

IMPERIAL VALLEY COLLEGE

STAFFING PLAN

The purpose of this Staffing Plan is to outline the Department’s strategies and processes for identifying, analyzing, and retaining the human capital levels needed to effectively support all current and future District activities. It includes the development, implementation, and evaluation of staffing-related processes. These processes require a continuous examination of organizational structures, position functions, recruitment sourcing, hiring and orienting, internal communications, and training/succession planning. Effective staffing management practices will help objectively identify the District’s needs and guide future human capital decision making. This plan is not simply a snapshot in time, but is meant to be a living document that aligns with the District’s goals and educational master plan.

STAFFING PLAN (FY 2008-2011)

GOALS	OBJECTIVES
Recruitment	<ul style="list-style-type: none"> • Establish an objective method to assess the need for replacement and recruitment of vacant positions based on the District’s needs. • Acknowledge the shrinking talent pool from which to recruit, and be prepared for increasing pressure to retain current employees. • Develop cost-efficient and innovative recruitment strategies to meet the increasing demand and dwindling budget resources.
Forecasting the Recruitment Needs	<ul style="list-style-type: none"> • Assess potential employee retirement dates. • Review facilities and programs plans.
Compliance with EEO and other regulations	<ul style="list-style-type: none"> • Recognize diversity in much broader concepts beyond age, ethnicity, and gender to new dimensions, which include education, family status and work experience. • Complete an internal employee file Audit. • Develop a procedure that forms a pool of potential screening committee employees.
Safety	<ul style="list-style-type: none"> • Improve the District’s Crisis Management Plan, including emergency preparedness and training for Administrators and staff. • Coordinate a preemptive H1N1 information plan and have contingency plans in place.
Integration of Technology	<ul style="list-style-type: none"> • Web Time Entry: electronic timesheet submission process. • Maximize the use of Banner and other applications: applicant tracking data collect and analyze statistical data to identify trends and assist during the decision making process. • Completion of a Business Process Analysis to fully assess current processes, to support a wide range of process development, reengineer, and training.

STAFFING LEVELS

Imperial Valley Community College (IVC) employs a well-qualified staff dedicated to meeting the needs of our students and our community. In October 2009, there were 150 full-time faculty members and 197 part-time faculty members. Thirty-two full time and 21 part-time faculty members are non-instructional. Non-instructional faculty members are counselors and librarians. College management, office, technical, and grounds support functions are filled by 153 classified employees, 11 confidential employees, and 9 Classified Managers. The College also employs 13 Administrators. Approximately 440 student employees provide additional office and lab assistance.

A declining economy and a historic high unemployment rate spiked the College's enrollment and demand for services. In order to meet the growing demands without compromising the financial stability of the institution, the District initiated a systematic process to prioritize attrition or replacement of critical positions only. As a result, an ad hoc participatory governance task force was formed known as "Thaw." The thaw group met and reviewed requests to fill vacant positions and ranked the vacancies in order of importance. Those recommendations were presented to the Superintendent/President who directed the Human Resources department to initiate a recruitment campaign. During the 2009-2010 fiscal year, the Department hired 12 full time faculty members to help meet the increasing student enrollment demands.

STAFFING CHANGES

Turnover Rates

For the first time in at least a decade there was no turnover in the district's administration. However, IVC will experience some changes in administrative positions due to reorganizations and retirements during the next year. Also impacting the organizational structure will be the number of anticipated faculty and staff retirements that will occur over the next five years and beyond.

District demographics indicate that 57% of the full-time faculty and 27% of the classified workforce are over 50 years of age; during the period of June 2009 to October 2009, a total of 14 classified employees announced their retirement. An additional 4 faculty members retired this year. The district will need to consider having an independent assessment to determine if future supplemental retirement incentives would result in cost savings and should be offered.

Reduction in Services

Due to a State budget shortfall and deficit budget spending, the district reviewed, assessed, and recommended service reductions via closure of the Brawley Extended Campus. The closure impacted 1 full-time faculty position, 1 full-time classified position and 1 part-time classified position. The district transferred the faculty member to another location and was able to reassign the full-time classified employee. The part-time classified position was not able to be absorbed and resulted in a layoff.

Additionally, Imperial County Department of Social Services informed the district that they were cutting funding to the CalWORKS program. This program elimination resulted in position elimination of 5 full-time, temporary Counselor positions and 1 full-time classified position. This

elimination came as a surprise since the program had been continuously contracted since 1987. The district has signed a Memorandum of Understanding to allow certain reemployment privileges.

Reorganization

In order to efficiently meet the staffing-level demands with less money, the Executive Council was directed to conduct an extensive review of their area organizational structures and functions. As a result, the organizational realignment has changed the functionality and reporting structures of several departments in an effort to optimize services to students while better controlling processes and costs.

One example is the establishment of a “Grants team”, which grouped three previously isolated positions and combined them. The goal is to provide better review, communications, and recommendations regarding potential grant options for the District.

HIRING PROCESS

Facility and Classified Prioritization Process

The intent of the faculty and staff prioritization process is to identify the most critical vacant positions and to expedite the recruitment process of vital positions. The current faculty prioritization process includes a justification of the position’s impact on the program, strength of the program, and the ability to meet student needs. The Curriculum and Instruction (C&I) committee is the formal constituent group authorized to make recommendations on this subject matter.

As mentioned in the Staffing Levels section, the District formed an ad hoc Thaw task force to recommend prioritization of all vacant open positions. To ensure consistency, a ranking criterion was developed to determine the criticality of any position. The crucial factors included:

Vacancies Prioritization Criteria

1. Funding Source
2. Justification/Criticality
 - a. Position is unique for the department or program
 - b. Regulatory to department or program
 - c. Number of students program served
 - d. Critical function to success of IVC
 - e. Position affects transfer/graduation rate(s)
 - f. Position affects instruction
3. The impact of not filling the position
4. Workload distribution alternatives

During 2009, the taskforce evaluated a total of 12 faculty positions, 4 classified management, and 5 classified positions. Their final recommendations for prioritization are attached (Attachment A).

The District plans to continue using this standard criterion as an objective way for the executive council to make vacancy hiring decisions. This will assist in eliminating the previous practice that

automatically replaced vacated positions (due to resignation, retirement, etc.). Each vacancy will need to be assessed for need and/or alternatives along with specific justification in writing. Request to hire form will be updated to reflect this process and will include a section linking the position to the Educational Master Plan and District mission (Attachment B). Emergency situations will be handled on a case-by-case basis and be presented to the Executive Council for consideration by the area Vice President.

Employee Recruitment

Imperial Community College District adheres to equal employment opportunity guidelines, job-related criteria determined by position qualifications, institutional objectives, for hiring.

Certificated and classified employees' hiring and recruitment processes are outlined in Board approved policies and respective collective bargaining agreements.

All employees must meet specific criteria established to perform essential duties of the classification or job. These include minimum qualifications for both certificated and classified positions, which the college lists in position descriptions. Minimum qualifications and equivalency procedures for faculty members are established through Minimum Qualifications for Faculty and Administrators in California Community Colleges.

The College develops certificated job announcements in conjunction with the Superintendent/President, the area Vice President, and the Chief Human Resources Officer (CHRO). Position announcements are then published through the Human Resources Office.

Selection Process

The Board has approved hiring policies and procedures to monitor all District selection processes. The Human Resources Department in partnership with the Policy and Procedure Committee is currently developing HR Departmental procedures.

The CHRO, assigned HR staff, and the designated committee chair review all applications to determine pool diversity and minimum qualification requirements prior to forwarding applications to the screening committee. Human Resources staff members provide committee chairs with a variety of tools (e.g. checklist) to assist in appropriately guiding the chairperson and designated administrator through the entire process.

To assist in ensuring equal opportunity for certificated positions, each screening/selection committee designates a six member committee from which three come from the specific division/department/office and the other three members are from another area. Larger even-numbered committees may be approved by the EEO Officer when community membership on the committee is solicited from representation base of Imperial Valley for certain positions (e.g. agriculture positions, music positions, management positions, etc.).

The committee shall have an equal balance of both ethnic representation (majority and non-majority) and gender diversity (half women and half men) on each certificated and classified screening/selection. The Human Resource office will be developing draft procedures to form a pool of employees who want to volunteer to serve on a screening committees. Once a committee chair is determined by the area Vice President then members of the volunteer pool list will be asked if they

want to participate and be assigned. The requirements for ethnic and gender representation remain and this pool should facilitate a larger percentage of employees participating in screening. The goal is to increase the employee knowledge level and trust in the process, while increasing the District's legal posture when responding to any process complaints.

EMPLOYEE, STUDENT AND PUBLIC SAFETY

Student and staff safety is a high priority for the District. A Director of Evening College to oversee District operations during the evening hours is being recruited. In addition, the Thaw team recommended a Director of Campus Safety and Security to oversee the patrolling of District properties, manage the response to call for service including crimes in progress and reports of crimes or suspicious activities, enforce applicable laws on District premises, and administer other security operations and activities.

The Environmental Health and Safety Committee updated bylaws (Attachment C) and has several critical issues to consider including: on-site campus emergency booths (with direct lines to security, alarms, flashing lights, etc.), a preemptive plan for H1N1, and accident prevention that addresses reconstructed parking lots and a new building.

The District also implemented an Employee Assistance Plan (EAP) on August 1, 2009. This plan allows employees and their qualifying family members free access to a variety of mental health / counseling professionals. The EAP is a 24 hours a day/7 days a week program that also gives employees information and referrals to address legal, financial, and personal health issues. Administrators and Managers can also work with the Human Resources office to make mandatory EAP referrals under special circumstances where there is a belief that the employee may harm themselves or others.

INTEGRATION OF TECHNOLOGY

The use of technology and modernization of processes is necessary to increase efficiency and productivity. The Human Resources office, in partnership with the Business Office and the Information Systems department, are currently conducting a business process analysis (BPA). The goal is to identify the current processes and any rework or duplication associated with the processes. When deficiencies or duplicative efforts are identified then a recommendation to streamline will be made and include options for automation. The Human Resource office plans to launch a test group for an automated timesheet in early 2010. Besides recording time electronically, employees will be able to request time off and see their work hours and leave balances at anytime via the internet.

The Human Resources office is also absorbing the Benefits coordination from the Business office. An online self-service type of option is currently being developed with a scheduled launch happening in late 2009. This "Benefit Bridge" will allow employees 24 hour /7 days a week access to important benefit information, including: their current coverage, access to health-related information and contacts, costs/expenditures, open enrollment periods, forms, and a variety of health/wellness related information.

HUMAN CAPITAL: EMPLOYEE PROFESSIONAL DEVELOPMENT

Although the budget may have never looked worse, the District plans to continue with a third year of a program that allows all employees to obtain professional development training for no cost. G.L.E.A.M. (Gaining Leadership Expertise, Aptitude, and Mentoring) is a program that exposes participants to a variety of community college and general leadership knowledge. G.L.E.A.M. was created in 2007-2008 to help provide continuity in leadership and to avoid extended and costly vacancies in key positions. Besides monthly educational topics, mentoring partnerships, and an ability to present innovated projects to administration, G.L.E.A.M. is used to identify and prepare candidates for high-level management positions that will likely become vacant due to retirement, resignation, or new opportunities. With a growing number of administrators and managers becoming eligible for retirement, programs like G.L.E.A.M. are essential in proactively preparing staff to continue meeting the needs of the community. Graduates have been responsible for some extremely innovate program concept ideas, including: The Student Mental health Office, 1st S.T.E.P. parent orientation, Bike Patrol, a Financial Aid computer lab, Employee Zumba dance classes, Automation of student request forms, etc.

As part of IVC's reorganization, the Technology Technician has been reassigned to the Human Resources office. A needs assessment survey and thorough review of the District's strategic plan (goal #3) along with the technology training goals will be conducted. One example of how IVC has reexamined professional development is the use of Sexual Harassment and Discrimination Awareness training that non-supervisors can now attend on-line.

Finally, the District has joined a legal consortium which will be providing 5 days of training, within the county, for Administrators, Managers, and certain Confidential positions for no additional costs. Topics include: Privacy Issues in the Public Workplace, Performance Management, etc.(Attachment D).