UH MAUI COLLEGE
ADMINISTRATIVE SERVICES-HUMAN RESOURCE OFFICE
ASSESSMENT PERIOD: JULY 1, 2012 TO JUNE 30, 2013

I.   Overview of department mission and functions and it's relationship with UH Maui College Mission and Strategic Plan

UH Maui College's mission statement is to provide affordable, high quality credit and non-credit educational opportunities to a diverse community of lifelong learners. The Human Resource Department is adhering to UH Maui College's Mission statement.

The Human Resource Department serves the employees, and candidates seeking employment. Our mission is to create a skilled and cohesive workforce that fully supports the College's mission of student success. This is accomplished by the department providing outstanding service in all areas of human resource, including recruitment, policy and procedure administration, comprehensive benefits, equitable classification and compensation, regulatory compliance and employee relations.

II.   Previous Year's Goals, Plans and Accomplishments FY 2012-13

Recruitment

Continue to maintain timely, efficient, responsive and legally defensible hiring procedures. Continue with enhancing the application process for candidates via Human Resource Department auditing for completeness and determining if they meet the minimum qualifications of the position they are applying for.

Investigate alternate recruitment methods to attract additional job candidates, as it is becoming harder to recruit qualified candidates in our current job market.

Train Screening Committee on diversity and employment laws.

We are continually working on all of these goals and have taken on the responsibility of auditing all recruitments for completeness and determining if applicant meets the minimum qualifications of the position.

We have started the Super Interview Committee which seems to be working well to provide well trained screening committees.

Benefit Plans

Ensure that benefits are explained and understood by employees to enhance satisfaction.

We work with new hires individually to explain each of their qualified benefits and provide new employee orientations which summarizes these benefits.

Documents

The Human Resource Department maintains and updates some of these documents, including:

Administrative Procedures, Board Policies, Civil Service Rules and Regulations, Human Resource Department website, salary schedules, employment contracts, job descriptions, job application forms and postings, benefit summaries, organizational charts, recruitment policies and diversity training for screening committees, required legal postings, employment packets, unlawful discrimination and sexual harassment policies, EEO/AA Plan, etc.

Most of these documents are reviewed and updated annually. Our website requires constant updates depending upon our recruiting status. In addition, employment contracts are generated annually for temporary employees and annually for regular employees, with frequent revisions.

It is our goal to maintain these updates on a regular basis and communicate them appropriately.

We continue to maintain these policies and post any updates on our website.

Compliance

Compliance issues grow each year, becoming an increasing workload for the department. Compliance areas include updating required postings, policies, information to staff and new hires, ensuring required paperwork and information are given to employees, drafting and attaining approval on new

policies and requirements, completing required trainings, and handling constant candidate and employee issues appropriately to avoid potential lawsuits. The benefits area alone is inundated with requirements, including COBRA notices, leave notices, HIPPA privacy requirements, and responding accurately to employee questions and concerns. In addition, each year human resources is required to report on diversity compliance, mandated costs, and salaries and benefits paid. The Systems Office requires various reports to compile this information.

In addition, the recruitment process has become compliance driven requiring human resources to appropriately handle applicants with disabilities, analyze candidate pools, and train hiring committees, all done partly to ensure our campus is complying with the legal requirements to avoid potential lawsuits. In summary, resources committed to addressing compliance issues are ongoing and continually grow. However, human resources are continually trying to meet current requirements. Therefore, additional staffing or outside resources are necessary to ensure continued compliance.

It is necessary to maintain data bases on grievances and legal issues relating to human resources to ensure compliance and effective advisement to administrators. Ensure participation in trainings and staff development.

Ensure that all required trainings are completed and implemented. This includes sexual harassment training, hiring committee trainings, hiring procedure trainings, new employee orientations. We are now utilizing on-line training for employees and managers but working on adding more.

With coordination from the system's office we are continuing to provide training in these areas to ensure compliance and protect our campus from possible litigation.

Compensation

Maintain classification and compensation plans set forth by the University and unions.

Communicate compensation program clearly to staff and faculty.

All compensation plans are posted on the OHR website for staff and faculty to review and we continue to update it as these plans change.

Human Resources Management

Ensure evaluations are completed for APTs, Civil Service, Faculty, Lecturers, and E&Ms. We are working on coming up with a timeline for these evaluations so we can track them.

Many departments remain behind in their timely evaluation of employees despite multiple reminders by human resources. The college must continue to focus on this and hold managers accountable for late evaluations. A goal is to develop a program to encourage completion, especially during the critical probationary period. Unfortunately, part of the issue is our increasingly heavy workload for managers unable to find the time to complete these evaluations.

Conduct effective orientations for new employees which we are working to improve.

Provide enhanced security of personnel files and confidential information. Be sure files are locked, when not in use and keeping the office locked.

We are constantly finding better ways to ensure employee's are properly evaluated and to ensure all personnel files and confidential information is secured. We continue to enhance our security of documents.

Training

Ensure training meets compliance standards. Utilize on-line training for convenience and flexibility to staff and administrators.

Conduct effective new employee orientations.

Actively participate on college-wide committees.

Provide more training and networking opportunities to the human resource staff, by budgeting and attending various trainings and conferences.

We have been working on these goals but due to a resignation of one of our staff members this has not been completed.

Staffing

Our staffing has been reduced by one full-time employee; therefore, it is critical to fill this position. This has impacted the Human Resource Department, especially during heavier recruitment times. We have also taken on more recruitment responsibilities.

We have to be selective in our goals and objectives, as our department has limited staffing. We are continuing to focus on streamlining and efficiencies should remain our primary goal to free up time for other projects.

We have accomplished most of these goals and will continue to improve.

III. Analysis and Assessment of Quantitative and Qualitative Data

Administrative Affairs Department sent out surveys to all employees. Based on the data obtained from the Administrative Services Assessment Survey for calendar 2012, in all six areas the Human Resource Department's services continued to have very high ratings. Survey results show that the great majority of regular employees appear to have a positive image of the Human Resources Department and agree that the department is helpful, responsive, confidential, and effectively answers their questions. In addition, in reviewing the written comments, strong customer service was stated as the one thing the department does best.

Quantitative Data

In analyzing the quantitative data for fiscal year 2012-13, it showed that there was a significant increase in Lecturer PNFs processed this fiscal year compared to fiscal year 2011-12. The increase of Lecturer PNFs was due to account code changes for lecturers, credit load changes, increased lecturers due to increased enrollment and increase of assigned time.

The total number of PNFs processed this fiscal year compared to fiscal year 2011-12, decreased greatly due to the increase in our office efficiency and less account code changes. We contribute this to the reassignment of duties among staff and increased training to the field.

The number of Form 6s processed for fiscal year 2012-13, significantly increased from fiscal year 2011-12, due to an increase of casual hires, overloads and grants.

The number of new appointments per year increased for fiscal year 2012-13, compared to fiscal year 2011-12. This increase was due to an increase in new hires filling our vacant positions.

The average time to approve an SF-1 for an APT for fiscal year 2012-13, was about the same as fiscal year 2011-12. It has been taking longer due to a loss of one of our staff members and the increased workload on the Human Resource Department.

The average time to approve a position description for fiscal year 2012-13, was slightly less than fiscal year 2011-12. This was due to our offices increased training efforts and better efficiency.

The average time to recruit faculty/APT for fiscal year 2012-13, was about the same as fiscal year 2011-12. The original decrease was due to the change in recruitment and selection procedures which provides the selection committee with only the best qualified applicants to interview.

The number of investigations for fiscal year 2012-13, decreased from fiscal year 2011-12. This is due to increased training and working directly with employees to resolve issues before they become a problem.

For fiscal year 2012-13, we have only three permanent staff members.

Qualitative Data

Based on the past survey's averages, personnel services continued to improve. The increased training, reassigning of duties, and improved customer service continues to help.

IV.   Goals, Plans & Objectives for FY 2013-14

Recruitment

Continue to maintain timely, efficient, responsive and legally defensible hiring procedures. Continue with enhancing the application process for candidates via Human Resource Department auditing for completeness and

determining if they meet the minimum qualifications of the position they are applying for.

Continue to investigate alternate recruitment methods to attract additional job candidates, as it is becoming harder to recruit qualified candidates in our current job market.

Continue to Train Screening Committee on diversity and employment laws.

<u>Benefit Plans</u>

Continue to ensure that benefits are explained and understood by employees to enhance satisfaction.

<u>Documents</u>

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Administrative Procedures, Board Policies, Civil Service Rules and Regulations, Human Resource Department website, salary schedules, employment contracts, job descriptions, job application forms and postings, benefit summaries, organizational charts, recruitment policies and diversity training for screening committees, required legal postings, employment packets, unlawful discrimination and sexual harassment policies, EEO/AA Plan, etc.

Most of these documents are reviewed and updated annually. Our website requires constant updates depending upon our recruiting status. In addition, employment contracts are generated annually for temporary employees and annually for regular employees, with frequent revisions.

It is our goal to maintain these updates on a regular basis and communicate them appropriately. Which we will continually be doing.

<u>Compliance</u>

Compliance issues grow each year, becoming an increasing workload for the department. Compliance areas include updating required postings, policies, information to staff and new hires, ensuring required paperwork and information are given to employees, drafting and attaining approval on new

policies and requirements, completing required trainings, and handling constant candidate and employee issues appropriately to avoid potential lawsuits. The benefits area alone is inundated with requirements, including COBRA notices, leave notices, HIPPA privacy requirements, and responding accurately to employee questions and concerns. In addition, each year human resources is required to report on diversity compliance, mandated costs, and salaries and benefits paid. The Systems Office requires various reports to compile this information.

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to focus on this and hold managers accountable for late evaluations. A goal is to develop a program to encourage completion, especially during the critical probationary period. Unfortunately, part of the issue is our increasingly heavy workload for managers unable to find the time to complete these evaluations.

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V.   Human Resource Department's Contributions to Student Learning Outcomes

Although the Human Resource Department serves as the indirect role in supporting student learning outcomes, the department does impact and support students on multiple levels.

Recruitment of Skilled Staff: The Human Resource Department manages the hiring process to recruit skilled instructors to teach Administrative Professional staff and classified support staff to assist students with registration and support in meeting their educational needs. Without skilled personnel, student learning would be severely impacted.

Measurement: The department develops job descriptions with minimum qualifications, ensures that job openings are filled by those meeting minimum qualifications or equivalencies, forwards recommended applicant information to the screening committees and later to the Vice Chancellor and Chancellor for final hiring approval. Provides equal employment opportunity (EEO) training to those involved in the hiring decisions, and monitors the hiring process for EEO compliance.

Evaluation of Staff: Human Resource Department works with administrators to ensure that employees are evaluated regularly. If an employee is ineffective in his/her position, the Human Resource Department assists a manager in developing job performance improvement plans and/or termination of ineffective personnel. Ineffective instructors, administrators and staff hinder student learning.

Measurement: Human Resource Department reviews employee performance evaluations to ensure that they are fair.

Communication of Non-Discrimination Policies: Human Resource Department is responsible for communicating and investigating claims of discrimination and sexual harassment by University of Hawaii Maui College staff which provides for a safe, secure learning environment.

Measurement: The department ensures that our non-discrimination and sexual harassment prevention policies are accessible to all, and that all employees receive sexual harassment prevention training. Creating and maintaining a workplace free from harassment and discrimination is measured by complaints.

VI. Short Term Resource Needs and Priorities

Staffing

Due to the increased delegation of duties to the campus personnel departments from the system level, and the new recruitment and EEO criteria by the veteran's mandate for federal contractors the following is required.

Need to fill our permanent Personnel Officer PBA position. Need to establish and fill a Personnel Clerk position. This is necessary due to the new recruitment standards and procedures for casual hires and the conversion of Scopis to Peoplesoft. This will ensure stability in the Human Resource Department. With the additional permanent staff member recruitment and payroll processing time will reduce by 10%. Without these positions the department will find it hard to address the increasing workload caused by a growing institution and workforce and compliance issues. Without these positions it will effect student learning outcomes. It will impact the department's ability to recruit and hire skilled instructors to teach and staff to support and assist students with registration, financial aid, computer support and media. This effects their educational goals.

It will impact our ability to ensure proper employee evaluations which may result in ineffective instructors, administrators, and staff which directly hinders student learning.

It will affect our office's ability to communicate and investigate claims of discrimination and sexual harassment which hinders a safe and secure learning environment.

Meetings

Need to have staff meetings on a more frequent basis. This will keep the staff current on issues within the campus and within the system Human Resource Departments. We will be able to initiate changes by the system's office in a more timely fashion if we are informed on a timely basis.

Staff Development

Need to initiate staff development opportunities for the human resource staff so they can learn and grow in their jobs. Due to the Human Resource Department's limited staffing; the staff has been unable to participate in training opportunities. It would be very beneficial if the human resource staff members could attend trainings and conferences. In addition, it would be of value for the human resource staff to receive specialized training in

various areas of human resources and networking opportunities with other human resource staff from other campuses. This is essential for maintaining current knowledge in areas of compliance and for sharing ideas and resources.

Supplies

Larger supply budget is needed, due to increase in employees and delegation from the systems office for ordering and purchasing personnel related items such as Health Fund Books, Union Contracts, Employee Retirement Books, etc.

Facilities/Technology

The Human Resources Department includes an office for the Chief Personnel Officer, office for Assistant to the Chief Personnel Officer, and a shared office/reception area for one Personnel Officer and one casual hire. Office space for current staffing needs appears adequate but future staffing needs are inadequate. The pressing issue is storage of continually expanding paper files. Currently, we have file cabinets lining all available wall space these files are filled to capacity. We move older files of terminated employees to our storage area but we are running out of room. There is no room for additional storage in our office, the current files are full. A digital imaging system in the Human Resource Department would allow for files of former employees, which must be kept, to be scanned and stored digitally, alleviating the current storage problems and enhancing security of confidential information. For our office to accomplish this though; the entire University of Hawaii system would have to go to a digital imaging system but due to the current financial situation; they are unable to do this at this time.

Miscellaneous

The College should commit more resources to initial compliance, required revisions/updates and implementation of mandated programs to ensure timely completion and continued compliance. Compliance issue should begin to take a high priority to avoid costly legal actions.

> Personnel Clerk III - $27,756
> Supplies - $4000

Student Help - $5,000
Cost of EUTF booklets - $1,000
Cost of Union contracts - $1,000
Overall more coping - $800
Cost of airfare for adequate training - $6,000
Overtime $5,000