

**UH MAUI COLLEGE**  
**ADMINISTRATIVE SERVICES-HUMAN RESOURCE OFFICE**  
**ASSESSMENT PERIOD: JULY 1, 2021 TO JUNE 30, 2023**

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

The University of Hawaii Maui College inspires students to develop knowledge and skills in pursuit of academic, career and personal goals in a supportive educational environment that emphasizes community engagement, lifelong learning, sustainable living, Native Hawaiian culture, and global understanding.

The Human Resource Department serves the employees, students 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 2020-21

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 continue to have the responsibility of auditing all recruitments for completeness and determining if applicant meets the minimum qualifications of the position.

Human Resource staff is currently utilizing the NEOGOV system for all APT, Civil Service and Faculty positions

### Benefit Plans

Ensure that benefits are explained and understood by employees to enhance satisfaction. We conduct benefits presentation for all new hires within a month of their hire date.

### 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 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.

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. Procedures are in place for all Civil Service and APT positions.

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.

Continue to 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 looking into better ways to ensure employees are properly evaluated and to ensure all personnel files and confidential information is secured.

## Training

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

Conduct effective new employee orientations via zoom or when space allows in person.

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.

### Staffing

The Human Resources office has been reduced by one full time employee, due to right sizing, the Human Resources office will be staffed with two (2) Generalist and one (1) Manager.

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

The Administrative Affairs Department sent out surveys to all employees. Based on the data obtained from the Administrative Services Assessment Survey for calendar year 2022, in all five (5) areas of the Human Resources Department's services continued to have 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 an asset of the Department and the staff excels in this area.

#### Quantitative Data

In analyzing the quantitative data for fiscal year 2022-23, it showed that there was a slight increase in Lecturer Payroll Notification Forms (PNFs) processed this fiscal year compared to fiscal year 2021-2022. The increase of Lecturer PNFs was due to the need to hire additional Lecturers due to numerous Faculty position vacancies which was caused by retirement and resignation and also the fact that positions were frozen post Covid due to financial constraints.

The total number of PNFs processed this fiscal year compared to fiscal year 2022-23, increased slightly due account code changes applied to Faculty and Administrative, Professional & technical (APT) employees.

The number of Form 6s processed for fiscal year 2022-23, decreased significantly. This was due to decrease in both Casual Hire and Overload appointments. We attribute the decrease to our Human Resources (HR) staff, who have been diligently working towards their efficiency in processing required Form 6s.

The number of new appointments per year also decreased significantly for fiscal year 2022-23, compared to fiscal year 2021-22. The decrease was due to the struggles we are facing with low applicant pools for the majority of our recruitments. It is currently the employee's market and they are aware of that. Applicants are demanding hire pay scales and we are competing with pay scales that are offered by employers in the private sector. Most applicants are not looking for the benefit package that will benefit them in the future, they are interested in what "I will receive today."

The number of investigations for fiscal year 2022-23, decreased from fiscal year 2021-22. This is due in part to the number of employees who continue to telework and not interact on a daily basis with other employees. Many of our faculty are teaching via Zoom, majority of meetings are held via Zoom and this repeats the comment on the lack of interaction amongst peers.

For fiscal year 2022-23, 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 efficient customer service are great assets for the Human Resources Department.

#### IV. Goals, Plans & Objectives for FY 2023-2025

##### Recruitment

Maintain timely, efficient, responsive and legally defensible hiring procedures. Enhance 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 applicants, as it is becoming harder to recruit qualified candidates in our current job market (i.e. Social Media platforms).

Continue to assist with training of Screening Committees on diversity and employment laws.

### Benefit Plans

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

Continue to conduct New Hire benefits presentation and conduct refresher benefits information sessions for employees. Distribute Benefit Summary Sheet and or link to the Office of Human Resources (OHR) website which houses benefits offered to qualified employees at the beginning of each semester.

### Documents

The Human Resource Department maintains and updates many documents, including but not limited to:

Administrative Procedures, Board Policies, Civil Service Rules and Regulations, Human Resource Department website, Salary Schedules, Employee Bargaining Unit Contracts, Position Descriptions, Application Forms and Announcements, Benefit Summaries, Organizational Charts, Recruitment Policies and Diversity Training for Screening Committees, required Legal Postings, Employment Packets, Unlawful Discrimination and Sexual Harassment Policies, etc.

Required Documents are reviewed and updated annually. Our website requires constant updates. HR staff has limited access to make website revisions, but we will continue to update our site accordingly and communicate additional needs to the campus Web Master when needed. HR Staff will continue to process employment contracts which are updated and renewed annually for temporary positions 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 continue to do in an efficient manner.

## Compliance

Compliance issues grow each year, which is an increase in 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, but not limited to Leave Notices, Health Insurance Portability and Accountability Act (HIPPA) privacy requirements, and responding accurately to employee questions and concerns. In addition, each year the Human Resources Department are 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 screening 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. This past year, the Counseling Department has hired a Disabilities Counselor for the students on our campus. Our office will work closely with this faculty member when and or if Disability requests are made by current employees for potential employees to ensure we are complying. HR staff will also be encouraged to participate in online opportunities when they are offered by the System Equal Employment Opportunity/Affirmative Action (EEO/AA) Office.

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 and encourage participation in trainings and staff development.

Ensure that all required trainings are completed and implemented. This includes, but not limited to sexual harassment training, hiring committee



trainings, hiring procedure trainings, new employee orientations. We are now utilizing on-line training for employees and managers.

### Compensation

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

Communicate compensation program clearly to Staff, Faculty and Executive/Managerial (E/M) employees.

Assist Department Supervisors and or Managers with employee in-grade adjustments and or change in band when requests are made. Offer support and encourage increases when warranted. This may be based on merit or an increase in job duties and responsibilities due to changes and or restructuring in the Department.

Compensation plans are posted on the OHR website for staff and faculty to review and they are updated as these plans change.

### Human Resources Management

Ensure evaluations are completed for APTs, Civil Service, Faculty, Lecturers, and E/Ms. Procedures are in place for all Civil Service and APT positions.

Almost all departments remain behind in their timely evaluation of employees despite multiple reminders by the HR staff. The college must continue to focus on this and hold Managers and or Supervisors accountable for late evaluations. We will continue to send monthly reminders to Managers and or Supervisors to follow through with performance evaluation requirements. We will brainstorm ideas which may encourage staff and employees to complete their required evaluations. One main factor in this area which contributes to late submittal of evaluations is the fact that most departments on campus are short staffed and Managers and Supervisors are required to obtain additional duties due to position vacancies.

Continue to hold orientations for new employees within a months' time from the date of hire.

Continue to provide enhanced security of personnel files and confidential information. Be sure files are locked, when not in use and continue to ensure the office is secured at all times.

We are constantly looking into better ways to ensure employees are properly evaluated and to ensure all personnel files and confidential information is secured. A valuable source for assistance in this area is to reach out to other Community Colleges within the University System and get advice as to how they are able to motivate their Managers and Supervisors to accomplish successful performance evaluation completions.

### Training

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

Conduct effective new employee orientations face to face or via zoom when warranted.

Actively participate on Campus and or University wide committees.

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

Encourage college wide participation with Office of Human Resources and Systems Office when offered.

## 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 Dean, Director, Vice Chancellor and Chancellor for final hiring approval. HR assists with providing Equal Employment Opportunity (EEO) training to those involved in both the screening and hiring process. HR 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 the Manager and or Supervisor 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 and completed accurately.

**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: HR assists with ensuring the Title IX Prevention Policies are accessible to all, and that all employees receive required Title IX training and they are updated regularly as the Policy mandates.

**Student Employment:** The Human Resources Department has been in charge of student employees since April 2021. HR staff assists various departments with job postings, auditing position descriptions to confirm accurate duties and responsibilities are applied accordingly to the job level advertised, ensure requirements are met by potential student assistants and coordinate the on-boarding process for all new student employees

## VI. Short Term Resource Needs and Priorities

### Meetings

At this, staff meetings have not been scheduled regularly due to staff shortage and time constraints. Communication between the two existing staff members is done a day-to-day basis to ensure valued information are relayed to each other. Future staff meetings will be scheduled on the Thursday after the Administrative Affairs Managers meet on Wednesday with the Vice Chancellor of Administrative Affairs (every other week) and also the second Friday of the month which is the day after the Community College (CC) HR Managers meeting conducted by the CC Systems HR Office. This will keep the staff current on issues within the campus and within the system Human Resources Department and open communication within the HR office which will enhance office productivity and allow all staff members to have a voice.

### Staff Development

We will encourage staff to participate in Professional Development (PD) opportunities offered by both the Maui College PD Team and or PD opportunities offered by UH as a whole. This will assist our staff with growth in their profession and allow them to interact with peers on campus and across the UH Community. Due to previous budget constraints and our location on an outer Island, HR staff have had limited access to training opportunities in the past but since the Covid shutdown, there have been more opportunities via virtual workshops. It would be beneficial to our employees and students if the HR Staff have the opportunity to attend face-to-face training and conference opportunities, when they are offered, by such organizations as the Society of HR Management (SHRM), State of HI Department of HR Development (DHRD), College and University Professional Association-Human Resources (CUPA-HR) and the HI Employers Council (HEC). It would be beneficial to our Human Resources Staff to receive specialized training in various areas of Human Resources and networking opportunities with other Human Resources staff from other CC campuses. We will continue to offer these opportunities when they are offered and encourage staff members to participate. This will prove to be essential for maintaining current knowledge in areas of compliance and for sharing ideas and resources.

## Supplies

An increase in the supply budget is needed to update existing office furniture which has proven to be inefficient in the workplace. We also request for a “face lift” in our work area. It would be beneficial and a morale booster for our HR team to be able to work in an area that has been upgraded which is long overdue. Due to Covid (which is now over) and the present staff shortages in the Operations & Maintenance Team, office cleaning duties have been assigned to staff members since March 2020. A new and fresh work place may increase employee productivity.

## Facilities/Technology

The Human Resources Department includes an office for the Human Resources Manager, office for the Assistant Human Resources Manager, and a shared office/reception area for two Human Resources Generalists. Office space for current staffing needs appears adequate but outdated. The pressing issue is storage of continually expanding paper files. There are file cabinets lining all available wall space and these files are filled to capacity. We move older files of terminated employees to our storage area. These files are almost at full capacity. There is no room for additional storage in our office.

The Human Resources Office has purchased a High-Tech Scanner which will be capable of converting inactive hard copy personnel files to digital files. Minimal training has occurred amongst the HR and campus Information Technology (IT) staff and representative of the company from which the software was purchased. The software in place may not be what is needed. Additional training is needed by the software representative. Once the training is successfully completed the HR staff will be able to work towards archiving old files to digital files. This will alleviate the storage issues we face in our work area. Due to staff shortages, this has been on hold.

## Miscellaneous

It will be beneficial for the College to commit more resources to initial compliance, required revisions/updates and implementation of mandated programs to ensure timely completion and continued compliance. Compliance issues may assist with avoiding costly legal actions.

Employees have had a difficult time dealing with managing stress, loss of a love one, domestic violence & abuse. The recent Lahaina wildfires which occurred in August 2023, has made an impact on both students and employees. We request to add more to the budget for the Employee Assistance Program which is regularly offered to our employees.

Supplies: \$5,000

Student Help: \$8,000

Cost of EUTF booklets: \$1,000

Cost of Union contracts: \$1,000

Training/HR Conference: \$10,000

Overtime: \$5,000

Employee Assistance Program: \$5,000