## New Resource Allocation – Phase 14 Human Resources August 4, 2022 – First Review

	Dept/Org	Description	Justification of Need	One-time	Ongoing
1	EEO &	New Position: Human Resources	In order to provide timely and accurate recruitment		149,450
	Recruitment Tika	Analyst (DEISA, Temp Employment, &	services in support of the organization's goal, the		
	Davé-Harris	Recruitment Process)	recruitment volume must be manageable; hiring times		
			must be decreased; processes automated and		
			implemented; and processes consistently monitored		
			and analyzed. Recruitments experienced a temporary		
			drop in application during the pandemic, but since have		
			consistently been high and are expected to remain in		
			the same manner. For example from July 1, 2021,		
			through June 30, 2022, there were 8,658 job		
			applications received and screened for faculty,		
			classified, confidential, and management positions. The		
			2021-22 average vacancy fill time was six (6) months.		
			To support these initiatives, this HRA will evaluate,		
			analyze, continuously monitor, and maintain the		
			process to determine the effectiveness and ensure		
			efficiency; revise current and create new standard		
			operating procedures for the implementation of the		
			hiring administrative procedures to align with the		
			recruitment process with DEI. This HRA will also be		
			responsible for assessing temporary employee hire		
			requests by verifying proper classification upon hire and		
			making recommendations regarding the need to		
			convert temporary positions into permanent positions.		
			This will ensure the college remains compliant with		
			laws that govern the use of temp employees. The goals		
			and work are ongoing. The volume of work required		
			cannot be added to existing staff members as they do		
			not have the capacity to take on additional responsibilities due to the volume of their current		
			workload and/or job classification.		
			This request aligns with 22-23 Budget Priorities #4		
			Emphasize Equity and Basic Needs Integration into		
			Academic Support and # 6 Restructure to Meet		
			Program Staffing Needs		

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			to align with recruitment process with DEI; This HR Tech	Ī	
			will also be responsible to handle follow-up and		
			notifications following classification assessment of		
			temporary employee hire requests (short-term		
			employees and professional experts); track the duration		
			of temporary assignments; assist with gathering and		
			compiling data; and train and support departments		
			relative to the temporary employment hiring		
			procedures. This work will ensure the college remains		
			compliant with laws that govern the use of these		
			employee types. The volume of the work needed to		
			address the issues above cannot be added to existing		
			staff members as they do not have the capacity to take		
			on additional responsibilities due to the volume of their		
			current workload. Lag time in processing temporary		
			hire requests will delay start times for new hires as the		
			Ed code requires board approval prior to starting.		
			Untimely hiring has the biggest impact on student		
			workers who rely on timely paychecks to survive and		
			maintain their ability to be an active student at Mt. SAC.		
			This request aligns with 22-23 Budget Priorities #4		
			Emphasize Equity and Basic Needs Integration into		
			Academic Support and # 6 Restructure to Meet		
			Program Staffing Needs		
4	EEO, Title IX &	Reclassify Administrative Specialist I to	From FY20-21 to FY 21-22 we saw a 15% increase in the		8,034
	Leaves Ryan	Administrative Specialist III (area) (100	number of complaints. Administrative Specialist III		
	Wilson	% FTE)	(ASIII) will schedule training opportunities, investigation		
		Vacant position	and ADA accommodations appointments, send		
			correspondence to employees and students, and be the		
			first point of contact via phone and email for the HR		
			Investigations and ADA Accommodations department in		
			the Human Resources Division. From FY19-20 to FY21-		
			22 we saw over 700% increase in leaves and		
			accommodations cases.		
			ASIII will support processing the high volume of ADA		
			accommodations requests that come into the ADA		
			accommodations inbox, tracking of EEO budget, Title IX		
			budget, ASL Interpreters/Accommodations budget.		
			Without this ASIII position, there will continue to be		
			long delays for employees with HR which will result in		
			expediting their return back to campus in important		
			roles to support students on campus.		
			This request aligns with 22-23 Budget Priority #5 -		
			Restructure to Meet Program Staffing Needs		
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5	Benefits and Employee Services Alexis Carter	Increase Benefit Specialist Salary (Currently two 100% FTE) Requires updated job description and range	Update the expectancies and responsibilities, the work performed by a Benefits Specialist as it relates to data entry, knowledge of applicable federal and state laws, in-depth knowledge of each health/welfare plan available to employees and now retirees and affiliated Medicare in order to provide guidance, data entry, impact on payroll, reconciliation, and overall impact on the college is parallel to the HR Technicians. These services have grown to meet the benefits program needs of the college, CalPERS, and SISC.  This request aligns with 22-23 Budget Priority # 5 Restructure to Meet Program Staffing Needs		4,000
6	EEO, Title IX & Leaves Ryan Wilson	New Positions: Three (3) Interpreters (Professional Expert V) (20 hrs. per week) Consider just two position to control fiscal stability.	For fiscal year 2021-2022, ~ 67,100 was allocated to provide accommodations services for employees with disabilities. The funding for 2021-2022 was based on the needs of a new deaf employee. This need to accommodate this employee only lasted approximately six months due to a personnel matter however the funding was still insufficient to meet the needs of the College. In 2021-2022, the college spent nearly 73,880 on accommodations. The college has since hired two more full time deaf employees increasing the need for accommodations. Hiring three sign language interpreters (Professional Expert V) to support employees in the DHH Center, Humanities and Social Sciences division, and other employees deaf and hard of hearing needs across campus.  This request aligns with 22-23 Budget Priority #4 - Emphasize Equity and Basic Needs Integration into Academic Support		171,600
7	EEO, Title IX & Leaves Ryan Wilson	Additional ADA Accommodations Funding (Fitness for duty and other disability accommodations) Consider one time funding with analysis of need.	The 20,000 will be used for other reasonable accommodations such as, physical and mental fitness for duty assessments, transportation services, and mileage reimbursement to attend assessments, and other disability accommodations.  This request aligns with 22-23 Budget Priority #4 - Emphasize Equity and Basic Needs Integration into Academic Support	20,000	20,000
8	Benefits and Employee Services Alexis Carter	Cognos Pending campus solution for report generation and coordinated with IT.	HR is tasked to create ongoing reports, submit ongoing scheduled reports, and consistently modify existing reports. This all must be done through IT and not through the lens of Human Resources or related urgency. Having an internal reporting software available (COGNOS) would allow HR to take the needs of the campus and the data into its own department	41,832	9,000

			and make changes ad-hoc. Able to accurately explain, promote, create, and distribute data as it is derived from Human Resources and the immediate requests submitted to HR. Data driven decisions to determine enrollment equity, employment trends, program staffing needs, and evaluate diversified enrollment. The ongoing funding will increase 10% each year. This request aligns with 22-23 Budget Priority # 2 Reduce Future Operating Expenses with Integrated Sustainable and Technology Based Solutions # 3 Invest in Diversified Enrollment Growth and Retention Strategies		
9	EEO & Recruitment Tika Davé-Harris	Share cart with Administrative Services and Pres. Ofc.	The American's with Disabilities Act, Fair Employment and Housing Act and other laws require employers to provide reasonable accommodations to job applicants. Disabled job applicants have the right of equal access to services. Providing a means for that access when applicants are on campus, supports our legal obligation and supports the goal of accurate recruitment services that fully support an equitable, diverse, inclusive, just, and anti-racist campus culture. A golf cart would enable the division to reasonably accommodate disabled job applicants who need assistance to access the location of their job interview on campus.  This request aligns with 22-23 Budget Priorities # 2 Reduce Future Operating Expenses with Integrated Sustainable and Technology Based Solutions	17,000	
10	EEO & Recruitment Tika Davé-Harris	PeopleAdmin Select Suite Premium Support	The continuance of Suite Premium Support will provide the division with a dedicated support technician. The use of a dedicated support technician will speed up the project launch and implementation.  This request aligns with 22-23 Budget Priorities # 2:  Reduce Future Operating Expenses with Integrated Sustainable and Technology Based Solutions	11,600	
11	EEO & Recruitment Tika Davé-Harris	PeopleAdmin Performance Management System	Performance management processes are fragmented and inefficient. With improved efficiency gained through the use of technology and automation, the performance management process can become paperless and related tasks can be streamlined for better efficiency of resources. In addition, improved performance management processes and systems will improve communication.  This request aligns with 22-23 Budget Priorities # 2: Reduce Future Operating Expenses with Integrated Sustainable and Technology Based Solutions	11,200	15,225

12	Professional & Organizational Development (POD Lisa Rodriguez	ACUE Certificate in Effective Teaching Practices (ETP); 54 modules & Inclusive Teaching for Equitable Learning (ITEL); 5 modules. Institutionalization will have to wait.	Faculty are hired as subject matter experts and many do not receive formal teaching development. ACUE is a facilitated online program that guides faculty through implementation of research-based instructional practice to support student success in the classroom, with an equity focus. It is nationally recognized and accredited by the American Council on Education and		80,000
			has special concentrations for online instruction. A faculty lead supports implementation on campus for an annual cohort of 30 faculty participants. This program is currently joint funded through SEAP for 1 ETP 1 cohort (50,000) & Title V (30,000). This categorical and grant funding needs to be institutionalized in order for the program to continue. These programs infuse equity and		
			access throughout and are cost effective in that the return on investment is significant; 54 and 20 hours of direct pedagogical training costing roughly 1,100 per faculty seat whereas travel to conferences is usually upwards of 1,500 to 2,000 per faculty.  This request aligns with 22-23 Budget Priorities # 3: Invest in Diversified Enrollment Growth and Retention.		
13	Professional & Organizational Development Lisa Rodriguez	FLEX Day Funding (August 2022: 7,500 1/2 Dr. Scroggins and 1/2 Title V funded). The current funding structure will not be guaranteed for future years. Funding needs to be added to the general fund to ensure continuity. Not a priority in this budget climate.	Each year the FLEX Day Opening session includes a keynote speaker address. Survey data indicate 98% overall satisfaction with this format and evidence of informed changes in the classroom to support student learning. Resources to fund the speaker are not consistent, with guided pathways, equity funds, EEO funds, and other resources utilized but not always available. Ongoing FLEX Day funding will ensure college wide student success efforts are supported with speakers and materials at future FLEX Events. This request aligns with 22-23 Budget Priorities # 3: Invest in Diversified Enrollment Growth and Retention.		10,000
14	Professional & Organizational Development Lisa Rodriguez	Faculty Focus Annual Retreat Faculty leaders have resources for professional development of those in service to the college. General faculty retreats do not have a history of wide system adoption and impact.	Faculty are the only employee constituency group without designated funding to support an annual retreat. In 2018-19, funding through Pathways provided a one-time opportunity for faculty to engage in critical conversations and dialogue about pedagogy, and implementation of campus initiatives. Providing faculty with a space to gather, share, and inspire each other unites their work on institutional issues important in supporting student success. This line item supports advancing equity through the faculty development efforts of the college.	30,000	

			This request aligns with 22-23 Budget Priorities # 3:		
			Invest in Diversified Enrollment Growth and Retention.		
15	EEO &	New Position: Human Resources	Employee relations issues and disputes have increased	1	L49,450
10	Recruitment Tika	Analyst (Employee Relations & Dispute	through employees' improved awareness of support	-	. 13, 130
	Davé-Harris	Resolution)	mechanisms to resolve such issues. Between May 1,		
	Dave Harris	One additional new analyst and two	2022 and July 18, 2022 (date of this entry), there have		
		additional new technicians may be all	been six employee relations cases (not including		
		that the budget can bear for now.	informal complaints and Title IX cases), which included		
		that the budget can bear for now.	interviewing 22 parties; analyzing statements for		
			corroboration; reviewing and analyzing evidence; re-		
			interviewing when additional facts are discovered;		
			reviewing applicable policies and procedures; making		
			outcome determinations; writing the investigation		
			report; writing administrative determination notices to		
			the parties; and applicable additional meetings. There		
			are multiple steps required to close both formal and		
			informal cases. The volume of these steps are		
			compounded by the high level of complexity and		
			number of parties involved that are typically found in		
			the cases received. The inability to keep pace with the		
			demand for the investigation and monitoring of		
			employee relations issues or ongoing staff training		
			needs has created the necessity for a Human Resources		
			Analyst. Without the addition of this HRA position, the		
			Associate Vice President will be required to handle the		
			full volume of employee relations issues and disputes;		
			the provision of employee relations support and		
			guidance to management; as well as monitor processes		
			for improvement. This will decrease efficiency and		
			timely completion of the AVPs workload.		
			This request aligns with 22-23 Budget Priorities # 6		
			Restructure to Meet Program Staffing Needs		
16	EEO &	New Position: Coordinator,	Employee relations issues and disputes have increased	1	L12,800
	Recruitment Tika	Project/Program (Employee Relations	through employees' improved awareness of support		,
	Davé-Harris	& Dispute Resolution) (100 % FTE)	mechanisms to resolve such issues. Between May 1,		
		The staffing need for this position is	2022 and July 18, 2022 (date of this entry), there have		
		clear but that alone will not be enough	been six employee relations cases (not including		
		for funding in this budget climate.	informal complaints and Title IX cases), which included		
			interviewing 22 parties; analyzing statements for		
			corroboration; reviewing and analyzing evidence; re-		
			interviewing when additional facts are discovered;		
			reviewing applicable policies and procedures; making		
			outcome determinations; writing the investigation		
			report; writing administrative determination notices to		
			the parties; and applicable additional meetings. There		

			are multiple steps required to close informal and formal	
			cases. The volume of these steps are compounded by	
			the high level of complexity and number of parties	
			involved that are typically found in the cases received.	
			The inability to keep pace with the demand for the	
			investigation and monitoring of employee relations	
			issues or ongoing staff training needs has created the	
			necessity for a Project/Program Coordinator to assist	
			with coordinating back-end task related to employee	
			relations investigations. Without the additional	
			requested position, effectively managing the volume	
			and consistent timely processing of employee relations	
			issues will be compromised. As the goal is ongoing, the	
			staffing need is ongoing as well.	
			This request aligns with 22-23 Budget Priorities # 6	
17	FFO Title IV 0	Now Position Hymen Possymas	Restructure to Meet Program Staffing Needs	152.000
17	EEO, Title IX &	New Position: Human Resources	The Human Resources Analyst will conduct interactive	152,089
	Leaves Ryan	Analyst (HR Investigation and ADA	processes for employees requesting leaves of absence	
	Wilson	Accommodations) (100% FTE) One additional new analyst and two	and/or disability related accommodations. From FY19-	
			20 to FY21-22 we saw over 700% increase in leaves and	
		additional new technicians may be all that the budget can bear for now.	accommodations cases. The HR Analyst will also	
		that the budget can bear for now.	conduct investigations into employee or student	
			complaints of unlawful discrimination, harassment, and retaliation. From FY20-21 to FY 21-22 we saw a 15%	
			increase in the number of complaints. In addition, when	
			the Director of EEO, Title IX, and Leaves Administration	
			was created, the position took on supervision of leaves	
			and the role of the Title IX Coordinator while continuing	
			to be the sole investigator for complaints of	
			discrimination, harassment and retaliation. With the	
			addition of required training on reporting incidents of	
			unlawful discrimination under the revised BP/AP 3410,	
			the College's efforts to create an anti-racist climate, and	
			the continued return of students to in person classes,	
			we anticipate an increase in complaints over pre-	
			pandemic levels. Furthermore, employee leaves due to	
			COVID-19 remains high with no prospect of reducing	
			the requirements to place positive cases off work and	
			on a leave of absence. The HR Analyst is a necessary	
			resource to effectively respond to student and	
			employee needs in the long term.	
			This request aligns with 22-23 Budget Priorities # 5 -	
			Restructure to Meet Program Staffing Needs	

18	EEO, Title IX & Leaves Ryan Wilson	New Position: Coordinator Project / Program (area) (100 % FTE)	The coordinator will provide support to the HR Analyst conducting investigations and the interactive processes for employees requesting leaves of absence and/or disability related accommodations by taking notes; coordinating meetings; monitoring timelines; and coordinating, facilitating and presenting training to EEO representatives, screening committee members, and all employees on sexual harassment prevention and unlawful discrimination. From FY19-20 to FY21-22 we saw over 700% increase in leaves and accommodations cases. Discrimination and sexual harassment are under reported given the size of the campus population. With increased training of employees on responsibilities and reporting requirements, and understanding leave and accommodations options, we anticipate continued increases in the number of reports of discrimination/sexual harassment. From FY20-21 to FY 21-22 we saw a 15% increase in the number of complaints. These tasks have largely been performed by a mix of temporary positions over the last four years. This request aligns with 22-23 Budget Priorities # 5 - Restructure to Meet Program Staffing Needs	112,793
19	POD ECC Lizette Henderson	New Position: Administrative III (POD/ECC) (100%FTE) The three mental health counselors remain a pilot program with permanent status still under review. Consider for one-time and block grant funding.	The Employee Counseling Center (ECC) is a pilot program that provides short-term mental health counseling services to District employees. The ECC began providing mental health services to employees in November 2021 to meet the mental health needs for staff caused by the pandemic (anxiety, depression, and other mental health symptoms). These services include one-on-one counseling, mindfulness sessions, grief processing groups, workshops and outreach presentations. Access to these services is imperative to the mental well-being of our employees. The ECC is supported by 1 administrative support position which is essential to the operation of the Center. In order to establish the ECC as a permanent resource for District employees, the Center will need to hire a permanent Administrative Specialist III at 40hrs per week. The operating costs will need to be supported through the General Fund. The temporary position will need to be supported by a permanent Administrative Specialist III to provide continuity of services.  This request aligns with 22-23 Budget Priorities # 5: Restructure to Meet Program Needs: Evaluate and Expand Staffing.	98,875

20	POD ECC Lizette	Three (3) Project Expert IV (Mental	The Employee Counseling Center (ECC) is a pilot	540,994
	Henderson	Health Counselors at 40hrs per week)	program that provides short-term mental health	3 10,55 1
	Henderson	(POD/ECC)	counseling services to District employees. The ECC	
		Continue as pilot program with one-	began providing mental health services to employees in	
		time funding.	November 2021 to meet the mental health needs of	
		time funding.	staff caused by the pandemic (anxiety, depression, and	
			other mental health symptoms). The ECC has been a	
			crucial resource to T. SAC, providing support to over	
			1,561 employees by performing 173 1-on-1 Counseling	
			Sessions, 23 Outreach Presentations, 6 Departmental	
			Workshops, 8 Mindful Hour Presentations, 6 Critical	
			Incident sessions (3 Employee Deaths, 1 Bomb Threat, 1	
			False Active Shooter, Texas School Shooting), and 8	
			Consultations with Division/Department Leaders (399	
			projected number of attendees). Access to these	
			services is imperative to the mental well-being of our	
			employees. The ECC is supported by three (3) mental	
			health counselors. The salary of the mental health	
			clinicians is at a Licensed Professional IV (63phr) rate for	
			a 40hrs a week. To establish the ECC as a permanent	
			resource for District employees, the operating costs will	
			need to be supported through the General Fund as	
			ongoing funding.	
			This request aligns with 22-23 Budget Priorities # 5:	
			Restructure to Meet Program Needs: Evaluate and	
			Expand Staffing.	
21	POD ECC Lizette	EAP Software (EAP Expert) (POD/ECC)	The ECC requests ongoing funds to support software for	16,000
21	Henderson	LAF Software (LAF Expert) (FOD/ECC)	confidential records, appointments, and data collection	10,000
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			for all services conducted in a HIPAA compliant	
			database with software licenses for ECC staff. ECC	
			requests ongoing general funds to support renewal of	
			the contract for EAP Expert Software on an annual	
			bases.	
			This request aligns with 22-23 Budget Priorities # 5:	
			Restructure to Meet Program Needs: Evaluate and	
			Expand Staffing.	
22	POD/ ECC Lizette	Office Supplies Budget (POD/ECC)	In addition to salary and software costs the ECC will	<mark>2,500</mark>
	Henderson		need to absorb costs for office supplies, promotional	
			items, including marketing materials, and other misc.	
			expenses to provide an inviting and welcoming	
			atmosphere for employees to feel safe and comfortable	
			during sessions.	
			This request aligns with 22-23 Budget Priorities # 5:	
			Restructure to Meet Program Needs: Evaluate and	
			Expand Staffing.	

23	POD/ ECC Lizette Henderson	License and Certification (POD/ECC)	Each clinician in the ECC will need to maintain a current LCW license to provide employee 1:1 counseling services. In addition to license renewal fees, the clinicians will need to attend trainings, complete certification programs, and attend conferences in the Mental Health field to keep abreast of current developments, broaden and sharpen their skills, while also increasing their industry contacts.  This request aligns with 22-23 Budget Strategy number five (5): Restructure to Meet Program Needs: Evaluate and Expand Staffing.	15,000
24	POD Lisa Rodriguez	POD Administrative Specialist III was reclassified to a Project/Program Coordinator during the 2021-22 FY and funded using SEAP and Guided Pathways. The request is to transition the 65.11% of the salary funded through Guided Pathways to the General Fund Not a top priority for ongoing unrestricted general funds in this budget climate as there remain other means to infuse DEIS into teaching and academic support.	POD currently supports the professional development learning needs of more than 4,000 employees. The Project/Program Coordinator support is critical for effective and timely training to occur. At this time one of POD's Project/Program Coordinator position is 34.89% SEAP (ongoing equity funds) and 65.11% Guided Pathways. The work of this position is essential for operations and needs to be transitioned onto general funds. The staff in this role will support the infusion of equity in academic support and teaching. This request aligns with 22-23 Budget Priorities # 5: Restructure to Meet Program Needs: Evaluate and Expand Staffing.	72,305
26	POD Lisa Rodriguez	POD Project/Program Specialist (reclassification from Administrative Specialist 1) Description and justification are weak.	This is a key technical support role which ensures data integrity for all employee credit bearing professional development??? at the campus. The role is currently 19 hours/week and is funded partially by District (95%) and the Title V Grant (4.80%) plus an estimated 5% annually salary increase. This role was restructured from an Administrative Assistant I and meets the goal of restructuring to meet program and staffing needs. Postgrant continued District Project/Program Specialist additional cost will be 92,599 for a full-time Project/Program Specialist annually. This request aligns with 22-23 Budget Priority # 5: Restructure to Meet Program Needs: Evaluate and Expand Staffing.	92,599

27	Benefits and	New Position: Coordinator, Project	Among the Collective bargaining agreements and meet-	113,000	0
	Employee Services	Program (100%FTE) / Classification	and-confer agreement, there are many aspects of HR	113,000	
	Alexis Carter	/Reclassification	Benefits and Employee Services which require tracking		
		It may be that the processes need	coordinating process with many outside departments,		
		attention rather than providing staff for	and then receiving of proper		
		unwieldly processes.	paperwork/documentation. For the		
		, p	reclassification/classification, now branching across all		
			management and staff employee groups, has had a		
			recent rehaul on process. This now requires HR to host		
			a multitude of meetings with managers, VPs, and		
			employees while moving through the review process by		
			the committee. Each meeting requires extensive notes,		
			comparative outlines of job duties and constant		
			communication with the stakeholders throughout the		
			process. This goes for reclassification, classification,		
			salary studies, job family studies, pay grades, and		
			special compensation. The each committee (total of 5)		
			meet anywhere between 1-3 times a month depending		
			on workload. For each committee about 90 minutes to		
			2 hours at each meeting. Meeting quorum has become		
			problematic; therefore, much of the work has been		
			coordinated offline through email, phone calls, and		
			following up constantly to not lose progress. A		
			Coordinator can take on these tasks and ensure the		
			committees are moving forward, members are		
			participating, and continue the transparency of		
			progress with all stakeholders.		
			Aligns with Budget Priority # 5 Restructure to Meet		
	_		Program Staffing Needs		
28		New Position: Benefits Specialist	As the campus continues to grow and recruitments	109,000	2
	Employee Services	(100%FTE)	produce the outcome of a new hire, Benefits is there to		
	Alexis Carter		manage, enroll, and remain alongside each employee		
			through their coverage and into retirement. Each new		
			hire requires 30 days of hand held management.		
			Benefits review the health and welfare plans,		
			enrollment process, speaks with the spouse/family, and		
			provides guidance's on the best-suited plan for the		
			employee. This involves multiple conversations and		
			review as well as follow up to ensure the enrollment is		
			completed and entered into the Banner system.		
			Additionally, Mt. SAC recently took on 550 retiree		
			medical enrollments that were once managed by		
			CalPERS by moving to SISC. Now that we have		
			completed a full year under SISC coverage, there is a		
			profound understanding of the day-to-day oversight		

	regarding retirees and their coverage. This involves walkthrough of medical plans, prescription coverage care, and Medicare enrollment. It is the goal to provide on campus education for employees approaching retirement and Medicare eligibility as well as continuous workshops and training on benefit utilization. As Mt. SAC grows in human capital and in retirees, another position is requested.  Aligns with Budget Priority # 5 Restructure to Meet Program Staffing Needs	
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