

Human Resources

Program Review

Reporting Period: 2018-2019 through 2020-2021

Part 1: Review of the Past 3 Years

1. Service Unit Outcomes

A. Summarize assessment results. Highlight successes and areas requiring improvement. Discuss what actions were taken based on the assessment results and any improvements that can be observed.

The mission of Human Resources is to provide personnel administration services that include coordinating employee recruitment, selection, employment, and development; coordinating the employee benefits program; and maintaining an accurate payroll and employee records systems.

The Office of Human Resources/Payroll (HR/PR) serves Jefferson State Community College by overseeing employee recruitment and payroll processes, and coordinating benefits programs. The unit, with support from Administration, continues to seek ways to streamline hiring processes, provide an efficient and accurate payroll system, and communicate benefits information to all employees. During this reporting period:

- The unit migrated to a OneACCS Human Resources/Payroll Banner system. The HR Director served as Team Lead for the OneACCS HR/PR Banner system for Cohorts 1 and 2 across the entire Alabama two-year college system.
- Human Resources/Payroll developed, in collaboration with the Information Technology department, ARGOS reports that enabled HR/PR to work more efficiently. These reports also allowed other Alabama Community College System (ACCS) institutions to operate more efficiently.
- The unit developed its relationship with the Alabama Teachers' Retirement System (TRS) and Public Education Employees' Health Insurance Plan (PEEHIP) representatives.
- The unit continued to make ongoing updates to applicant search procedures in order to follow Alabama Community College System (ACCS) guidelines.
- The unit audited the College website and JeffNet to ensure HR/PR data was correctly reflected on the website.
- Active employees and eligible retirees participated in Flu Shot Clinics offered annually.
- Active employees and eligible retirees also took advantage of the Health Screenings offered annually.
- With administrative approval, the unit increased the rate of pay for its part-time faculty.

- With administrative approval, the unit increased the hourly rate of pay for its part-time police officers and security personnel in order to be more competitive with its service area agencies.
- The unit, in collaboration with Workforce Development, provided professional development training to all new employees. This training was suspended in 2020 due to the pandemic.
- The Employee Handbook, as well as policies and procedures, were updated.
- The HR Director began handling requests for accommodations from employees.

B. If applicable, identify the data regularly collected and/or reported as part of program compliance.

N/A

2. Analysis (as it relates to progress in achieving unit goals)

A. External conditions that have impacted the unit. Describe the ones that have most significantly affected the unit and what actions the unit took to respond to those conditions.

During the 2018-2019 reporting period and into early 2020, economic constraints affected the unit as many people were looking for either full-time or part-time employment. There was an influx of people who were employed but were also looking for part-time employment to supplement their current wages. The office saw an increase in applications for L-19 (part-time hourly) and part-time instructor positions. From Spring 2020 through 2021, however, due to the pandemic, applicant numbers fell dramatically. The re-advertisement of positions became a frequent requirement.

Throughout the reporting period, the HR office spent an enormous amount of time receiving calls and explaining the application process for hiring both full-time and part-time employees. The entire office participated in this process, answering questions that were posed via the telephone or in person.

Federal and state laws impacted the office and its operation. The U.S. Citizenship and Immigration Services allowed the temporary virtual verification of I-9 documents before completing the E-Verify process. The ACCS Office, in response to the Federal FFCRA legislation, required all ACCS institutions to manage employee requests for federal assistance related to COVID-19. These requirements increased the unit's workload significantly.

B. Internal conditions that have impacted the unit. Describe the ones that have most significantly affected the unit and what actions the unit took to respond to those conditions.

The departure of the HR/PR Director in February 2021 also impacted the unit. However, with administrative support, the vacancy was filled within two months.

- C. Collaboration (internally and externally) – Describe the key collaborative relationships in which your unit is involved. Explain how these partnerships strengthen the unit’s capacity to advance student success and/or enhance the quality of services and programs provided.**

Internal Collaborations

The unit collaborated with college administrators, as well as faculty, regarding personnel issues and concerns. This collaboration was important in fulfilling the unit’s mission.

The Office of Human Resources has established effective communications with college administrators, faculty, and staff. The office communicates all benefit changes and Legislative updates through open enrollment, electronic announcements, face-to-face meetings, and mail.

The unit collaborates with and frequently provides data to various departments across all campuses, such as the Office of Community Outreach which requests lists for sending invitations to special events.

External Collaborations

The unit collaborated with agencies such as the TRS, PEEHIP, Internal Revenue Service, and the Alabama Community College System office. Communications with these entities ensured that employees’ questions about benefits were addressed correctly.

- D. Communication – How effectively does information flow from this unit to other units on campus? How does your unit make information available to faculty/staff/students?**

The Office of HR/PR effectively communicates with all employees, other units, administration, and external entities by utilizing email, in-person meetings, virtual meetings, written correspondence, and phone. The unit communicates benefits changes and legislative updates to employees through emails, campus announcements, face-to-face meetings, the College website and mail.

3. Primary Functions/Primary Purpose/Unit Mission

- A. Note any changes in your unit’s primary functions since the beginning of the review cycle. Describe any changes that might warrant a modification of your mission statement.**

There were no changes in the unit’s primary functions since the beginning of the review cycle.

- B. In the past three years, have the functions/services of your unit changed in how directly or indirectly your unit supports student learning? If so, describe in detail.**

There have been no changes in the past three years in how the unit’s functions or services support, directly or indirectly, student learning. The mission of HR/PR remains the same.

4. Goal Progress

A. Describe your unit's progress in achieving its goals. Highlight achievements or areas that need continued focus and the evidence to support these claims. Indicate any factors that impacted progress toward achieving a goal.

The Office of Human Resources/Payroll has been successful in achieving its goals.

Goal #1 – Update office equipment and furniture.

Goal #2 – Provide educational programs and services for employees. Professional development classes were added for staff through the Workforce Education office. However, due to the 2020 pandemic, training was suspended.

Goal #3 – Locate adequate space for departmental storage. Available space was identified above the mail room by the Director of Maintenance. Although a budget request for labor and materials needed to renovate the space was approved, construction has not yet begun.

Goal #4 – Stay abreast of all changes affecting HR/PR.

Achievement Highlights

- Office areas were updated with fresh paint, new flooring, new furniture, and office equipment. A new scanner was purchased in anticipation of a scanning project recommended by the ACCS Office.
- Professional development classes were added for staff through the Workforce Education office. An online site was created for employees to log in, view, and register for the classes.
- The HR staff participated in the virtual ACCSHRMA Diversity Conference in 2020 and 2021. Payroll staff attended Banner meetings during the OneACCS Banner migration project.

Continued Focus

- Re-institute professional development training for employees, particularly focusing on staff training during a new employee's first year.
- Participate in training to stay abreast of employment, institutional, and legislative changes that affect the HR/PR areas.

B. Describe the adequacy of resources to achieve goals.

The Office of HR/PR has received adequate resources to support achievement of goals.

Part 2: Implications of Program Review for Developing 3-Year Plan

1. Vision and Direction of Unit

A. As a result of your evaluation, what direction do you see your unit taking in the next three years?

The HR/PR unit will continue to strive to meet the needs of the college and personnel. In the next three years the area will need adequate office space for the current three employees, with an additional employee to be hired in 2023, a conference room to conduct new hire orientations, staff meetings, etc. As the number of college personnel continues to grow, HR will evaluate the unit to meet the needs of the college.

B. Are there any anticipated conditions or trends that might impact the unit?

Staffing trends since the onset of the 2020 pandemic might have an impact on the unit. With fewer applicants applying for vacancies, an increase in employee turnover, and wage rates increasing, the unit will need to find new and effective recruitment options. Other anticipated conditions that might impact the unit are state and federal fiscal constraints.

C. What changes in collaborative relationships are needed to make this unit more effective in its missions?

This unit has developed effective collaborative relationships with all units on campus, including administration. Members of the department have fostered great relationships with PEEHIP and Teachers Retirement System representatives. Continued collaborations will be necessary to make this unit more effective.

D. Identify any areas where communication could be improved.

The HR/PR staff members are friendly, approachable, and value all employees. The unit has effective lines of communication with employees, administration, applicants, and other external entities. The HR website, which has been updated and which provides valuable information to applicants and to employees, should be continuously monitored in order for information to remain current and accurate.

E. Describe the feasibility of making the plan you have outlined a reality. What are the resources or support needed? What challenges do you anticipate?

The current plan involves a continuation of practices and services that are being provided to the college and its employees. The Office of Human Resources has the full support of the administration and there are no challenges anticipated.

Part 3: Evidence of Staff Participation in Program Review

1. Describe how the unit staff participated in the program review process. Include specific dates for meetings held or activities conducted.

The Director met with the staff day-to-day to discuss the daily operations and any issues or challenges that needed to be addressed. All employees shared their ideas in developing this plan. A draft of the program review document was provided to each staff member in February and feedback was solicited.

- 2. Attach advisory committee minutes (if applicable) and a list of members. Describe any changes made in the unit as a result of input from the advisory committee.**

No advisory committee is established for this unit.

- 3. List the names and titles of all participants in this program review.**

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Debbie Boone, Director of Human Resources
Juanita, Chamblin, Payroll Coordinator
Tonja Kennedy, Payroll Manager
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