Vice President PIE 2014-15 2015-16 2016-17 2017-18

Planning for Institutional Effectiveness

Introduction:

   I. Institutional Mission
  II. Team, Division, and Division Units
 III. Team Mission
 IV. College Themes and Goals

SectionOne: Where We Are—An Analysis and Summary of the Current Year 2014-15

   I. Planning Context: Team Goals
  II. Notable Achievements
 III. Trends Tracking: External/Internal Conditions, Retention and/or Success, Critical Decisions and Outcomes Assessment
 IV. Closing the Loop: An Analysis and Summary of Team's Progress on College Goals

SectionTwo: Where We Are Going—Planning for the Next Three Years, 2015-16, 2016-17, 2017-18

   I. Team Goals and Strategic Objectives for the Future
  II. Planning for The Next Three Years

SectionThree: Recommendations for Improving the Planning Process

   I. Improvements Recommended
  II. Information Request

NOTE: This PIE Form is optimized to be used in Acrobat 10 or later.

Vice President PIE

2014-15
2015-16
2016-17
2017-18

Planning for Institutional Effectiveness

Introduction:

I. Institutional Mission

> ***The mission of Mt. San Antonio College is to support students in achieving their full educational potential in an environment of academic excellence.***

Your area's program review will be recorded on this form and should include analysis and summary for the current year and document planning for the next 3-year cycle.

II. Team, Divisions, and Division Units:

Team	Human Resources	Equal Employment Opportunities
Leader	James Czaja. V.P.	HR Operations and Employee Services
E-mail / Extension	jczaja@mtsac.edu / 909-274-4225	

III. Team Mission

> ***Human Resources is committed to attracting and retaining a highly skilled and talented workforce to fulfill the College's mission of educational excellence. To achieve our goals, we recognize the importance of being a people-oriented Human Resources Team that is responsive to the changing needs of the institution and the community.***

IV. College Themes and Goals

College themes and goals allow the campus to focus on critical issues. Articulated by the President's Advisory Council and approved by the Board of Trustees, they guide institutional planning and assessment processes.

Theme A: To Advance Academic Excellence and Student Achievement

College Goal #1	The college will prepare students for success through the development and support of exemplary programs and services.
College Goal #2	The college will improve career/vocational training opportunities to help students maintain professional currency and achieve individual goals.
College Goal #3	The college will utilize student learning outcome and placement assessment data to guide planning, curriculum design, pedagogy, and/or decision-making at the department/unit and institutional levels.

Theme B: To Support Student Access and Success

College Goal #4	The college will increase access for students by strengthening recruitment opportunities for full participation in college programs and services.
College Goal #5	Students entering credit programs of study will be ready for college level academic achievement.
College Goal #6	The college will ensure that curricular, articulation, and counseling efforts are aligned to maximize students' successful university transfer.

Theme C: To Secure Human, Technological, and Financial Resources to Enhance Learning and Student Achievement

College Goal #7	The college will secure funding that supports exemplary programs and services.
College Goal #8	The college will utilize technology to improve operational efficiency and effectiveness and maintain state-of-the-art technology in instructional and support programs.
College Goal #9	The college will provide opportunities for increased diversity and equity for all across campus.
College Goal #10	The college will encourage and support participation in professional development to strengthen programs and services.
College Goal #11	The college will provide facilities and infrastructure that support exemplary programs and the health and safety of the campus community.
College Goal #12	The college will utilize existing resources and improve operational processes to maximize efficiency of existing resources and to maintain necessary services and programs.

Theme D: To Foster an Atmosphere of Cooperation and Collaboration

College Goal #13	The college will improve the quality of its partnerships with business and industry, the community, and other educational institutions.
College Goal #14	The college will improve effectiveness and consistency of dialogue between and among departments, committees, teams, and employee groups across the campus.

I. Planning Context: Team Goals for: Human Resources

a. *Identify the <u>overarching</u> goals (informed by Unit goals) that guided your Division's work for the 2014-15 year (from your 2013-14 PIE form) in the following table and connect those goals to the College Themes. Add rows (+) as needed. Delete rows (X). (limit 10 goals)*

Roll-Over to see "overarching goal" example

Team Goal Name	Team Goal	<u>College Theme</u>
Excellence	Develop and maintain a team of highly qualified human resources professionals with the knowledge, skills and competencies to effectively assist the College in attracting and retaining a highly qualified and engaged workforce (faculty, managers, and staff); align HR staffing and service delivery to effectively support College objectives. Develop, maintain and deliver employee services (ex. Benefits) that attract and retrain a high performance workforce.	C: Secure Resources
Collaboration	Develop and maintain College-wide HR knowledge, skills, and collaboration amongst divisions and departments to ensure effective use of HR programs and resources in order to attract and retain a highly qualified and engaged workforce (faculty, managers, and staff).	D: Cooperation/Collaboration
Technological Integration	Through the effective use of technology, develop and improve communication to increase employee's and manager's access to available HR services and improve processes to maximize efficiency of administrative and programmatic operations. Make knowledge and resources easily available to current and prospective employees via electronic means such as websites and online applications.	D: Cooperation/Collaboration
Compliance	Develop programs that ensure compliance with College-wide, State, Federal, and local laws and regulations relating to both employee and student equity issues (ex. Accreditation, Benefits, EEO, TIX).	A: Academic Excellence
Inclusiveness	Develop and maintain an environment of inclusion, diversity awareness, collaboration, and consensus building amongst the Colleges' diverse workforce.	D: Cooperation/Collaboration

Effectiveness	Deliver programs and services that are timely and effective in assisting the College and its faculty, staff, and managers in meeting its mission and goals. Provide programs and services that are researched, in settings that are respectful and appropriate, and through utilizing clear methods of communication.	A: Academic Excellence

II. Notable Achievements for: Human Resources

Enter a brief analysis and summary of your Team's successes for the 2014-15 year in the field below followed by a listing , by theme, of the Notable Achievements. This provides opportunity to highlight your area's proudest moments for this year.
Text boxes will expand as needed. Add rows (+), delete rows (-).

Roll-Over to see Achievement example

a. Narrative Summary	Our employee's success is fundamental to the success of our students and our College. Over the past year, the College has experienced growth and change which has greatly impacted employees across campus. The way that we provide instruction and services continues to change and many positions have been reviewed and new positions have been developed to address these changes. In order to best meet the needs of our students, the College has had an unprecedented increase in hiring, which brought new lives to the campus and provided professional growth opportunities for several of our faculty, staff and administrators. Human Resources has worked closely with divisions and departments, including Information Technology, Payroll, Fiscal, executive management and the President's Office to modernize processes and practices and to provide new approaches to meet the needs of the College.

Add Notable Achievement Theme	Staffing/Student Success

+	Successfully completed full-cycle recruitment processes for 161 vacancies (7/1/14-5/31/15), an increase of 62.6% from the prior year. This also includes processing 6,259 applications, an increase of 13.6% from the prior year, and represents hiring and on boarding 1,164 new employees. Several of these positions were new or revised positions that were developed in response to Title 5, SSSP (Student Success and Support Program) and Student Equity funding. Met all recruitment goals for Fall '15, and eliminated backlogs- no positions were left vacant due to an inability to open a position.
+	Improved processes for filling adjunct, short-term/substitute hourly employees via recruitment pools in order to meet the unprecedented demand to meet the needs of the College.

Add Notable Achievement Theme	Program Success

+	Partnered with the Academic Senate's Campus Equity and Diversity Committee to implement recent revisions to Title 5, the District's (Equal Employment Opportunity) EEO Plan, and HR screening and selection processes and forms.

Add Notable Achievement Theme	Organization / Process

+	Enhanced and provided training on EEO hiring to all employee groups.
+	Partnered with Risk Management, Student Services, Instruction, Public Safety and other divisions and departments to implement changes to Title IX, and related legislation (VAWA, Clery Act, SaVE act).
+	Implemented a revised and improved performance evaluation form for classified staff, supervisors, and confidential employees which provides increased opportunities for encouragement and recognition, and introduces the development and use of professional goals and accomplishments not previously captured on the form.

+	Implemented initial requirement to offer medical insurance to Affordable Care Act (ACA) eligible employees and implanted SB 1522, "Healthy Families, Healthy Workplaces Act of 2014".
+	Partnered with Payroll to implement Federal Minimum Wage Increases (Effective 7/1/14 and 1/1/16).
+	Coordinated Interest Based Bargaining (IBB) and Mediation training for our faculty and staff representatives to reinforce and build upon our collaborative relationships.
+	Successfully completed the CalPERS medical Dependent Eligibility Verification Audit affecting 411 employees. After the audit was completed there were 53 employees who did not meet the requirements and required further assistance.
+	Updated and streamlined Human Resources and Employee Benefits processes and forms to better meet the needs of campus customers (ex. : Request to Fill (RTF) form and Report, Application Screening Process and Forms, Monthly Billing and Reconciliation, COBRA and Retirement Packets, Open Enrollment, New Hire Packets).
+	Launched a modernized HR website which makes a variety of information available to current and prospective employees which was not previously available in either a web based or hard copy format.
+	Collaborated with Information Technology and Payroll to develop a web based system for tracking work schedules and leave usage.
+	Modernized processes necessitated by recent updates in federal and state laws and regulations relating to protected medical leaves. During the period of 7/1/14-5/31/15, there were 104 cases, an increase of 36.5% from the prior year.
+	Partnered with departments and divisions across campus and employee representatives to complete a three (3) year Districtwide classification and compensation study for administrator and classified positions and implemented the results. Due to the length of the study, implementation of some refinements will continue into the Fall '15 semester to address position changes that have occurred since the job descriptions were initially revised.
+	Provided nationally recognized TIX training (ATIXA Certification) to key campus stakeholders:TIX Coordinators.

Add Notable Achievement Theme	Staffing

+	Hired Clerical Specialist (1) replacement - Annmarie Marin
+	Hired Benefits Specialist (1) replacement - Melissa Aguirre (promotion from Clerical Specialist)
+	Hired HR Analyst - Position Management (1) New position - Zaira Jimenez (promotion from Human Resources Technician)
+	Authorized one Administrative Secretary Position (vacant)
+	Authorized Short Term Staffing (3) HR Aide, Prof Expert, Proj Expert Spec - depending upon assignment
+	Authorized TIX Staffing - Coordinate the implementation of programs related to recent legislation.

+	Authorized use of Student Assistants - front counter and general filing
	Add Notable Achievement Theme	Technology
+	Campus Clarity/Law Room online TIX, VAWA, SaVE Act, CANRA related training for employees and students
+	Leave Source FMLA and Leave Management Software Services

III. Trends Tracking for Human Resources

Enter brief analysis summarizing each section based on the 2014-15 year followed by information provided in your Manager and Unit PIE forms.
Add Theme row (silver+), add Trend row (gold +); delete rows (-).

a. External Conditions Analysis	California's reinvestment in its Community Colleges, increased legislation impacting HR activities, and general improvement the economy impacted HR's core activities throughout the year.

Economy / Budget	*Roll-over to see example*	Data Source
Chancellor's Office/Faculty Hire projected to increase ($75 million)		CCCCO/Governor Brown
Student Success and Support Program (SSSP) funding of $230 million, which includes $100 million for the program, $115 million for Student Equity Plan, and $15 million for technical assistance training. (impact on College staffing)		CCCCO
Adult Education - Approved governor's proposal to provide $500 million in Proposition 98 funding on an on-going basis for a new Adult Education Block Grant, adds eligibility for older adult programs, and provide an additional $25 million for an adult education data system. (impact on College staffing)		CCCCO
Economic recovery providing options for Mt. SAC faculty, staff and mangers seeking career progression.		Turnover
Increased competition for high quality faculty, staff and administrators.		Screening and Selection Committees/Hiring Managers

Regulation / Policy	*Roll-over to see example*	Data Source
Affordable Care Act has increased the number of benefit-eligible employees.		Federal Government
CalPERS Medical Dependent Eligibility Audit 2014-2015 greatly impacted the workload of the Benefits Specialist.		CalPERS
Accreditation: identifying and addressing "gaps".		ACCJC
CalPERS Retirement Audit		CalPERS
Federal Minimum Wage Increases (Effective 7/1/14 and 1/1/16)		Federal Government
Changes in protected leave laws and ensuring employees are properly noticed, designated, and tracked. 7/1/14-5/31/15 there were 104 cases, an increase of 36.5% from the prior year.		Federal and State

Legislative changes related to TIX, CANRA, VAWA, Campus SaVE Act, etc.	Federal and State

b. Internal Conditions Analysis	Human Resources rose to the challenge of addressing the College's need for increased staffing and alignment of its human capitol to meet the needs of it students through improving existing methods of delivering HR services and through implementing new processes and programs to meet regulatory changes.

Accreditation	*Roll-over to see example*	Data Source
HR Administration and Staff participation on Accreditation Committees		Human Resources

Economy / Budget	*Roll-over to see example*	Data Source
Funding to staff increase hiring activity from prior years. For example, in peak recruitment periods additional staffing is needed in order to meet campus demands. Increased hiring results increased new hire and benefits processing, monthly processing, and increased volume of salary and benefits changes when negotiated changes occur.		Human Resources
Class Comp Study: Impact on complexity and number of employee transactions and upon recruitments as position descriptions are revised and implemented.		Human Resources
Reorganization in various departments is creating additional vacancies to fill.		Human Resources
Adjunct, short-term/substitute hourly Recruitment Pools previously not handled by Human Resources, a 280% increase from the prior year.		Human Resources
Increase in Health & Welfare allowance as a result of the 2013-14 Over-Cap Growth Increase. Impacted the workload of the Benefits Specialist.		Human Resources
Additional step added to management salary schedule effective 7/1/14. Impacted the workload of HR.		Human Resources

Technological Integration	*Roll-over to see example*	Data Source
Special HR Projects - Website redesign, online work schedules (shift diff audit) project, Request to FIll process (RTF), online performance evaluation status tracking, electronic leave management (time-off requests), and other projects to improve and automate HR processes in collaboration with IT.		Human Resources

Regulation / Policy, Collaboration, Process Improvement	*Roll-over to see example*	Data Source
Collaborated with the campus community to implement T. 5 changes and new EEO Plan through providing EEO hiring training and implementing improvements to processes and forms.		Human Resources

c. Retention/Success Analysis	The volume and complexity of recruitments increased with the implementation of new programs (ex. SSSP and Student Equity) and initiatives. Human Resources met these needs with the assistance of temporary staffing and upgrading an existing position.

Staffing	*Roll-over to see example*	Data Source
HR met all the College's hiring goals for Fall'15. See Notable Achievements above. Efficiently and effectively staffing the College will continue to be an area of focused effort.		Human Resources

d. Critical Decisions Analysis	Increases in unfunded legislative mandates have increased opportunities for partnering with Fiscal, Payroll, Student Services and other areas of the College in order to develop solutions that are fully integrated with the College.

Regulation / Policy & Collaboration	*Roll-over to see example*	Data Source
HR implemented enhancements in its Benefits area and in areas of screening and selection (EEO hiring) to meet regulatory requirements and address the needs of the College. Training on TIX related programs was also provided to campus TIX coordinators. See Notable Achievements above. HR implemented changes collaboratively and created processes that increase collaboration amongst constituents.		Human Resources, EEO Plan, Legislative Updates

e. Progress on Outcomes Analysis	HR has made significant progress in delivering workable solutions to both emergent and long standing unresolved gaps in service delivery and compliance.

Regulation / Policy	Link to Outcomes report *Roll-over to see example*	Data Source
HR continued to develop and update internal Standard Operating Procedures and and develop and implement guidance to the College regarding standard HR processes in support of creating operational transparency and addressing Accreditation Standards.		Human Resources

IV. Closing the Loop: Alignment and Progress on College Goals: Human Resources

This section serves as a "reporting" function to describe how your team closes the loop and connects planning to budget allocation:

- *How did the prioritized college resources connect to your team's outcomes over the past year?*
- *What progress has your area made with the resources provided?*
- *Please include progress on plans that did not require new resources if applicable.*

Enter analysis and summary of your team's progress toward "closing the loop" on previous goals, activities, and/or resources in the field below. Include how outcomes were met.

Roll-Over to see a "Closing the Loop" example

a. Analysis and Summary	HR has made good progress toward accomplishing its Strategic Objectives through collaboration with the College.

Closing the Loop Theme	Organization / Process	-
Revised EEO Plan was delivered to Academic Senate for Review in Fall 2014.		
Hiring guidelines and practices have been updated. Refinements continue based upon input from College constituents.		
Hiring APs are currently under review, Academic Senate for Revising AP 7120, Faculty Hiring, has been developed and is expected to begin its work in Fall 2015.		
Training on EEO hiring was revised and delivered beginning in Fall 2014, this is a continuing effort.		
HR continues its efforts to update its equipment, use of technology, work space, and staffing to support the current and future needs of the College. Adding a Position Management Analyst was a positive step towards addressing the increasing complexity of the human resources needs of the College.		

b. Strategic Objectives Assigned to :	Human Resources

The following Strategic Objectives are assigned to your area from the Mt. San Antonio College 2014-15 Strategic Plan and identified in the Process Map of Integrated Planning (see Roll-Over below). Baseline data from has been identified from 2013-14 to measure progress in the coming year(s). These links connect directly to the TracDat, the college's performance and planning tool integrating strategic objectives with the planning process.

Click on the links below to review progress or address the components of the Strategic Objectives assigned.

Link to Strategic Objective 9.3	*Link to Strategic Objective 9.4*	*Link to Strategic Objective 10.1*
Link to Strategic Objective 10.2	*Link to Strategic Objective 12.1*	

I. Planning: Team Goals and Strategic Objectives for: Human Resources

a.*The following table contains your goals as noted in SectionOne-I for 2014-15. Review your area's goals and revise, add new goals or remove goals that are no longer relevant as appropriate for planning for 2015-16, 2016-17, and 2017-18. Add rows (+) as needed. Delete rows (X).*

Team Goal Name	Team Goal	College Theme
Excellence	*Develop and maintain a team of highly qualified human resources professionals with the knowledge, skills and competencies to effectively assist the College in attracting and retaining a highly qualified and engaged workforce (faculty, managers, and staff); align HR staffing and service delivery to effectively support College objectives. Develop, maintain and deliver employee services (ex. Benefits) that attract and retrain a high performance workforce.*	*C: Secure Resources*
Collaboration	*Develop and maintain College-wide HR knowledge, skills, and collaboration amongst divisions and departments to ensure effective use of HR programs and resources in order to attract and retain a highly qualified and engaged workforce (faculty, managers, and staff).*	*D: Cooperation/Collaboration*
Technological Integration	*Through the effective use of technology, develop and improve communication to increase employee's and manager's access to available HR services and improve processes to maximize efficiency of administrative and programmatic operations. Make knowledge and resources easily available to current and prospective employees via electronic means such as websites and online applications.*	*D: Cooperation/Collaboration*
Compliance	*Develop programs that ensure compliance with College-wide, State, Federal, and local laws and regulations relating to both employee and student equity issues (ex. Accreditation, Benefits, EEO, TIX).*	*A: Academic Excellence*
Inclusiveness	*Develop and maintain an environment of inclusion, diversity awareness, collaboration, and consensus building amongst the Colleges' diverse workforce.*	*D: Cooperation/Collaboration*
Effectiveness	*Deliver programs and services that are timely and effective in assisting the College and its faculty, staff, and managers in meeting its mission and goals. Provide programs and services that are researched, in settings that are respectful and appropriate, and through utilizing clear methods of communication.*	*A: Academic Excellence*

b. The following Strategic Objectives (these links appeared in previous section) are assigned to this Team and identified in the Mt. San Antonio College 2014-15 Strategic Plan. They inform the planning process for action over the next two years (NOTE*Not all areas will have a Strategic Objective assigned to them.) This table is only for reference. No additional information is needed here.

# Strategic Objective	Strategic Objective
9.3	Maintain a college workforce whose diversity assists the college in carrying out its mission
9.4	Implement college employment practices that are consistent with the EEO Plan, reflect sensitivity and understanding of student and employee diversity, and eliminate bias and unlawful discrimination in the employment process
10.1	Provide faculty, manager, and staff professional development opportunities for implementation of best practices in teaching and learning, and customer service
10.2	Provide enhanced and increased technology trainings for all campus constituents
12.1	Meet service levels of key operational processes within available resources

II. Planning for the Next Three Years for: Human Resources

a. Narrative Summary	Human Resources will continue to strive towards excellence, collaboration, technological integration, compliance, and inclusiveness (as these terms are described under "Team Goal" above) throughout the next three years in an environment of increasing complexity, unfunded mandated, and increased emphasis on timeliness. Human Resources will continue to build upon and improve service delivery to and integration with the College in support to support the College in achieving its mission and goals.

+	New Plan or Activity	Organization / Process/Program Success/Staffing	-
	Develop and maintain a team of highly qualified human resources professionals with the knowledge, skills and competencies to effectively assist the College in attracting and retaining a highly qualified and engaged workforce (faculty, managers, and staff); align HR staffing and service delivery to effectively support College objectives. Develop, maintain and deliver employee services (ex. Benefits) that attract and retrain a high performance workforce. (9.3, 9.4, 12.1)		

+	New Plan or Activity	Organization / Process/Collaboration	-
	Develop and maintain College-wide HR knowledge, skills, and collaboration amongst divisions and departments to ensure effective use of HR programs and resources in order to attract and retain a highly qualified and engaged workforce (faculty, managers, and staff). (9.3, 9.4, 12.1)		

+	New Plan or Activity	Technology/Integration	-
	Through the effective use of technology, develop and improve communication to increase employee's and manager's access to available HR services and improve processes to maximize efficiency of administrative and programmatic operations. Make knowledge and resources easily available to current and prospective employees via electronic means such as websites and online applications. (9.4, 12.1)		

+	New Plan or Activity	Organization / Process/Compliance	-
	Develop programs that ensure compliance with College-wide, State, Federal, and local laws and regulations relating to both employee and student equity issues (ex. Accreditation, Benefits, EEO, TIX). (9.3, 9.4))		

+	New Plan or Activity	Organization / Process/Compliance/Collaboration	-
	Develop and maintain an environment of inclusion, diversity awareness, collaboration, and consensus building amongst the Colleges' diverse workforce. (9.3)		

III. Budget Prioritization for: Human Resources

1. Download the Budget Prioritization form to your computer using the button below (if needed).
2. Save to your computer
3. When information on the spreadsheet is complete, click on the "Attach Documents" button below, navigate to the file on your computer, and save. The document will remain attached to your Vice President PIE form.

SectionThree: Recommendations for Improving the Planning Process

I. What suggestions do you have for improving the planning process for your team?

An in depth off line discussion of planning and strategies for integration would be helpful. It might be helpful to for VPs to share their draft PIEs with each other prior to submission to identify areas of synergy before formal submission.

II. What additional information should the College provide to assist your team's planning?

Strategic objectives 10.1 and 10.2 do not apply to Human Resources since POD was moved to Instruction.

Thank you for completing the Vice President PIE form analyzing and summarizing 2014-15, and your Team's planning for the 2015-16, 2016-17, and 2017-18 three-year cycle.

Questions regarding this form? Send an email to Don Sciore, Associate Dean of Instructional Services, at dsciore@mtsac.edu
or Meghan Chen, Dean, Library & Learning Resources, at mchen@mtsac.edu.

For your convenience, you may lock this form and prevent changes to your work:

1. Click the "Lock this Form" button below, enter password "pie" (lower case/no quotes)
2. To Unlock this Form for further revision, click the Unlock this Form button below.
3. Enter password "pie" (lower case/no quotes)
4. Save the form using the "Save Form" button at the bottom of the page
5. Please lock the form before sending to your VP.

Lock this Form	Unlock this Form