

# **HAWAI`I COMMUNITY COLLEGE COMPREHENSIVE UNIT REVIEW REPORT**

## **ADMINISTRATIVE AFFAIRS HUMAN RESOURCES**

**December 27, 2011**

**Assessment Period: July 1, 2008 to June 30, 2011**

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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 Unit Outcomes is embedded in this ongoing systematic assessment. Reviewed by a college- wide process, the Unit Reviews are available to the college and community at large to enhance communication and public accountability.**

**HAWAII COMMUNITY COLLEGE  
COMPREHENSIVE UNIT REVIEW REPORT  
HUMAN RESOURCES**

**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 University of Hawaii 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:

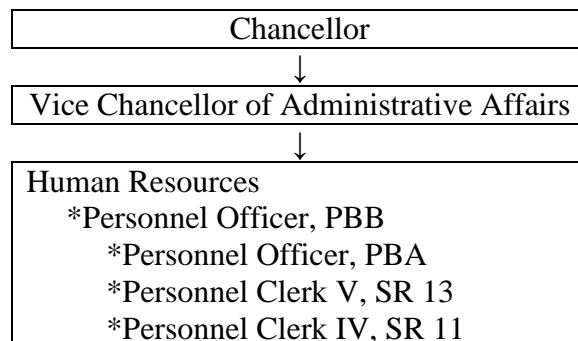
To anticipate, develop, and fulfill the comprehensive human resources needs of Hawai'i Community College. This will be accomplished through systematic and integrated institutional support services that contribute to the College's goal of promoting student learning potential.

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. Eventually, a Personnel Clerk position was approved to assist the Personnel Officer.

The 2007 State Legislature approved two additional Human Resources positions, a Personnel Officer, Band A and a Personnel Clerk IV.

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, pay administration and benefits
- Personnel management policies and procedures and management analyses
- Training for faculty/staff
- 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.

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
- Position No. 0077978, UH Personnel Officer, Band A, Permanent, Filled

Clerical Positions:

- Position No. 50047, Personnel Clerk V, Permanent, Vacant
- Position No. 900448, Personnel Clerk IV, Permanent, Vacant

Student Worker Position:

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

Since 2008, the Human Resources Unit has not been fully staffed due to turnover and the civil service hiring freeze. The Human Resources Unit must fill its vacancies and stabilize its staffing. In March 2011, the Human Resources Unit's Personnel Clerk transferred to the University of Hawaii at Hilo, leaving the HR unit with two civil service Personnel Clerk vacancies which were frozen, thus could not be filled. The HR Unit will request to reclassify the Personnel Clerk IV to an APT Band A position in order to have a more efficient unit. This change will enable the HR Unit to be more responsive to the many higher level demands. Higher level duties would include cross coverage in the HR unit in the areas of position classification, recruitment, performance review/evaluation process and day to day operations. There would be one Personnel Clerk V to handle the clerical duties.

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. The Human Resources Unit shares a storage container and an equipment room with the Business Office. The equipment shared is a copy/fax/scan machine and paper shredder.

**Part III. Quantitative Trend Data Table**

**Quantitative Trend Data Table**

	<b>MEASURE</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
<b>1.</b>	Number of PNF Transactions Processed (fiscal year)	977	1215	1129	913
<b>2.</b>	Number of New Appointments Processed (fiscal year)	71	56	23	32
<b>3.</b>	Number of Lecturer PNF documents Processed (fiscal year)	365	383	568	460
<b>4.</b>	Number of Form 6 Transactions Processed (fiscal year)	485	434	359	372
<b>5.</b>	Number of Leave Cards processed (fiscal year)	1727	2162	2058	1853**
<b>6.</b>	Average number of work days required for SF-1 to be approved (APT positions)	7	6	11	5
<b>7.</b>	Average number of work days for position description to be approved (APT position)	7	6	14	65
<b>8.</b>	Average number of work days required to fill APT positions	12	10	14	7
<b>9.</b>	Number of Grievances/ Investigations filed (fiscal year)	2	1/0	5	3
<b>10.</b>	Human Resources FTE	4*	3*	3*	3*+
<b>11.</b>	Faculty/Staff Headcount	202	223	208	222
<b>12.</b>	Number of Existing Worker's Compensation Claims as of beginning of fiscal year	---	---	6	1
<b>13.</b>	Number of New/Reported Worker's Compensation Claims filed (fiscal year)	---	---	4	3
<b>14.</b>	Number of Existing Temporary Disability Benefits (TDB) claimed as of beginning of fiscal year	---	---	3	1
<b>15.</b>	Number of New Temporary Disability Benefits (TDB) claims filed (fiscal year)	---	---	0	2

\* Campus Personnel Officer also serves as the College's EEO/AA Coordinator

+ Effective March 2011 FTE = 2

\*\* Effective January 1, 2011, HawCC converted to an online Leave System; number of Leave Cards processed represent the period July 1, 2010 through December 31, 2010

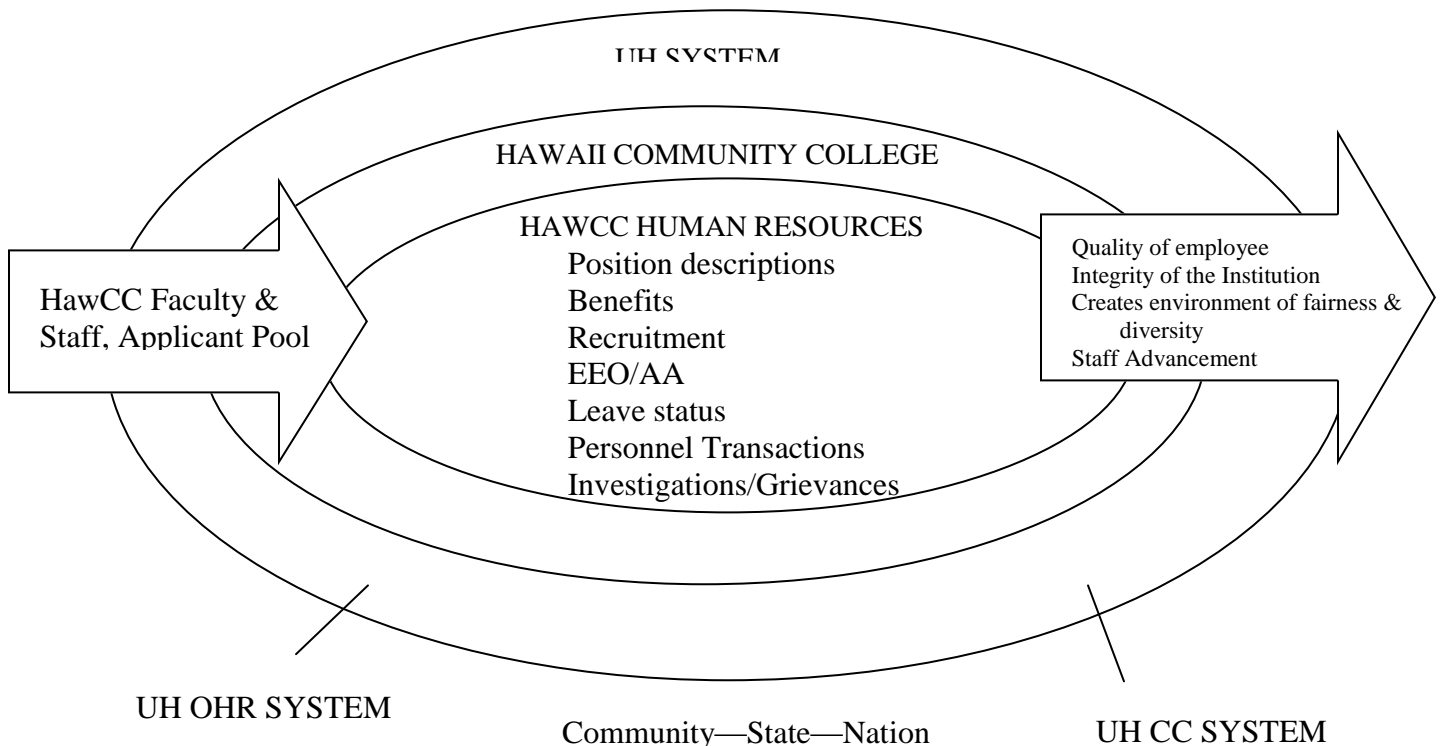
**Part IV. Quantitative Data Analysis**

The Human Resources Unit is responsible for all personnel transactions for new and existing employees. Although there was a freeze on civil service positions, BOR recruitments continued. HawCC converted from a batch leave system to an online leave system, requiring substantial preparation and training. There were also many collective bargaining changes which required training, tracking and clarification.

Included in the numbers above, however not easily identified, are new positions which require time to establish then recruit for. In FY 2009, 10 new positions were established and recruited; in FY 2010, 5 new positions were established and recruited; and in FY 2011, there were 8 new positions established and recruited for. These new positions were in addition to the vacancies resulting from turnover being recruited for. What is not easily identified in the above chart is the request for 13 new positions requested from the latter part of 2010 to 06/30/11. Of these 13 new positions, 8 were created, recruited and filled by June 30, 2011. Human Resources received an unusually large amount of requests to create new positions within a short amount of time, making it necessary to prioritize by permanent, federally funded and special funded positions.

**Part V. UNIT SLO's**

Hawaii Community  
College Human Resources  
Program Map



The Human Resources Unit serves Hawai'i Community College Executive, 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 VI. 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.

### Top Three (3) Unit Strengths During This Review Period

1. Adapted to the substantial changes such as a freeze and RIF in civil service positions, irregular EUTF open enrollment for benefits and delay and changes in all bargaining unit contracts (UHPA, HGEA 03, HGEA 08 and UPW).
2. Adapted to the transition from a group of administrators to interim administrators.
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. Fill vacant HR positions and stabilize HR unit.
2. Increase number of APT and Civil Service performance evaluations completed by supervisors.
3. Provide information and training to HawCC programs and units to ensure compliance with HR policies and procedures..
4. Explore additional space and ways to secure confidential information, both electronic and paper.
5. Improve response time to create positions.

## **Part VII. Budget Implications**

There following are areas needing budget consideration to fulfill the Unit goals and plans for the next review period.

In order to better meet the needs of the College, an additional APT position would enable the HR unit to be more responsive to the many higher level demands. This could be accomplished by converting the Personnel Clerk IV position to an APT position. This conversion would result in an additional annual cost of \$7,452 in salary.

With a relatively new staff, training will be necessary. Continuous education will remain a high priority to keep the Human Resources unit abreast of constant changes and to provide appropriate training to Executives, Managers, Faculty and Staff. This training and professional development cost along with airfare for the training and meetings is estimated to be approximately 2 times per year x 4 HR staff members x \$300/trip (includes air and car) = \$2,400 per year. Seminar fees and continuing education tuition is estimated to be 2 sessions \$250/session x 4 HR staff = \$2,000. Total amount requested is \$4,400/year.

Currently, terminated files are stored in a container which is shared with the Business office. Confidentiality and secured storage space continue to be inadequate and of concern. Human Resources needs dedicated, secured storage space and locking file cabinets specifically for their personnel files. There is no longer space available to place another file cabinet in the office space provided. Estimated costs would be \$5,000 to \$10,000.

Confidentiality, storage and reporting of personal information continue to be a focus for the University of Hawaii system. Human Resources currently shares a copy/fax/scan machine with the Business Office. Due to the confidential nature of Human Resources, a dedicated copy/fax/scan machine would provide a more secure method of maintaining required confidentiality. However, space to house this machine would create a challenge in our current offices. Renovation of the Human Resources offices to provide a more secure and efficient work area as well as enable Human Resources to have a dedicated copier/fax/scanner is a goal for the next review period. Estimated costs would be \$5,000 to \$10,000.