

# **IMPERIAL VALLEY COLLEGE - HUMAN RESOURCES**

## **STAFFING PLAN**

The mission of the Imperial Valley College Human Resources Office is to provide quality human resource services for faculty and staff in support of the college, community, teaching, learning and service objectives. Our responsibilities include, but are not limited to, recruiting and supporting the hiring of qualified people; providing quality compensation benefits programs responsive to customer needs; developing employee through education and training; enhancing the climate and quality of work life and creating and valuing diversity.

The Staffing Plan has taken into consideration the emphasis placed on the staffing needs of the College. The Staffing Plan begins with an overview of current staffing levels and categories at the College, continues with a recounting of the recruitment, selection and evaluation processes, and concludes with issue statements and recommendations for addressing the issues.

### **STAFFING OVERVIEW**

#### **Staffing Levels**

Imperial Valley Community College (IVC) employs a well-qualified staff dedicated to meeting the needs of our students and our community. There are currently 155 full-time faculty members. The College also employs 197 part-time faculty members. Thirty-five 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 156 regular classified, eleven confidential, 6 Classified Managers. The College employs 15 Administrators. Approximately 440 student employees provide additional office and lab assistance.

During the 2007-2008 fiscal year a total of 3 administrators were hired, 12 tenure track faculty members, 1 classified manager, 1 classified confidential, and 15 classified employees.

#### **Employee Categories**

##### **Faculty**

Imperial Community College has several hiring categories. Faculty members may be hired as either tenure-track full-time academic employees or non-tenure track part-time employees. In accordance with the current collective bargaining agreement, the District has the authority to employ non-tenure track full-time faculty members required by certain categorical programs or grant funds. In emergency situations, a faculty member can be hired as a full-time temporary employee for no more than two semesters. Child Development teachers are hired as classified employees.

## Classified

Classified staff members are primarily hired as classified service employees, a limited number of employees are hired as confidential classified or classified managers (e.g., human resources staff, classified managers). Staff members are considered permanent employees after completing a six calendar month probationary period. Classified managers and classified confidential employees are considered permanent employees of the District after successfully completing a 1 year probationary period. Classified staff members accrue seniority that leads in some cases to “bumping” rights. Managers hired via grant funds are employed under the contingency that the position they fill will no longer exist if the grant is no longer funded.

## Administrators

Administrators are hired as educational administrators. IVC administrators exercise direct responsibility for supervising the operation of or formulating policy regarding the instructional or student services programs of the District.

## Student Employment

Student employees are split into two separate categories: the Work Study Program and Student Employment. Most students are hired through the Federal Work Study Program. These students are placed in short-term office or tutorial positions throughout the campus and outside campus. Students under the Work Study Program cannot work more than 15 hrs per week and under Student Employment cannot work more than 20 hrs per week. Students are hired in the fall and work until the spring semester or until their funding expires.

## Temporary/Short-term/Substitute Employment

Temporary/short-term/substitute classified employment is a category used to fill vacant classified service positions until the position can be filled through the regular hiring process. A substitute employee is defined as a person employed to replace any classified employee who is temporarily absent from duty. A short term employee is a person who is employed to perform a service for the District, upon the completion of which, the service required or similar services will not be extended or needed on a continuous basis.

## Professional Expert

Professional experts are persons specially qualified to provide services and advise in financial, economic, accounting, engineering, legal or administrative matters. They must be specially trained, experienced and competent to perform the services required.

### Interim

The College may hire, on a case by case basis, temporary Administrators to handle daily operational or supervisorial tasks involved in Departmental management and other unique or special projects. The duration of the contract must not exceed one year.

### Consultant/Independent Contractor

An independent contract works independently, normally contracting to receive a set fee for completing a specific scope of work within a specific period of time.

### Apprentice Tutors

They are paraprofessionals who can provide leadership and expertise in a learning lab, tutorial center, resource center or the equivalent.

## **EMPLOYEE RECRUITMENT AND SELECTION PROCESSES**

### **Faculty Prioritization Process**

Imperial Community College utilizes a faculty prioritization replacement process to recommend which vacant teaching and non-teaching faculty positions are most needed by the college and should be filled. The process includes a justification of the position's impact on the program, strength of the program, and the ability to meet student needs.

For the 2007-2008 Academic year, IVC Academic Divisions indentified, on average, a need for 17 tenure track faculty positions to be filled within the next 2-5 years.

### **Recruitment Process**

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 representative duties of the classification or job. These criteria 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.

## **EMPLOYEE EVALUATION PROCESSES**

Employee evaluations and performance reviews are an ongoing process at IVC. New tools have been initiated by Human Resources to help track and facilitate Performance Management (e.g. modifications to the classified probationary evaluations. All employees are encouraged to provide feedback about their own performance and compile goals (i.e. professional development plans). The performance evaluation process is meant to be one link in the performance management chain and is intended to create awareness about expectations, recognize outstanding performance, and implement changes that allow the employee and supervisor to collaborate on improvement strategies.

### **Certificated Evaluations**

Contract faculty members and categorically funded faculty members shall be evaluated in accordance with the criteria and procedures outlined in the current collective bargaining agreement.

Regular faculty members shall be evaluated at least once every three academic years. Contract faculty members who are designated as “full-time temporary” shall be evaluated at least once during their employment as full-time temporary faculty. All contract faculty members employed as “tenure track” shall be evaluated during the first years of their employment according to the policies, criteria, and procedures outlined on the CTA contract.

The Vice President of Academic Services or the Vice President of Student Services, as appropriate, shall maintain the master calendar of when all regular, contact and categorically funded faculty members are due to be evaluated.

## **Administrator Evaluations**

Administrators employed by the District are initially hired under a one year probationary contract. A two year rolling contract is granted to those administrators who have successfully completed the initial one year probationary contract period.

Classified staff have been afforded the opportunity to assess their immediate administrator or supervisor every two years by anonymously completing the Classified Staff Appraisal Form for Evaluation of Administrators.

## **Classified Staff Evaluations**

As outlined in the current classified collective bargaining unit contract, immediate supervisors evaluate classified employees twice during their probationary period. New permanent employees shall be evaluated during the months of February-April of their second year of employment and bi-annually thereafter.

The immediate supervisor records performance ratings and comments on a standardized form. The evaluation procedure includes a meeting called by the supervisor with the employee to discuss the employee's performance. The next step is to pass the evaluation on to a reviewing administrator and then to a Human Resources representative for additional levels of review.

## **EMPLOYEE PROFESSIONAL DEVELOPMENT**

Imperial Valley College (IVC) has established a program that allows 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 IVC's staff to continue meeting the needs of the community.

The District is committed to provide a safe working environment for students, employees, and the community. Sexual harassment awareness and discrimination training are offered on an-ongoing basis.

## **STAFFING ISSUES**

The College faces several staffing issues as it prepares for the next 5-10 years. Listed below are the most significant issues:

### **An Aging Work Force**

IVC will experience some changes in mid and upper level administrative positions due to turnover and retirements during the next few years. 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 workforce is over 50 years of age; 27% of the classified workforce is over the age of 50.

### **Faculty Prioritization Process**

The intent of the faculty prioritization process is to identify the most critical vacant positions and to expedite the recruitment process of vital positions. At IVC, the prioritization process should be formalized, guidelines for hiring and replacing faculty should be accessible for review, College prioritization meetings should be held periodically, and timeliness should be established.

### **Organizational Structure**

In order to meet the increasing staffing demands, increase performance and improve internal communication levels, the District is implementing an extensive strategic changes to the organizational structure. This reorganization will assist the College in meeting current and future student needs and enable the College to better facilitate growth.

The organizational realignment changes functionality and reporting of several departments in an effort to optimize services to students while and better controlling processes and costs. .

As part of the strategic planning process, the Technology Department and the Library and Learning Services have been separated into autonomous departments with their own administrators. The District also recruited and hired a Dean of Instruction. This administrator provides leadership and support for the evening, weekend, and distance learning programs. The Dean of Instruction is also responsible for the long-range instructional planning, including but not limited to Program Review, Master Planning, and Accreditation.

Additionally, the District is recruiting a Director of Research, Planning, and Grants Administration, a Director of Campus Safety and Security, a, Director of Public Relations position, and a Director of Purchasing. The District has also planned to hire a replacement manager for the Admissions and Records department six months prior to the anticipated retirement date. That will help ensure an appropriate level of job knowledge transfer that is specific to that area and critical for reporting and tracking purposes.

## **Timeliness of Evaluations**

Classified performance evaluations are completed as outlined in the respective collective bargaining agreements. The Human Resources office closely monitors the completion of probationary evaluations and has recently worked to redesign those evaluations in an effort to help managers and employees with the process. Efforts towards automating the evaluation notification via the data system are underway and expected to be on-line by January 2009.

## **SUMMARY**

Overall, the District does an excellent job of selecting, motivating, and retaining its 596 permanent and temporary employees. There are however human resource areas that need attention and /or improvement so that the College can maintain a reputation as an employer of choice. Some of those areas are outlined below:

### **HR Strategic Planning**

1. To better utilize Banner and other automated systems to more efficiently process employee and applicant tracking data.
2. Complete the current file audits on all employee personnel files.
3. Collect statistical data that identifies turnover and retention rates.
4. Assess potential employee retirement dates in an effort to create an effective use of staff and recruitment schedule.
5. Develop cost-efficient recruitment strategies. Continue to track what our applicants tell us about where they learned about vacancies.
6. Implementation of a Web Time Entry system; this will automate timesheets versus the current processing of paper reports.
6. The faculty prioritization process needs to be reviewed to determine whether there will be one process for teaching faculty and another for non-teaching faculty.
7. Human Resources will provide periodic training on Performance Management to all administrators and managers.
8. Create a dashboard tool that gives administrators a way to better gauge important data trends in an “at-a-glance” format and in “real time”. This tool will help in making human capital and collateral financial / organizational planning decisions