



Planning for Institutional Effectiveness

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NOTE: This PIE Form is optimized to be used in Acrobat or [Adobe Reader 10 or later](#).



unit PIE

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

Planning for Institutional Effectiveness

Introduction

UNIT	Human Resources, Operations & Employee Services	Current Year	YEAR 1	YEAR 2	YEAR 3
Contact Person	Cynthia Hoover	2014-15	2015-16	2016-17	2017-18
E-mail / Extension	choover2@mtsac.edu	<input checked="" type="checkbox"/> Summary	<input checked="" type="checkbox"/> Planning	<input checked="" type="checkbox"/> Planning	<input checked="" type="checkbox"/> Planning

Your Unit Program Review will be recorded on this form summarizing the current year and documenting planning for the next three-year cycle. **Please remember** that all outcomes assessment work should be recorded in TracDat (<http://tracdat.mtsac.edu/tracdat>) in order for your assessment work to best contribute to institutional reports. Outcomes assessment work may include courses, programs, direct and indirect services, organizational structure, structural elements, and institutional outcomes. Respond to only the outcomes categories or types that apply to your unit.

Institutional Planning Framework

The college is unified through its demonstrated connection to the mission. Driven by the California Master Plan for Higher Education, revised by the President's Advisory Council, and approved by the Board of Trustees, it informs all planning and assessment.

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.

Unit Mission

Enter your Unit mission statement here if applicable

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.

SectionOne

Where We Are: A Summary and Analysis of the Current Year 2014-15

I. Summary Context - Unit Goals for: Human Resources, Operations & Employee Services

Identify up to ten (10) over arching goals that guided your Unit'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).*

Unit Goal Name	Unit Goal	College Theme
Staffing	You grow, we grow! Meet the Human Resources needs of the College efficiently and in a timely manner.	B: Access and Success
Recruitment	Get them hired! Meet the College hiring demands on a timely basis.	B: Access and Success
Onboarding	Starting Line. Process new hires accurately and on a timely basis.	B: Access and Success
Professional Development	Obtain up-to-date training for HR staff and provide to end users.	B: Access and Success
Regulations	It's the law! Develop and implement processes to meet changing legal requirements (Federal and State).	B: Access and Success

II. Notable Achievements for: Human Resources, Operations & Employee Services

Enter your Unit's successes for the 2014-15 year in the table below. This provides opportunity for closing the loop on your Unit's activities completed this year. *Text boxes will expand as needed. Add rows (+), delete rows (X).*

Priority for Manager Summary	Unit Achievements for the 2014-15 Year	Connected Unit Goal/ College Theme
Priority	Hired Benefits Specialist (1) replacement - Melissa Aguirre (promotion from Clerical Specialist)	Unit: You grow, we grow!
		B. Access and Success
Priority	Hired Clerical Specialist (1) replacement - Annmarie Marin	Unit: You grow, we grow!
		B. Access and Success

Priority for Manager Summary	Unit Achievements for the 2014-15 Year	Connected Unit Goal/ College Theme
Priority	Hired HR Analyst - Position Management (1) New position - Zaira Jimenez (promotion from Human Resources Technician)	Unit: You grow, we grow!
		B. Access and Success
Priority	7/1/14-5/31/15 hired 1,164 new employees.	Unit: Get them hired!
		B. Access and Success
Priority	7/1/14-5/31/15 processed 1,164 new employees.	Unit: Starting Line
		B. Access and Success
Priority	Implemented initial requirement to offer medical insurance to Affordable Care Act (ACA) eligible employees. 7/1/14-5/31/15 38 new benefit eligible Adjunct faculty employees needed to be offered medical insurance.	Unit: It's the law!
		B. Access and Success
Priority	Updated and streamlined Human Resources and Employee Benefit processes and forms. HIRING: Request to Fill (RTF) form and Report, Application Screening Process and Forms, Developed uniform templates BENEFITS: Monthly Billing and Reconciliation, COBRA and Retirement Packets, Open Enrollment, New Hire Packets,	Unit: Get them hired!
		B. Access and Success
Priority	7/1/14-5/31/15 successfully completed full-cycle recruitment processes for 161 vacancies, 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.	Unit: Get them hired!
		B. Access and Success
Priority	7/1/14-5/31/15 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 processing by Benefits Specialist.	Select Unit Goal
		Select College Theme

III. External/Internal Conditions, Trends, Impacts, Retention & Success, Critical Decisions and Outcomes Assessment

The following table is intended to track conditions that influence planning over a multi-year period beginning with the 2014-15 year. Please include data. The "Link to Data Sources and Support Options" button will open a Mt. SAC webpage that offers suggestions and links for possible data sources for your Unit. Text boxes will expand. *Add (+) rows, delete (X) rows as needed.*

[Link to Data Sources and Support Options](#)

Year	Add item	External Conditions, Trends, or Impacts	Data Sources
2014-15		Chancellor's Office/Faculty Hire projected to increase (\$75 million)	Governor Brown
2014-15		Affordable Care Act has increased the number of benefit-eligible employees.	Federal Government
2014-15		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.	Chancellor's Office
2014-15		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.	Chancellor's Office
2014-15		Passage of AB 1522 Healthy Families, Healthy Workplaces Act of 2014, all employees not currently represented by a collective bargaining agreement will now be entitled to accrue paid sick leave.	State Assembly
2014-15		CalPERS Medical Dependent Eligibility Audit 2014-2015 greatly impacted the workload of the Benefits Specialist.	CalPERS Medical
2014-15		CalPERS Retirement Audit	CalPERS Retirement System
2014-15		Federal Minimum Wage Increases (Effective 7/1/14 and 1/1/16)	Federal Government
2014-15		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 Laws/ Mt. San Antonio College
Year	Add item	Internal Conditions, Trends, or Impacts	Data Sources
2014-15		Budget - Additional funds need to be added for resources necessary to meet the increased work load.	Mt. San Antonio College
2014-15		Temporary Staff - In peak recruitment periods additional staffing is needed in order to meet campus demands	Human Resources
2014-15		Increased number of benefit eligible employees.	Human Resources/ Benefits
2014-15		Class & Comp Study	Mt. San Antonio College
2014-15		**Permanent Staff - Constant increase in number of recruitments and new hires from 2011 forward but no additional HR staff was added. Due to external conditions would need to continue to add additional staff**	Mt. San Antonio College
2014-15		Reorganization in various departments is creating additional vacancies to fill.	Mt. San Antonio College
2014-15		Adjunct, short-term/substitute hourly Recruitment Pools previously not handled by Human Resources, a 280% increase from the prior year.	Human Resources

2014-15	Increase in Health & Welfare allowance as a result of the 2013-14 Over-Cap Growth Increase. Impacted the workload of the Benefits Specialist.	Mt. San Antonio College
2014-15	Additional step added to management salary schedule effective 7/1/14. Impacted the workload of HR.	Mt. San Antonio College
2014-15	Special HR Projects - Website redesign, work schedules, Request to Fill process (RTF), performance evaluations, time-off requests, and other projects to automate in collaboration with IT.	Human Resources
2014-15	Human Resources is participating in the Accreditation process.	Mt. San Antonio College
Year	<i>Add item</i> Success Data	Data Sources
2014-15	<i>Enter/Discuss Retention and Success Data that will inform your PIE Planning this year. Add(+)rows for each item.</i>	<i>Cite Data Sources</i>
Year	<i>Add item</i> Critical Decisions	Data Sources
2014-15	HR Analyst - Position Management (1) hired 5-2015, Benefits Specialist (1) hired 11-2014, Clerical Specialist (1) hired 4/16/15	Human Resources
2014-15	Student Success and Support Program (SSSP) is expected to create additional employment opportunities (recruitments)	Cabinet Notes/Fiscal Services
Year	<i>Add item</i> Progress on Outcomes Assessment	Data Sources
2014-15	Hire second Benefits Specialist, Norma Vizcarra, replacement anticipated hire date 7/9/15	Human Resources
2014-15	Replace HR Technician position, which was recently vacated through a promotion to HR Analyst - Position Management position, with HR Specialist (Range C-66, 2013 Confidential Salary Schedule) position.	Human Resources
2014-15	Add a new position of Administrative Specialist I (Range A-69) to meet the additional needs of HR (clerical duties and responsibilities).	Human Resources

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

This section serves as a "reporting" function. It shows how your Unit closes the loop and connects planning to budget allocation: How did the prioritized college resources connect to your Unit's outcomes? What progress has your Unit made with the resources provided? Include progress on plans that did not require new resources if applicable. You are also prioritizing your Unit's progress or outcome for inclusion in your manager's summary. The **Plan Status** drop-down offers a time-frame update on the progress of your plan.

Some information has been pre-loaded into this form by your manager. Add rows (+) as needed. Delete rows (X).


Priority for Manager Summary	Plan from Previous PIE (2013-14) and Resources Obtained (if any)	Resources Secured (if any)	Progress/Outcomes/Result/Impact (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme
Priority		\$ <input type="text"/>		Select Unit Goal
		Source 1		Select College Theme
	Plan Status <input type="text" value="Select"/>	Source 2		

SectionTwo

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

I. Planning Context - Unit Goals Assessed and Revised for: Human Resources, Operations & Employee Services

This table contains your goals as noted in Section One for 2014-15. Review your Unit'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).*

Unit Goal Name	Unit Goal	College Theme
Staffing	You grow, we grow! Meet the Human Resources needs of the College efficiently and in a timely manner.	B: Access and Success
Recruitment	Get them hired! Meet the College hiring demands on a timely basis.	B: Access and Success
Onboarding	Starting Line. Process new hires accurately and on a timely basis.	B: Access and Success
Professional Development	Obtain up-to-date training for HR staff and provide to end users.	B: Access and Success
Regulations	It's the law! Develop and implement processes to meet changing legal requirements (Federal and State).	B: Access and Success
Staffing	Align HR Operations and Employee Services staffing with College service needs.	C: Secure Resources
Technology	Utilize and support appropriate technology to enhance delivery of services. Resources to standardize and automate recurring processes.	C: Secure Resources
Facilities Modification	Provide facilities and infrastructure to meet internal staffing needs and campus hiring.	C: Secure Resources
Equipment & Supplies	Adequate resources to standardize and automate recurring processes and support HR Operations and Employee services activities and services. Supplies and materials necessary to provide an inviting environment and meeting College needs.	C: Secure Resources
Research & Marketing Supp 	Resources to assess delivery of programs and services provided. Branding and systematic communication of programs and services.	C: Secure Resources

II. Annual Implementation Plan for: Human Resources, Operations & Employee Services

This section serves as a "planning" function. This is where you ask for resources and record new action plans, activities, or interventions necessary to achieve success. Use the Expected Outcomes section to describe how the plan and resources requested is supported by your Unit's to outcomes assessment plan. This section will also be used to record revisions to plans as needed across the three years of planning.

Add rows (+) as needed. Delete rows (X).

Priority for Manager Summary	Plans, Activities, or Interventions	Resources Needed (if any)	Expected Outcomes / Criteria for Success (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme
High	Replace vacated HR Tech position with HR Specialist	\$ 73,856.80	This position supports both the HR Technicians and HR Analyst-Position Management; has major responsibilities for major complex level transactions and specialized duties and for a variety of HR related programs as assigned (i.e., employee leaves, Equal Employment Opportunity, online employment application system and web page, classification and compensation, I-9 and F-1 Visas, salary schedules, retirement, HR Projects, Adult Education Summer High School Program Instructor hiring, TB clearance, Livescan clearance issues, subpoenas, EDD Unemployment, verifications of employment, and HR Web pages.) This is a new position classification which is a bridge between the HR Technician and the HR Analyst and would provide an opportunity for career progression/succession planning. The current classifications of HR Technician and HR Analyst are not sufficient to recognize the nature of work (problem solving and project work) that exists in the department.	Unit: You grow, we grow!
		Staffing		C. Secure Resources
New	Projected Completion	2015-16	Source 2	
			Person Responsible	Cynthia Hoover
High	HR Specialist	\$ 73,856.80	This position supports both the HR Technicians and HR Analyst-Position Management; has major responsibilities for major complex level transactions and specialized duties and for a variety of HR related programs as assigned (i.e., employee leaves, Equal Employment Opportunity, online employment application system and web page, classification and compensation, I-9 and F-1 Visas, salary schedules, retirement, HR Projects, Adult Education Summer High School Program Instructor hiring, TB clearance, Livescan clearance issues, subpoenas, EDD Unemployment, verifications of employment, and HR Web pages.) This is a new position classification which is a bridge between the HR Technician and the HR Analyst and would provide an opportunity for career progression/succession planning. The current classifications of HR Technician and HR Analyst are not sufficient to recognize the nature of work (problem solving and project work) that exists in the department.	Unit: You grow, we grow!
				Staffing
New	Projected Completion	2015-16	Source 2	
			Person Responsible	Cynthia Hoover

Priority for Manager Summary	Plans, Activities, or Interventions	Resources Needed (if any)	Expected Outcomes / Criteria for Success (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme
High	Administrative Specialist I	\$ 59,083.24	This position supports the front counter answering phones and provides clerical support to the HR office (i.e., filing, hire and employee benefit packets, copies, copy distribution, interview materials set-up)	Unit: You grow, we grow!
		Staffing		C. Secure Resources
New	Projected Completion	2015-16	Source 2	
			Person Responsible	Cynthia Hoover
Priority	LeaveSource Enterprise Software	\$ 25,000.00	LeaveSource records each absence request and provides a complete picture of the employee's leave availability and usage. The key features that our system and service provides are: <input checked="" type="checkbox"/> Ongoing update of FMLA and State regulations in LeaveSource. <input checked="" type="checkbox"/> Customized notices and communication pieces for the employee. <input checked="" type="checkbox"/> Automated notification to supervisors, HR staff and payroll throughout the leave episode. <input checked="" type="checkbox"/> Intelligent attachment of forms and enclosures to letters based on State or leave situations. <input checked="" type="checkbox"/> Consistent and automated application of leave eligibility and leave entitlement rules. <input checked="" type="checkbox"/> Automated alerts as intermittent leaves exceed predetermined thresholds. <input checked="" type="checkbox"/> Automated account balances for time used and available for applicable leave regulations.	Unit: It's the law!
				Other - Add
Status	Projected Completion	2015-16	Source 2	
			Person Responsible	Cynthia Hoover

III. Resources Identified in Relation to Planning

This section will serve the budget prioritization function in the Manager's PIE. Your manager will inform you when actual quotes are due.

Section Three

Recommendations for Improving the Planning Process

What additional information should the College provide to assist your Unit's planning?

Enter additional information suggestions here.

What suggestions do you have for improving the planning process for your Unit?

Enter your suggestions for improvement here.

Enter your name as contributing to and approving of this Unit PIE Plan below. *Add rows (+) as needed.*

Contributer		Contributer	
<i>Add your name as contributing to this Unit PIE and check that you approve</i>	<input type="checkbox"/> Approve	<i>Add your name as contributing to this Unit PIE and check that you approve</i>	<input type="checkbox"/> Approve

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

Please save this form and forward to your Unit's manager by 06/30/ 2015.

Questions regarding this form? Send an email to Don Sciore, Interim Associate Dean of Arts, member IEC, at dsciore@mtsac.edu