

TO: Additional Reviewers

FROM: Review Team:  
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DATE: February 6, 2008

SUBJECT: MAUI COMMUNITY COLLEGE COMPREHENSIVE PROGRAM REVIEW  
ADMINISTRATIVE AFFAIRS - HUMAN RESOURCES  
Assessment Period: July 1, 2003 to June 30, 2007  
Initiator and writer: Debbi Brown with staff participation

Our review team for the Human Resources Comprehensive Program Review document first met in early January; we reviewed the document and interacted with the Human Resources staff throughout the month. We are impressed with the quality and quantity of work completed by Debbi Brown and her Human Resources team. Evidence shows that this unit deserves the support requested in the document.

The increasing number and complexity of procedures, including litigation, handled by this staff lend weight to the request for additional permanent positions and higher position classifications. Evidence also supports the department's need for increased supply and equipment funding and for additional space for document storage.

Taking into consideration the increase in the number and complexity of their daily activities, we feel that the HR staff has done amazingly well in maintaining excellent customer service while handling the ever-increasing workload in a timely manner. The requested additional staff and storage space would make it possible for them to reorganize their work assignments and become even more efficient.

**Part I. MISSION STATEMENTS OVERVIEW OF DEPARTMENT and  
Part II. OVERVIEW OF DEPARTMENT, STRATEGIC PLAN GOALS AND  
OBJECTIVES & CAMPUS PROGRAM REVIEW RELATIONSHIPS**

The document clearly identifies how the HR staff's efforts relate to the Maui CC and the University of Hawai'i Community College System missions, visions, and strategic plans and how the resources requested will allow the unit to remain consistent with the goals of these strategic plans, to keep up with the latest technology, and to comply with federal and state rules and regulations.

The unit's goals for the coming year are clearly identified:

**HR Department Goals, Plans & Objectives for 2008**

Goal 1: Improve processing of personnel transactions.

Goal 2: Increase campus staff training.

- Goal 3: Recruit, interview, select, and hire qualified applicants for employment in accordance with existing personnel directives and standard operating procedures.
- Goal 4: Retain and support effective college employees.
- Goal 5: Promote organizational success by enhancing the college's human resources through institutional planning and support.

### **Part III. ANALYSIS OF QUALITATIVE AND QUANTITATIVE DATA**

Satisfaction survey results give evidence of the excellent services consistently delivered by HR staff members. The review team is concerned, however, about the high personal cost to staff of delivering this quality customer service while at the same time completing the ever-increasing workload that comes to the HR department. It has become commonplace for staff members to work increasingly long hours, forgo vacation time, report to work even when ill, and forgo professional development opportunities.

The quantitative data in the document attest to the increasing workload. Every member of the HR staff is working to (and often beyond) capacity, including the temporary Clerk III.

### **Part IV. ANALYSIS OF HUMAN AND FINANCIAL RESOURCES, STAFF SUPPORT AND FACILITIES**

The document contains a very detailed analysis of the work completed by each member of the existing staff. It is clear that additional help is needed in this unit to remain on top of the ever-increasing workload; it is also clear that the temporary Clerk III position should be made permanent.

### **Part V. INTERNAL ASSESSMENT OF DEPARTMENT**

#### **A. Department Strengths**

#### **Top four (4) unit strengths during this review period**

1. The HR staff has adapted well to the increased duties and delegation of HR duties and responsibilities from the system office.
2. The existing HR staff has adapted to the increased responsibilities without additional staff, and continues to strive to be more efficient by reducing the amount of necessary paperwork required by the departments to hire faculty and staff.
3. The HR staff has maintained an open door policy to provide human resource services to faculty and staff and provide excellent customer service.
4. The HR staff has provided many of the personnel forms as well as information on benefits, hiring, and other personnel related information for faculty, staff, and the public through the development and implementation of a human resources website.

## B. Department Weaknesses

### **Three (3) main unit areas for improvement/weaknesses during this review period**

1. The heavy workload leaves no time or funds to pursue professional development or training opportunities. The HR staff has not remained current with state and federal regulations and national trends in the field of Human Resources Management.
2. The HR staff members have not been able to participate in college-wide committees that give service to the overall campus community.
3. The HR staff has been responsible for some overpayments and needs to work even more diligently with other college departments to avoid this in the future.

It is clear that the HR staff has consistently adjusted to the ever-increasing workload. It is also clear that this adjustment is taking its toll on the staff's ability to engage in the training and service activities that would be in the best interests of the staff and of the college.

## C. Workload Analysis

The document includes a detailed analysis of the four positions currently assigned and filled within the HR department: The Personnel Officer, Band B; Personnel Officer, Band A; Personnel Clerk V; and Clerk III.

## **Part VI. IMPROVEMENTS**

The evidence presented in the document and gained from interviews with the staff supports our conclusion that the HR staff has reached its highest potential of customer service and workload processing efficiency. Without additional staffing and resources, it would be unrealistic to expect the HR department to make improvements or to engage in the professional development training that is so critical in this area.

## **Part VII. FUTURE DIRECTION**

### **Unit goals/plans for the next review period**

1. Provide additional training sessions every semester and initiate on-line training.
2. Update the Maui Community College Human Resources website to give greater accessibility to personnel forms, minutes, policies and procedures, benefit information, payroll deadlines, and announcements.
3. Reduce overpayments by creating checks and balances through the reassignment of duties.
4. Utilize the Brio and Discoverer Program so we can provide various reports for the campus.
5. Strive to pay everyone in a timely manner by reassigning duties.
6. Assist with hiring high quality instructors and staff.
7. Work on streamlining the paperwork for more efficient and faster processing.

## Budget Implications

### The following are the requested budget increases:

Clerk III, SR08 (1)	\$25,668
Additional supplies/other	11,000
Professional Development and Training	6,000
Additional personnel staff and reclassifications	34,116
Position Count for temporary Clerk III, SR08;	0
Reclassification of Personnel Officer, Band B to C;	4,848
Reclassification of Personnel Officer, Band A to B;	3,408
Reclassification of Personnel Clerk V to Personnel Officer, Band A;	<u>192</u>
Total	\$85,232

The budget requests are clearly linked to departmental needs and tied to data within the Comprehensive Program Review and supporting documents. The need for additional staffing for the Human Resources Unit is justified because of the greater number of employees served by the college and by the ever-increasing delegation of Human Resources functions from the Community College System to the individual campuses.

In order to ensure continuous consistency with additional workloads, the existing Clerk III position needs to be made permanent. Also, an additional permanent personnel Clerk III position count is needed. This position count should become part of the Maui CC biennium budget requests to the legislature.

Training and professional development for the HR staff is critical. The review team strongly supports the request for \$6,000 per year to cover professional development costs, including airfare and lodging that may be necessary to attend a human resources conference on the mainland.

The space and equipment currently allocated to the HR unit is not adequate. In order to protect confidential personnel files, the unit must have additional locking file cabinets and space for the cabinets. For confidentiality and efficiency, the HR unit should also have its own designated fax machine and copy machine. Thus the request for an additional \$11,000 in equipment and furnishings is reasonable and necessary.

The additional personnel expenditures represent necessary costs to realistically compensate the HR staff for their current level of professional activities and to ensure that the ever-increasing HR responsibilities of the future are handled in a timely and cost-efficient manner. The \$34,116 per year represents an excellent investment in the productivity and efficiency of this unit.