Highline College Institutional Effectiveness Department Report

2020-2021

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| **Department information**  |
| Department name | Human Resources |
| Date this report was completed | 7/22/2020 |
| Staff who contributed to this report | Summer Korst, Amber Trillo, Gretchen Erhart |
| Department Mission statement (if applicable) |  |

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| **Taking stock of 2019-2020**  |
| **Describe 2-5 major accomplishments for 2019-2020. For each accomplishment, identify the related objective or indicator from the Mission Fulfillment Report (MFR), and describe the evidence you used assess this accomplishment** |
| 1. Addressed turnover of five positions in the HR Office. Maintained critical services in light of staffing changes. Contributed to a change of campus culture by promoting transparency in HR practices and increased communication. Created and cultivated a passionate and responsive HR team, utilizing the strengths of tenured staff and leveraging the ideas and perspectives of new staff. Held a retreat to align our department’s goals and challenges for the upcoming academic year. **(Core Theme 1, 2 & 4)**
2. Created efficiencies in the recruitment process, resulting in 78 new hires (faculty and staff). Administered three national searches for vice president positions. Invested in Talent Acquisition and Employee Development Manager. This positon has contributed to the College’s efforts to improve recruitment processes by increasing efficiency and standardizing evaluation processes. This positon has also helped us make significant improvements in implementing practices that promote broad, equitable searches through bias training and close review of job descriptions and recruitment plans to remove potential barriers for women and people of color. **(Core Theme 1, 2 & 4)**
3. Institutionalized the use of demographic data to inform targeted recruitment efforts. Accessing data in NEOGOV to assess and monitor the demographic data of candidate pools. HR began to utilize data to make informed decisions about which recruitment websites yield the highest return on applications. **(Core Theme 1, 2 & 4)**
4. Developed and implemented “Preparing for Annual Performance Evaluations”, a new training for managers and employees. Over 200 attendees participated in the trainings and HR received positive feedback from seasoned and new employees that the trainings informed their understanding of employee evaluation procedures. Developed a new annual evaluation form for exempt staff that linked employees’ goals and achievements to the college’s core themes and mission. **(Core Themes 1 & 4)**
5. Executed the implementation of ctcLink work (meetings, trainings, data validation, homework, etc.), completing deliverables within implementation timelines. **(Core Theme 1 & 4)**
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| **Department strengths** |
| 1. Created and cultivated a passionate and responsive HR team, utilizing the strengths of tenured staff and leveraging the ideas and perspectives of new staff.
2. Began asking our campus partners how HR could better assist their needs. Used that feedback to improve practices and process to ensure more efficiency and consistency.
3. HR empowers managers to recognize employees’ strengths, provide coaching, and timely feedback.
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| **Department challenges**  |
| 1. There is little documentation of existing processes and business practices, leading to lack of consistency in personnel procedures. In light of the recent shift to remote-work, there are opportunities to digitize and automate some of our common processes.
2. Departmental duties have been siloed and lacked cross-training or job knowledge across positions. HR employees are not able to assist their teammates during busy periods or vacations. We are restructuring job duties to promote more cross-training across all positions. Each HR team member has been tasked with creating a procedures manual for their position.
3. Overcoming perception of HR role and responsibilities. There has been a negative perception of HR and our office continues to break these negative opinions by requesting feedback/suggestions from our community, providing timely responses, and ensuring accuracy in our procedures.
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| **Areas you would like to improve** |
| 1. Develop more in-person trainings and on-line resources for employees and managers.
2. Develop reliable data collection and reporting for employee demographic information. Leverage this data to improve recruitment and retention efforts.
3. Coordinate anticipated separations with managers to ensure continuation of services and timely recruitments.
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| **2020 - 2021 work plan development**  |
| **Goals:** Identify 3-6 goals for your department for 2020-2021. Each goal should be associated with the core theme objective or indicator that best relates to the desired outcome of your work. In parentheses after each of your goals, describe the evidence you plan to use to assess the achievement of that goal.Not every objective or indicator will have an associated goal from your department, and you are welcome to delete the Core Themes/Objectives/Indicators that are NOT directly related to your goals for 2020-2021.  |
| 1. Examine policies with an eye towards dismantling systems of oppression that are sustained through our practices. HR recognizes the systemic barriers and anti-black racism our Black colleagues face on a daily basis. HR will host listening session to gain campus feedback and gain insights into the experiences of our BIPOC employees. We will use the information we learn at these sessions to inform plans for new trainings, changes to processes, and opportunities to improve campus climate/culture. In addition, our team will read, *“So you Want to Talk About Race”*, by Ijeoma Oluo, to guide us through conversations about race and racism. (Core Themes 1 & 2)
2. Create more written process documentation. Continue to develop consistency in HR business practices and improve efficiency. Create a “Managers’ Toolkit” that offers best practices for creating expectations, tracking employees’ time and absences, setting and monitoring goals, etc. (Core Themes 1 & 4)
3. Create new training opportunities for staff and managers (e.g. performance management training – how to define expectations and document employee performance). (Core Themes 1 & 4)
4. Increased audits and monitoring of personnel documents. Improve oversight and record keeping for absence reporting, annual performance evaluations, and position changes. Perform a close review of the HR website and update information that is out of date, and expand information that explains common procedures. (Core Themes 1 & 4)
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| **Suggestions to improve this report or process** |
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