related to strategic planning and quality assurance. It is an important planning tool for the college budget process. Achievement of Student Learning Outcomes is embedded in this ongoing systematic assessment. Reviewed by a college-wide process, the Program/Unit Reviews are available to the college and community at large to enhance communication and public accountability.

**HAWAII COMMUNITY COLLEGE
UNIT REVIEW REPORT
HUMAN RESOURCES
November 13, 2006
Assessment Period: July 1, 2003 – June 30, 2006**

Part I. Report Summary

Mission statement of Hawai'i Community College:

Hawai'i Community College promotes student learning by embracing our unique Hawai'i Island culture and inspiring growth in the spirit of *E `Imi Pono*. Aligned with the UH Community Colleges system's mission, we are committed to serving all segments of our Hawai'i Island community.

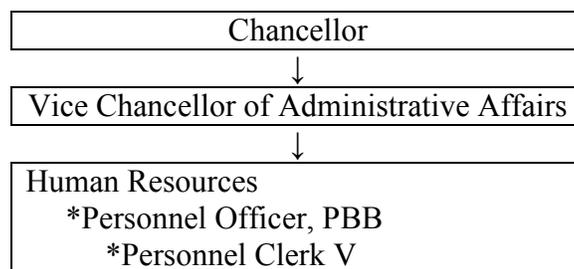
Mission statement of Hawai'i Community College Human Resources Unit:

To anticipate, develop, and fulfill the comprehensive human resources needs of Hawai'i Community College. This will be accomplished through systematic and integrated institutional support services that contribute to the College's goal of promoting student learning potential.

History

The Human Resources Unit is within the Administrative Affairs Unit and under the purview of the Vice Chancellor of Administrative Affairs. After the separation of the University of Hawai'i at Hilo and Hawai'i Community College in 1992, the Human Resources unit continued to be a part of the University of Hawai'i at Hilo Human Resources unit. This unit provided Hawai'i Community College with its daily personnel related services. A position was authorized by the 1993 Legislature for Hawai'i Community College to initiate the development of its own human resources operation.

Human Resources Unit Organizational Chart



Part II. Program

Services Provided by the Unit

The Human Resources Unit at Hawai'i Community College is responsible for the college's human resources operations including:

- Equal Employment Opportunity/Affirmative Action (EEO/AA)
- Recruitment/selection/appointments
- Classification and pay administration

- Personnel management policies and procedures and management analyses
- Training and faculty/staff development
- Workers' compensation/temporary disability insurance
- Labor relations, organizational management and employment services

Unit Goals

Goal 1: Employ the best qualified and effective personnel to satisfy the human resource requirements of the College.

- Manage personnel resources to achieve optimum institutional benefit and accomplish the College's goals and objectives.
- Classify, establish, or modify/update College personnel positions and position descriptions.
- Ensure College positions are appropriately described and updated to reflect current needs and staffing requirements.
- Recruit, interview, select, and hire qualified applicants for employment in accordance with existing personnel directives and standard operating procedures.

Goal 2: Retain and support effective College employees

- Develop and initiate an in-processing and orientation program for new employees to cover benefits and services
- Administer employee compensation, leave, and benefit programs by processing accurate and timely personnel transactions.
- Conduct in-service training to promote understanding of personnel policies and procedures, non-discrimination and diversity, and a safe working environment.
- Provide informational announcements or updates on new or modified benefits and services to employees of the College.
- Advise supervisors and employees on performance standards, assessment, and schedules.
- Facilitate disciplinary or corrective action to address employee misconduct, substandard performance, poor morale, or ineffective supervisor-subordinate relations.
- Manage employee complaints and grievances.
- Maintain reliable applicant information and employee records.

Goal 3: Promote organizational success by enhancing the College's human resources through institutional planning and support.

- Provide consultative, evaluative, and administrative support and research to the College's administration.
- Oversee the College's staff planning and position management.
- Contribute to the College's strategic planning, program review and accreditation process.

Faculty and Staff Listing – Full Time, Part Time, Permanent and Temporary Personnel

The Human Resources Unit has the following positions:

Administrative, Professional, Technical (APT) Positions:

- Position No. 0080253, UH Personnel Officer, Band B, Permanent, Filled

Clerical Positions:

- Position No. 50047, Personnel Clerk V, Permanent, Vacant

Student Worker Position:

- Part-time position (20 hours per week) funded by general funds.

The Human Resources Unit must increase and stabilize its permanent staffing. Since 2005, a part-time casual hire was employed to assist the Personnel Officer with the workload. Two new positions, a Personnel Officer, Band A and Personnel Clerk, are being included in the current Biennium Budget request to go before the 2007 State Legislature, therefore, these costs are not included in the Unit Review coverage of budget implications.

Brief Description of Facilities and Equipment

The Human Resources Unit is housed in four offices in Building 397 located at the Manono Campus of Hawai'i Community College. Building 397 is dedicated to housing the Business Office and Human Resources. Three of the four offices are used as office space by the Human Resources staff and one is used as a records room to store employee files. The Human Resources Unit also shares an equipment room with the Business Office. The equipment shared is a copy machine, fax machine, and paper shredder.

Part III. Quantitative Trend Data Table

	MEASURE	FY 2003-2004	FY 2004-2005	FY 2005-2006	Estimate FY 2006-2007
1.	Number of PNF Transactions Processed (fiscal year)	908	809	781	1015
2.	Number of New Appointments Processed (fiscal year)	41	40	39	51
3.	Number of Lecturer PNF documents Processed (fiscal year)	371	375	373	373
4.	Number of Form 6 Transactions Processed (fiscal year)	425	450	480	624
5.	Number of Leave Cards processed (fiscal year)	954	1276	1252	1628
6.	Average number of work days required to establish APT positions	10	10	10	10
7.	Average number of work days required to fill APT positions	60	60	60	60
8.	Number of Grievances/ Investigations filed (fiscal year)	2	2	2	4
9.	Human Resources FTE	2	2	2	2
10.	Faculty/Staff Headcount	160	160	159	200

Part IV. Quantitative Data Analysis

Although there has not been a substantial growth in the number of personnel transactions for the period from FY 2003 to 2006, there has been an increase in over 30 % of new positions (51 positions) authorized in the last 2005-2006 legislative session. This 30% increase over FY 2005 - 2006 is reflected in the "Estimate FY 2006-2007" column in lines #1, 2, 4, 5, and 10. In line #3, no change is reflected in the number of lecturers because it is anticipated that even if the number of faculty increase, the number of students will also increase. It is estimated that even with workload increasing due to a 30% increase of new positions, item #6 and 7 would not change because we have created a temporary Personnel Officer, Band A position to assist with the workload.

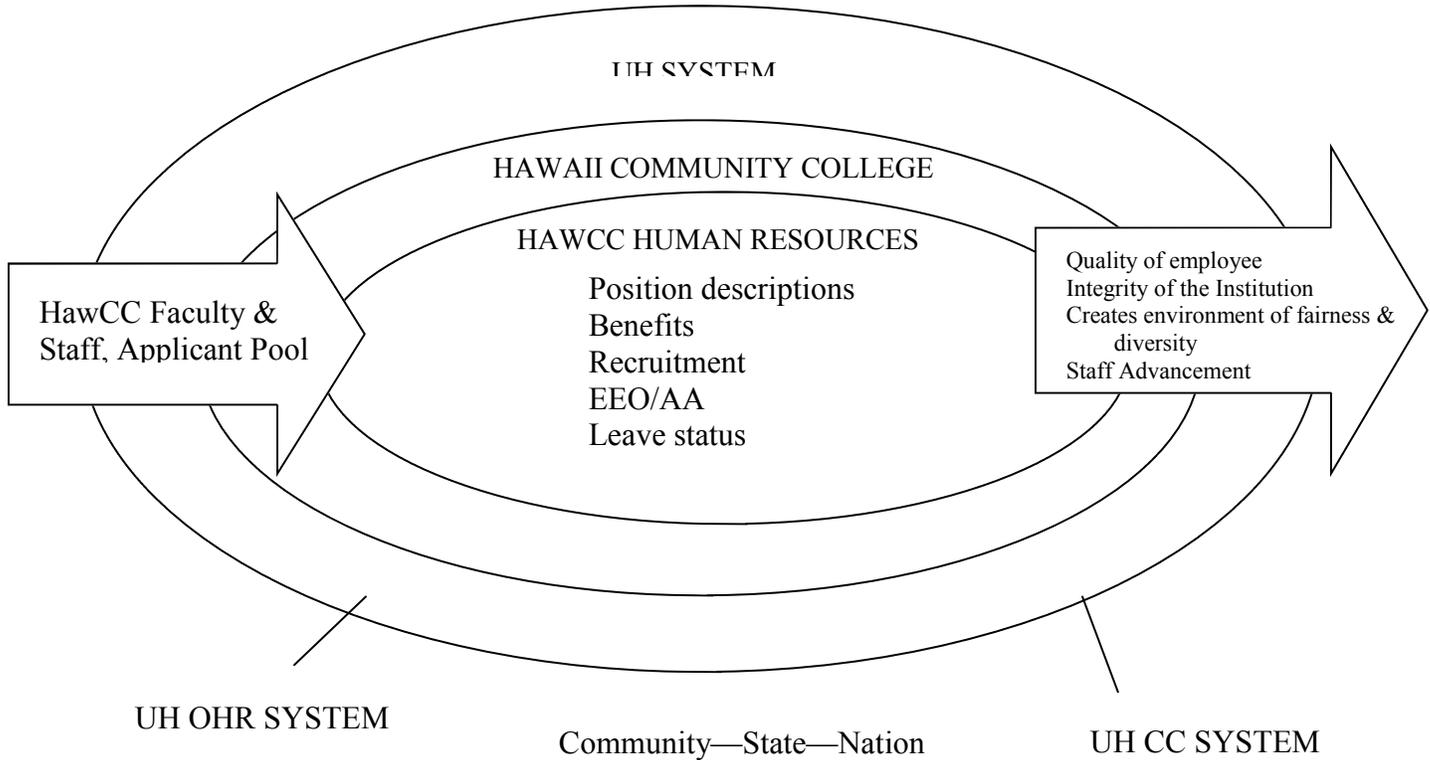
In order to adequately service the various units in creating these new positions as well as maintaining existing ones, there is a need for more Human Resources staff. In addition to position control, the Human Resources Unit, is responsible for all personnel transactions for new and existing employees. Two new positions in Human Resources are being requested in the next biennium budget to the legislature. One position is a Personnel Officer, Band A and the second is an additional Personnel Clerk.

Part V. Other Data

Not applicable.

Part VI. UNIT SLO's

Hawaii Community College
Human Resources
Program Map



The Human Resources Unit serves Hawai'i Community College Faculty, Staff, and applicants who apply for positions. The Unit works closely with all other units of the college and consults with the UH Office of Human Resources system and with the UH Human Resources Community Colleges system.

Part VII. Unit Summary

Alignment with College Mission

The Human Resources mission aligns with UH Community Colleges System's mission by supporting its open door policy and serving all segments of our Hawai'i island community. Human Resources provides an open and fair recruitment procedure. This forms the essential foundation of hiring the best candidate to work with our diversified students, faculty, and staff.

Alignment with College Academic Development Plan

In the college's Academic Development Plan (ADP) 2002-2010, Goal D states "Develop Our Human Resources: Recruitment, Retention and Renewal". The Human Resources office occasionally works with Staff Development on some staff development activities. The ADP should be driving the Human Resources operations, however, it only addresses some staff development activities.

Top Three (3) Unit Strengths During This Review Period

1. Adapted to the substantial changes brought about by the reorganization of the Community Colleges in 2002 then again in 2005, the delegation of human resources functions from the Community College System to the individual campuses.
2. Adapted to the transition from a group of administrators to interim administrators in 2003, then again to the recruitment and hiring of 80% of all administrative positions in 2004-2005.
3. Maintained an open door policy to provide human resource services to faculty and staff.

Three (3) Main Unit Areas for Improvement/Weaknesses During This Review Period

1. Lack of permanent staff positions within the college as well as Human Resources to assure program consistency.
2. Need to integrate and participate with the total institution.
3. Need for more security of confidential information.

Unit Goals/Plans for the Next Review Period

1. Continue to provide an open door policy for faculty and staff.
2. Train and explore ways for retention of staff once permanent staff is hired.
3. Explore ways to obtain more space to store sensitive, confidential information.
4. Explore the possibility of separating the EEO function from the Human Resources function as to not create an atmosphere of conflict of interest of the same position serving the two roles.
5. Explore ways to designate monies for more staff development activities as it relates to personnel issues.

Part VIII. Budget Implications

There are two areas for budget consideration to improve areas of weaknesses and to fulfill the Unit goals and plans for the next review period.

The demand for staffing for the Human Resources Unit will increase due to the greater number of employees served by the college. The unit currently has two permanent positions, the Personnel Officer, Band B and Personnel Clerk V. The Personnel Officer, Band A is necessary to ease the workload of the Personnel Officer, Band B.

The Personnel Clerk V is the only position to input over a thousand transactions per year. The Human Resources Unit currently utilizes a student employee to manage the vacation/sick leave system, make copies of all transactions, and disburse them to the various units through inter-campus mail. Because of the sensitivity of the nature of the documents that the student employee is currently handling and to ease the workload of the Personnel Clerk V, a level IV

Personnel Clerk position in needed. This position is being requested in the next biennium budget requests to the legislature.

In support of these two new positions there will be a one time need to advertise and recruit these positions as well as adequately train the new personnel once hired. The training beyond what the Personnel Officer, Band B could provide would be performed by the UH System Office of Human Resources and the UH Community Colleges Human Resources Office. This would include any Human Resource training such as PeopleSoft, Civil Service matters, policy updates, payroll issues, etc. These training events to Oahu would occur approximately three times a year for the Personnel Officers and once a year for Personnel Clerks for a total cost of approximately \$2000/year.

One of the goals for the next review period is to find more storage space for confidential personnel files. Storage is currently not adequate. A 20-foot used storage container for purchase at a cost of approximately \$5000 would be a temporary solution to this immediate problem until more permanent storage becomes available. This container would be placed on the west side of Building 386, behind the Ceramics classroom. There is no longer space available to place another file cabinet in the office space provided. The next step would be to take terminal personnel files and place this confidential information into cardboard storage boxes and stack them.

In the Self-Study Report of 2006, Planning Agenda III, A.6.2. addresses the need to “assess current staff develop planning and develop a plan of action that would be integrated with institutional planning. In order to address this need, monies would need to be designated for more staff development activities as it relates to personnel issues.