

Chabot-Las Positas Community College District



OFFICE OF HUMAN RESOURCES STRATEGIC PLAN

*LEADING HR SERVICES THAT
ATTRACT, SUSTAIN AND INSPIRE
EXCELLENCE IN PEOPLE
TO SUPPORT STUDENT SUCCESS.*

November 2013

Submitted by
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Vice Chancellor, Human Resources

Human Resources

Our strategic aspiration is to create an HR community where people thrive, partnerships prevail and performance excels.

The Office of Human Resources (HR) is responsible for the development and implementation of an effective and efficient HR program that is responsive to District and employee needs, while being fair, consistent, and proactive. Human Resources should attract, sustain, and inspire people towards our goal of not only employee success but student success.

The Office supports the Colleges and the District Office by:

- overseeing and facilitating the consistent application of Human Resources and HR-related policies and procedures at the Colleges and the District Office;
- developing, interpreting, and applying HR-related Board policies and procedures;
- negotiating and administering labor contracts while trying to provide the best for our employees under any and all fiscal constraints, while ensuring positive impact on student success;
- facilitating organizational development and establishing and implementing comprehensive professional development and training programs for employees;
- developing, implementing, and monitoring the District's Equal Employment Opportunity Program and Plan, and promoting a work environment free from discrimination;
- developing and administering the classification and compensation system;
- administering benefits and introducing and expanding related services and promoting wellness;
- facilitating the recruitment and selection process to promote the best climate for our students;
- administering and refining payroll;
- developing comprehensive and integrated human resources communication activities;
- maintaining official personnel and payroll files; and
- administering District-wide emergency preparedness program and workplace safety by coordination via other departments and the colleges.

The Office of Human Resources collaborates closely with all areas throughout the District and is committed to strong customer service and ongoing and effective communication. To be successful, the Human Resources professionals must be knowledgeable, accessible, and understand the needs, goals, and timelines of the Colleges and the District Office. Similarly, the faculty, staff, and administrators at the Colleges and District Office must be able to access the HR staff easily and must receive from them consistent and reliable information.

Communication and trust are essential.

Strengths of the Current System

Human Resources is committed to providing high-quality professional service to the District. The staff takes pride in its work and has a strong understanding of how its contributions fit into the overall mission and goals of the Chabot-Las Positas Community College District. The department must be flexible and receptive to service-oriented improvements and change. Significant improvements have been made over the past five years, even though the FTE has dramatically been reduced in Human Resources.

With state imposed budget reductions, the organization of Human Resources has shifted, yet the goal (and expectation) is to provide the same level of customer service. Please see the organization of Human Resources then (2012) to now (2013). Please see Exhibit A and B. All-in-all, the Office of Human Resources lost a total of five (5) full-time positions and two (2) hourly positions, which includes the following:

DELETED

- ~~1. Director of Human Resources~~
- ~~2. Manager, Benefits and Workers' Compensation~~
- ~~3. Manager, Emergency Preparedness and Workplace Safety~~
- ~~4. Manager, Employment, Diversity, and Employee Relations.~~
- ~~5. Payroll Supervisor~~
- ~~6. Hourly Technician I~~
- ~~7. Hourly Administrative Assistant I~~

In 2013, and through a reorganization based on reduced funding, the Office of Human Resources was able to fill one of the five vacancies. The Manager, Employment, Diversity, and Employee Relations was modified to Director of Employee and Labor Relations, and the management of day-to-day HR operations was shifted to the Human Resources Supervisor, who was reorganized as the Human Resources Manager. Administration of Benefit Services is currently shared between the Vice Chancellor of Human Resources and the Director of Employee and Labor Relations

The unit tends to adapt well to increased workloads and high peak periods of service. Each area, whether it be Payroll, Benefits, Employee Relations, or Employment, works extremely hard irrespective of the diminished resources and reduction in staffing.

Weaknesses and Problem Areas of the Current System

The Office of Human Resources continues to establish and refine priorities and align responsibilities throughout the office. Key processes continue to be reviewed as well as revised and a staffing plan has been re-outlined. Budget constraints will delay the implementation of critical staffing needs; however, defined critical responsibilities and priorities must be covered and hourly/overtime needs to be budgeted to mitigate costly personnel errors. Short-term savings via staffing reductions can surely create costly errors in the long haul.

Furthermore, an ongoing review (as necessary) of job duties and classification for all HR-related positions is essential to provide state-of-the-art human resources support.

The Banner system, some Human Resources processes/policies, and portions of the collective bargaining agreements are not yet in full alignment. The HR unit will further refine the system to address this problem. High priority human resource procedures have been updated and others are in the process of being updated or created. This critical area continues to be addressed. Additional instructions on how to complete and process the forms need to be developed.

The Human Resource function continues to need a strong presence at both Colleges to provide local support for employees and to facilitate operations District-wide. The District needs to clarify processes and initiate group discussions to address these areas of concern.

Goals

The Office of Human Resources has identified ten overarching goals, and each goal includes a listing of action plans, timelines, and responsible. The goals are:

1. Structure and staff the Office of Human Resources to provide the professional expertise required to ensure integrated and proactive human resource services and support for the District and its external customers.
2. Improve processes and procedures with the goal of making human resource operations transparent, user-friendly, effective, and efficient.
3. Provide timely, relevant, and reliable human resource information and ensure that this information is easily and widely accessible. Solicit and utilize information from internal and external customers to help improve the human resource unit, guide future actions, and address current issues.
4. Ensure that the District is operating in full compliance with all HR applicable laws, regulations, and statutes.
5. Employ various modes of positive communication to foster a sense of partnership and cohesion District-wide.
6. Strengthen the District's ability to attract and retain quality employees.
7. Facilitate the development of organizational capacity. Establish professional development, leadership, and skills training programs for administrators and staff.
8. Develop and administer a comprehensive emergency preparedness program.
9. Develop and administer the workplace safety program.
10. Foster the development of trained and competent human resources staff that is committed to high-quality and effective customer service.

Goals:

1. **Structure and staff the Office of Human Resources to provide the professional expertise required to ensure integrated and proactive human resource services and support for the District and its external customers.**

Action Plans:

- 1.A *Clearly identify the functional areas of HR and delineate areas of responsibility to include:*
 - a. Employment: Recruitment and selection, classification, compensation, intake, personnel actions. STRS/PERS regulations.
 - b. Employee and Labor Relations: employee and labor relations, disciplinary processes, harassment, discrimination, and Equal Employment Opportunity.
 - c. Benefits: insurance (health, dental, vision, life, long-term disability), retirement programs, Health Reimbursement Accounts, tax-deferred annuities, flexible spending accounts, Employee Assistance Program, Family Medical Leave Act, Workers' Compensation, Americans with Disabilities Act, leave issues (vacation, sick, extended sick, holidays, bereavement), employee drug testing, unemployment insurance, and the Affordable Care Act.
 - d. Payroll Services: payroll processes, payment of District-paid employee fringe benefits, federal and state payroll tax returns, payroll reports, withholding of employees' contributions (e.g., retirement programs, FICA, etc.), timesheets and service reports, data entry, pay warrant preparation and distribution, wage garnishments, payroll record management.
 - e. Administration: contract negotiation, labor relations, policy development, legal issues, budget, communications.
 - f. Organizational and Employee Development: development of organizational capacity, orientation programs, supervisory and leadership development, customer service training, human resource subject-matter training, skill-based training.
 - g. Emergency Preparedness and Workplace Safety: District-wide emergency preparedness and workplace safety programs; oversight of the development and management of comprehensive district-wide emergency management plans, policies, procedures, emergency and safety awareness programs, occupational and workplace safety services and compliance, district injury and illness prevention plan, and related matters.

- h. Technology and Information Systems: Banner, reporting processes, report development, web page development and maintenance, web-based form development, data integrity, data analysis, Listserv.

People Involved: HR Staff

Estimated Cost: Staff time

Timeline: Ongoing

Person(s) Responsible: Vice Chancellor - HR

1.B Provide staffing to address District needs and to deliver effective services.

1. Employment

- a. **First Priority**: Establish a new classification, HR Specialist, and hire into this classification someone whose duties include the assumption of day-to-day processing still managed by the Human Resources Manager. This position will also have responsibility for serving as liaison with Payroll over coding and data entry matters. This is an area where historical mistakes have and continue to be costly to the District.
- b. **Second Priority**: Establish and fill a management position responsible for Benefits and Risk Management/Emergency Preparedness. This is an area where the Office of Human Resources has had two (2) FTEs. With both classified and faculty contracts expiring in 2014, ongoing negotiations will absorb much time of both the Vice Chancellor of Human Resources and the Director of Employee and Labor Relations.
- c. **Third Priority**: Administrative Assistant II: establish an administrative support position to help the Payroll Manager, Human Resources Manager, Director of Employee and Labor Relations, and the Manager of Benefits and Risk Management/Emergency Preparedness. There is no administrative support for the current three managers under Human Resources.

People Involved: HR Management Team

Estimated Cost: Compensation for added and reclassified positions

Timeline: Ongoing: Implement as positions and funding are available and approved; Positions are listed in priority order.

Person(s) Responsible: Vice Chancellor - HR

2. Improve processes and procedures with the goal of making human resource operations more transparent, user-friendly, efficient, and effective.

Action Plans:

2.A *Enhance relationships and trust with all constituent group*

Action items:

- Regularly meet with Classified and Faculty Unions, as well as Senates
- Enhance communications and thus transparency with all faculty and staff
- Work closely with each College president and his/her Team to providing sound HR advice and counsel, while looking at solutions.

People Involved: Vice Chancellor - HR, All HR Administrators

Estimated Cost: Staff time

Timeline: Ongoing

Person(s) Responsible: Vice Chancellor – HR (Lead), All HR Administrators

2.B *Continue assessment of Human Resources policies and procedures and eliminate redundant and unnecessary processes. Seek input from users (see Goal 5).*

Action items:

- Review and revise all Personnel-related Board Procedures and Policies.
- Maintain accessibility and provide ad hoc trainings and presentations based on identified user needs and feedback.
- Review the use of technology to refine and improve processes.

People Involved: HR staff, College liaisons, ITS

Estimated Cost: Staff time

Timeline: Ongoing

Person(s) Responsible: Vice Chancellor – HR (Co-Lead), Director, Employee and Labor Relations (Co-Lead), All other HR Administrators

2.C *Evaluate all Human Resources forms; update and improve to simplify and facilitate processing. Eliminate unnecessary and complicated forms. Convert all Human Resource forms to electronic format (PDF and Word) to allow users to complete and return electronically. Eliminate triplicate forms. Post forms on HR website and communicate availability to District.*

Action Items:

- Review and revise all hiring packets for all employee groups on HR website (Fall 2013).
- Update Classified Employee Performance Evaluation (Fall 2013).
- Create and post CLPCCD Unlawful Discrimination Complaint electronic form (Fall 2013).
- All other HR forms—convert to PDF-fillable format and post on HR website (ongoing).
- Ensure any and all materials and processes associated with the Affordable Care Act are legally implemented (Fall 2013 – ongoing).

People Involved: All HR Administrators

Estimated Cost: Staff time

Timeline: Ongoing

Person(s) Responsible: Vice Chancellor – HR

2.D *Convert Personnel Action Form (PAF) to a web-based format that provides electronic routing and approval process and that is integrated fully with Banner.*

People Involved: HR staff, Information Technology, Finance, College Representatives

Estimated Cost: Staff time

Timeline: Phase I: Completed; Phase II: New Hires (TBD)

Person(s) Responsible: HR Manager

2.E *As forms are developed and processes are revised, identify the signature authority for various HR actions with the goal of minimizing the number of signatures, eliminating unnecessary signatures, and reducing the amount of routing. Refine further once processes move to web-based systems.*

People Involved: HR Administrators, College Administration, and Senior Leadership Team (SLT).

Estimated Cost: Staff time

Timeline: Spring/Fall 2014

Person(s) Responsible: HR Manager, Vice Chancellor

2.F *Develop and distribute clear and concise information about benefit options to new employees to aid in the decision-making and benefit sign up process. Develop and post on Human Resources website a clear summary of benefit options for District employees.*

People Involved: Benefits Team

Estimated Cost: Staff time

Timeline: Ongoing

Person(s) Responsible: Director, Employee and Labor Relations

2.G *Develop and distribute clear and concise information about steps employees planning to retire need to take in preparation for retirement and throughout the retirement process.*

People Involved: HR staff, feedback from recent retirees

Estimated Cost: Staff time

Timeline: Phase I: June 2009; Phase II: Ongoing

Person(s) Responsible: All HR Administrators

2.H *Continue to implement process improvements to payroll function. Further streamline procedures and clarify processes for employees. Assure compliance with classified staff and faculty collective bargaining agreements, and Board of Trustees policies. Ensure accuracy and timeliness of payroll processes and utilize technology fully.*

People Involved: HR staff, IT staff

Estimated Cost: Staff time; may involve consultant.

Timeline: Ongoing

Person(s) Responsible: Payroll Manager

2.I *Implement electronic, web time entry system that allows employees to enter time sheet information directly into a secure web-based system. The web-based system will improve time sheet processing and accuracy and will allow managers to provide better oversight to the process. (Cross-linked with ITS plan.)*

People Involved: HR Administrators, IT staff

Estimated Cost: Staff time

Timeline: Defined as a lesser priority at this time.

Person(s) Responsible: TBD

2.J *Conduct performance analysis/audit of human resource function to study internal strengths and weaknesses and external opportunities and threats (SWOT) that may affect the function positively or negatively.*

People Involved: HR Management Team

Estimated Cost: Staff time

Timeline: Fall/Spring 2013-14

Person(s) Responsible: Vice Chancellor - HR

2.K *Develop or update desk manuals to continue services due to employee attrition*

Action Plans:

- Create desk manual for Payroll (Payroll Manager)
- Create desk manual for all Personnel Actions in Banner (HR Manager)
- Create desk manual for the handling of complaints (Director, E&L Relations)

People Involved: HR Management Team

Estimated Cost: Staff time

Timeline: Spring/Fall 2014

Person(s) Responsible: See above

2.L *Enhance and develop training opportunities for employees -Establish regular training schedule –starting with Administrators and Supervisors*

People Involved: HR Management Team

Estimated Cost: Staff time

Timeline: Fall/Spring 2013-14

Person(s) Responsible: Vice Chancellor - HR

3. Provide timely, relevant, and reliable human resource information and ensure that this information is easily and widely accessible. Solicit and utilize information from internal and external customers to help improve human resource s, guide future actions, and address current issues.

Action Plans:

3.A *Holding quarterly HR Forums at each campus to inform administrators and staff who have HR and other human resource developments and activities.*

People Involved: HR staff

Estimated Cost: Staff time

Timeline: Spring 2014

Person(s) Responsible: Vice Chancellor - HR

3.B *Establish an HR Advisory Group that will meet quarterly with the Vice Chancellor to review and discuss human resource matters. Group will be comprised of representatives from each campus, the district office, and constituency groups.*

People Involved: HR staff

Estimated Cost: Staff time

Timeline: By Fall 2014

Person Responsible: Vice Chancellor - HR

3.C *Continue to update and develop a Human Resources webpage that is accurate, attractive, easy-to-use, and updated regularly.*

People Involved: HR staff, IT staff

Estimated Cost: Staff time

Timeline: Ongoing

Person(s) Responsible: Vice Chancellor - HR, Dir of Employee & Labor Relations, HR Manager, Payroll Manager

3.D *Continue to improve data and reports for effective decision-making within Human Resources and District-wide. Work with Information Technology staff to enhance WebI reporting and work with Banner consultant to enhance use of Banner HR modules to manage data and reports.*

People Involved: HR staff; IT staff, Banner consultant

Estimated Cost: Staff time

Timeline: Ongoing

Person(s) Responsible: HR Manager

3.E *Make greater use of technology and current business best practices to provide information and services to current and potential employees and the public.*

People Involved: HR staff, IT staff

Estimated Cost: Staff time

Timeline: Ongoing

Person(s) Responsible: HR Management Team

3.F *Develop on-line tools for supervisors and employees that provide them with direct and immediate access to a wide-range of Human Resource information. (See 2.C)*

People Involved: HR staff, College liaisons

Estimated Cost: Staff time

Timeline: Spring 2014

Person(s) Responsible: HR Management Team

4. *Ensure that the District is operating in full compliance with all applicable laws, regulations, and statutes.*

Action Plans:

4.A *Continue review of CLPCCD HR-related Board policies and procedures and revise (as necessary) to bring in alignment with California regulations and procedures and Federal law.*

People Involved: HR staff; Legal Counsel; CCLC

Estimated Cost: Staff time, consultant fees via Chancellor's Office, and some legal fees.

Timeline: Spring 2014 and ongoing.

Person(s) Responsible: Vice Chancellor - HR

4.B *Develop Equal Opportunity Plan in accordance with Title 5.*

People Involved: HR staff

Estimated Cost: Staff time

Timeline: TBD

Person(s) Responsible: Director, Employee and Labor Relations

4.B *Implement and ensure compliance with the Affordable Care Act.*

People Involved: HR staff

Estimated Cost: Staff time, May involve outside report and guidance (\$35,000)

Timeline: 2014

Person(s) Responsible: Director, Employee and Labor Relations

5. *Employ various modes of positive communication to foster a sense of partnership and cohesion District-wide.*

Action Plans:

5.A *Provide a regularly scheduled “HR Day” quarterly at each campus where administrators, faculty, and staff can have employment and benefit questions answered or issues addressed face-to-face by members of the HR staff.*

People Involved: HR staff, College liaisons

Estimated Cost: Staff time, travel (estimated \$200)

Timeline: 2014

Person(s) Responsible: Director, Employee and Labor Relations

5.B *Meet regularly and impromptu with college faculty and staff to foster open communication and collegiality.*

People Involved: HR staff

Estimated Cost: Staff time

Timeline: Monthly/Ongoing

Person(s) Responsible: Vice Chancellor; Director, Employee and Labor Relations

6. Strengthen the District's ability to attract and retain quality employees.

Action Plans:

6.A *Refine branding strategy/theme for HR marketing materials, job fairs, the webpage, newsletter, flyers, etc. Develop new brochures, review and assess recruitment efforts, identify additional outreach efforts to support diversity.*

People Involved: HR staff, Public Relations staff, outside consultant

Estimated Cost: Staff time; materials (estimated \$2500)

Timeline: Ongoing

Person(s) Responsible: HR Manager

6.B *Continue review of hiring policies and procedures, and align documents, procedures, and communications with sound human resource practices. Develop appropriate training and implement.*

People Involved: HR staff, College liaisons

Estimated Cost: Staff time

Timeline: Ongoing

Person(s) Responsible: Vice Chancellor - HR, HR Manager

6.C *Improve the applicant screening process. Develop tools and training materials to help with the review and screening of applications. Conduct training sessions for screening committees and administrators. Provide information on human resources website.*

People Involved: HR staff

Estimated Cost: Staff time; materials (estimated \$1500)

Timeline: Ongoing

Person(s) Responsible: HR Manager

6.D *Facilitate the recruitment, retention, and advancement of a diverse workforce. Provide information and training to hiring managers, search and screening committees, and administrators.*

People Involved: HR staff

Estimated Cost: Staff time

Timeline: Spring/Fall 2014

Person(s) Responsible: Director, Employee and Labor Relations (Lead), HR Manager

6.E *Conduct a comprehensive classification and compensation study for classified staff and supervisory/confidential staff.*

People Involved: HR staff, classified Union representatives, management representatives, outside consulting firm

Estimated Cost: TBD

Timeline: Review completed – need to determine when and how to implement with Union.

Person(s) Responsible: Vice Chancellor - HR

7. *Facilitate development of organizational capacity. Establish professional development, leadership, and skills training programs for administrators and staff.*

Action Plans:

7.A *Establish Leadership Development Program. Managing people and being an effective supervisor is a challenging role. To be successful, managers and supervisors need strong people skills and a keen knowledge of the law. Getting results through other people requires specialized training and hands-on experience. The Leadership Development Program will focus on providing supervisors and managers with the perspectives, knowledge, and techniques necessary to perform effectively in the workplace. The Program will include a core set of required seminars and electives. The core seminars will focus on the supervisory process and electives will be selected by each participant. Certificates will be awarded upon completion of the program.*

People Involved: HR staff

Estimated Cost: Staff time

Timeline: TBD

Person(s) Responsible: Chancellor (Lead) and Vice Chancellor - HR

7.B *Develop new employee orientation for all administrators, faculty and staff. Conduct regular and structured monthly orientation sessions for new employees.*

People Involved: HR staff

Estimated Cost: Staff time

Timeline: Complete for Faculty and Classified. Establish New Management Orientation in Spring 2014.

Person(s) Responsible: HR Manager

7.C *Develop and deliver skill-based training for employees.*

People Involved: HR staff

Estimated Cost: Staff time, In-house trainers (no cost), External trainers (\$5000)

Timeline: TBD

Person(s) Responsible: HR Manager (Lead) , Vice Chancellor - HR, and Director, E & LR

7.D *Develop and deliver mandatory training for all employees on preventing sexual harassment and discrimination in the workplace and the classroom. AB 1725 mandates that supervisors/managers must have training every two years. A range of training delivery methods will be explored (e.g., face-to-face, online, flex day scheduling, professional development). Coordinate efforts with the Chancellor, Presidents, and Vice Presidents for Academic Services, Business Services, and Student Services.*

People Involved: Director, Employee and Labor Relations

Estimated Cost: Train the Trainer (\$1,000)

Timeline: Fall 2013

Person(s) Responsible: Director, Employee and Labor Relations

8. *Develop and administer a comprehensive emergency preparedness program.*

Action Plans:

8.A *Review and revise District-wide Emergency Preparedness Plan(s).*

People Involved: HR Staff, Directors of Security and Safety, Las Positas College and Chabot College

Estimated Cost: Staff time

Timeline: Fall 2014

Person(s) Responsible: Vice Chancellor - HR

8.B *Develop and implement disaster preparedness awareness training plan.*

People Involved: HR Staff

Estimated Cost: Staff time

Timeline: TBD

Person(s) Responsible: TBD

8.C *Develop and implement an emergency response (SEMS/NIMS compliance) training plan.*

People Involved: HR Staff, Directors of Safety and Security, Las Positas College and Chabot College

Estimated Cost: Consultant Costs for trainers and drill/exercise proctors (estimated \$3000)

Timeline: TBD

Person(s) Responsible: TBD

8.D *Maintain and enhance an emergency preparedness and workplace safety website.*

People Involved: TBD

Estimated Cost: Staff time

Timeline: Ongoing

Person(s) Responsible: TBD

8.E *Create and chair the reestablished District-wide emergency preparedness committee.*

People Involved: HR Staff

Estimated Cost: Staff time

Timeline: TBD

Person(s) Responsible: TBD

9. *Develop and administer the workplace safety program.*

Action Plans:

9.A *Review and revise the District's Injury and Illness Prevention Plan.*

People Involved: HR Staff, Directors of Safety and Security, Las Positas College and Chabot College

Estimated Cost: Staff time

Timeline: TBD

Person(s) Responsible: Director, Employee and Labor Relations

9.B *Develop and implement a safety awareness plan system to identify, evaluate, and prevent occupational safety and health hazards, and unsafe work practices.*

People Involved: TBD

Estimated Cost: Staff time

Timeline: TBD

Person(s) Responsible: TBD

9.C *Implement the Safe Colleges Training Program. Monitor and track training via web-based tool.*

People Involved: HR Staff, Directors of Safety and Security, Las Positas College and Chabot College

Estimated Cost: Staff time

Timeline: Spring/Fall 2014

Person(s) Responsible: HR Manager (Lead); Director, Employee and Labor Relations

9.D *Develop and implement an Employee Health and Wellness Program. Coordinate efforts with Colleges.*

People Involved: HR Staff, Keenan and Associates, Kaiser, Anthem Blue Cross

Estimated Cost: Grants, Staff time

Timeline: Ongoing.

Person(s) Responsible: Vice Chancellor – HR (Lead); Director, Employee and Labor Relations

10. *Foster the development of trained and competent human resources staff that is committed to high-quality and effective customer service.*

Action Plans:

10.A *Implement professional development plan to enhance the knowledge and skill set of each human resource staff member. The development plan will be focused on departmental and District needs and will consider each staff member's interests.*

People Involved: HR staff

Estimated Cost: Staff time, professional development (estimated \$4,000)

Timeline: Ongoing

Person(s) Responsible: *All HR Administrators

Ensuring Excellence: Future Action and Evaluation

Implementation Process

The Chancellor's Senior Leadership Team (SLT) will oversee the implementation of this Strategic Plan. Each Vice Chancellor (and/or appropriate District administrator) will be responsible for the successful completion of his or her area goals. In instances where both a District and College administrator are responsible for cooperatively resolving a particular issue, both will be held accountable. The Chancellor, Vice Chancellors and College Presidents will coordinate the development of detailed implementation plans with measurable outcomes and timelines.

Budget Alignment

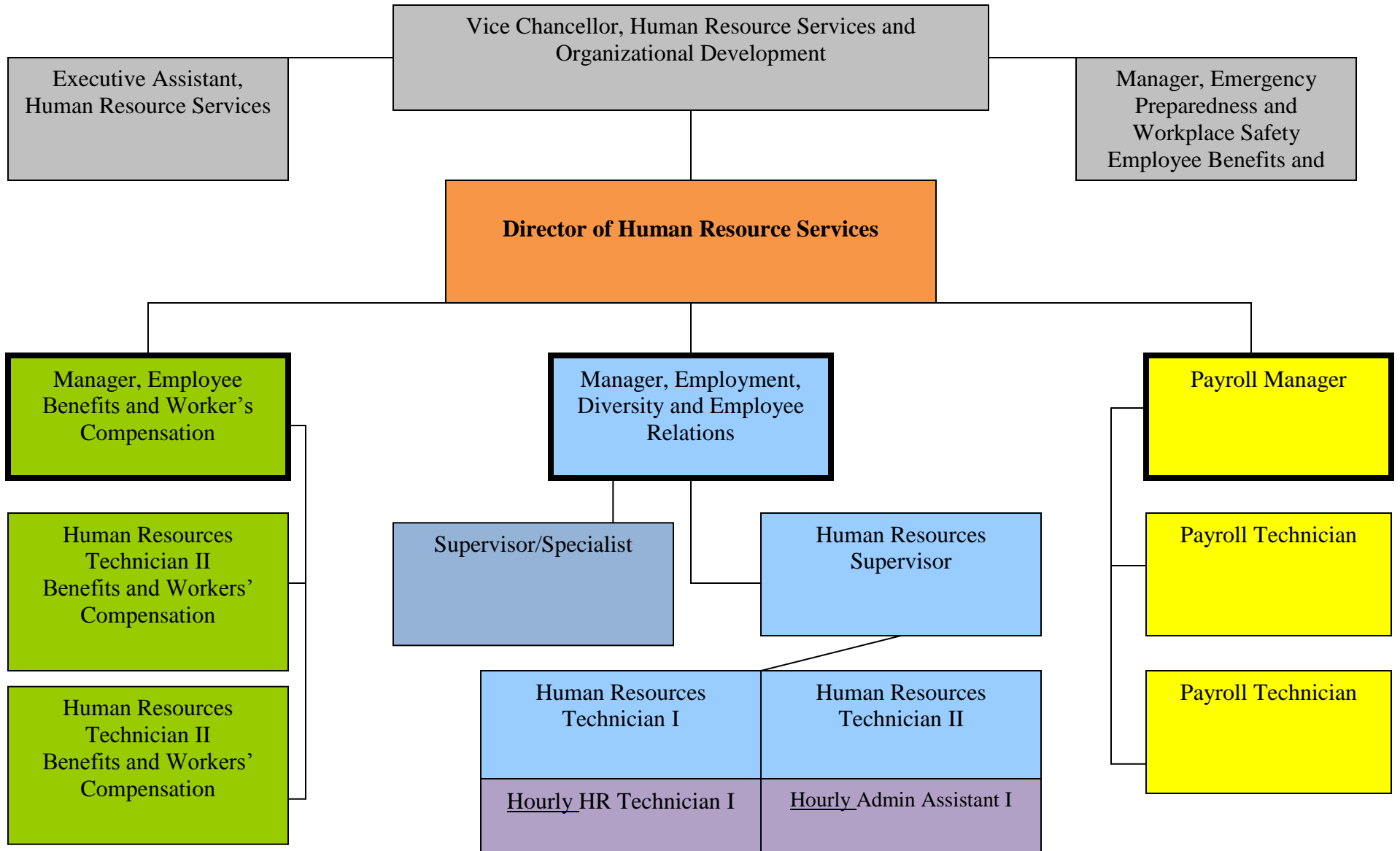
The implementation of the Strategic Plan will rely heavily on strong intra-District communication to ensure that both District and College goals are met. The Chancellor's SLT and Council – comprised of classified, faculty, and administrative representatives from all three sites – will review the Plan's financial implications and make appropriate recommendations to the Chancellor. At all times, the District will work to assume the potential costs of the Plan's implementation into the regular operating roles and expenses of the District and Colleges.

Review and Improvement

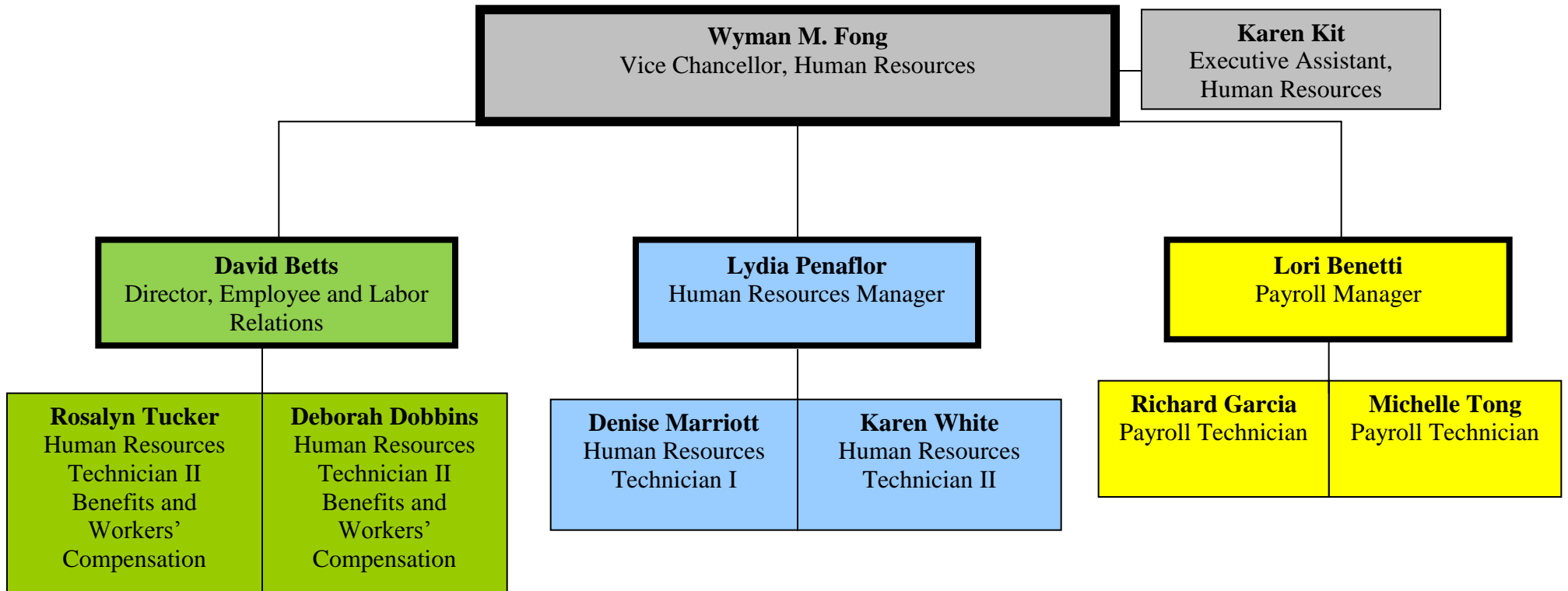
Each year, the Chancellor will lead the SLT and Council in a process to assess and update the Strategic Plan. The Chancellor will be responsible for reviewing progress on the old Plan, ensuring thorough incorporation of new elements, and completion of the revised Plan in a timely manner.

Office of Human Resources

FY 2008/2009



Office of Human Resources As of July, 2013



Eliminated Positions:

Director, Human Resource Services
Manager, Benefits and Workers' Compensation
Manager, Emergency Preparedness and Employee Safety (effective 12/13/12)
Payroll Supervisor (FY 10-11)

Eliminated Hourly Positions

HR Technician I and Admin Assistant I