

**MAUI COMMUNITY COLLEGE
COMPREHENSIVE PROGRAM
REVIEW REPORT**

**ADMINISTRATIVE AFFAIRS
HUMAN RESOURCES**

October 19, 2007

Assessment Period: July 1, 2003 to June 30, 2007

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Writer Name: Debbi Brown**

Program Review at Maui Community College is a shared governance responsibility related to strategic planning and quality assurance. It is an important planning tool for the college budget process. Achievement of Student Learning Outcomes is embedded in this ongoing systematic assessment. Reviewed by a college-wide process, the Program/Unit Reviews are available to the college and community at large to enhance communication and public accountability.

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Part I. MISSION STATEMENTS OVERVIEW OF DEPARTMENT

A. Mission and Vision of Maui Community College

Maui CC Mission Statement

Maui Community College is a learning-centered institution that provides affordable, high quality credit and non-credit educational opportunities to a diverse community of lifelong learners.

Maui CC Vision Statement

We envision a world-class college that meets current and emerging Maui County education and training needs through innovative, high-quality programs offered in stimulating learning environments. The College mission, goals, and actions will be guided by the Native Hawaiian reverence for ahupua'a, a practice of sustaining and sharing diverse but finite resources for the benefit of all.

(Maui CC Strategic Plan with mission and vision statements attached)

B. Mission and Vision of Administrative Services

(Administrative Services mission statement and org chart attached)

C. Mission, Vision, and Function of the Department

Mission and Vision

The human resource department's mission, vision, and functions are based on the Maui Community College Mission Statement and Strategic Plan in providing high quality service and support in the following areas:

Give faculty, staff and students mutual respect. Provide an atmosphere of open communication and be service oriented by having an open door policy.

We are an equal opportunity employer and promote diversity, equity and continuous recruitment and retention of diverse faculty and staff.

Provide training for professional growth.

Provide better service and advice to our employees by networking with our colleagues from other campuses and the systems office.

Streamline paperwork to be more efficient, reduce costs and paperwork.

Perpetuate the Hawaiian language by including Okina in our forms.

Keep up with technology through the acquisition of computer equipment and human resource software.

Keep current on University Board of Regents Policies, Administrative Rules, Policies and Procedures; and all applicable Federal and State Rules and Regulations.

Functions of the Unit

The Human Resources Unit at Maui Community College is responsible for the college's human resources operations, including the following:

- Reviewing and processing workers' compensation claims, temporary disability insurance, health fund, and various other employee benefits.
- Handling classification and pay administration.
- Providing contract interpretations, labor relations, organizational management, and employment services.
- Overseeing recruitment, selections, and appointments.
- Maintaining information on working conditions, salaries, and transactions.
- Maintaining and handling personnel record keeping and transactions.
- Keeping within the Equal Employment Opportunity/Affirmative Action (EEO/AA) guidelines
- Developing and interpreting personnel management policies and procedures and management analyses
- Training and faculty/staff development

Part II. OVERVIEW OF DEPARTMENT, STRATEGIC PLAN GOALS AND OBJECTIVES & CAMPUS PROGRAM REVIEW RELATIONSHIPS

A. Vision of the Department over the next five years

Our vision over the next five years is to continue to provide high quality service and support to our faculty, staff, students, and the public as our college continues to grow. In order to handle the continuous delegations from the UH System human resources office; we will find ways to streamline paperwork for better efficiency. We will keep up with technology and federal and state rules and regulations so that we can better serve the college, and we will provide professional development training for faculty and staff. We will promote diversity and equity and continuous recruitment and retention of a diverse faculty and staff.

As the college grows and expands, it will be critical that our department also grows, making it possible for us to efficiently handle the added workload and increasing responsibilities. We will expand our own professional development to ensure that we have proper and adequate training to provide advice to the administrators that will protect the college from potential litigation.

Goals, Plans, & Objectives for 2008

Goal 1: Improve processing of personnel transactions.

- Reassign the current responsibilities among the two personnel officers and two personnel clerks to better align changing functional workloads with the existing staff.

Goal 2: Increase campus staff training.

- Schedule more campus staff training sessions to reduce the number of corrections necessary for personnel documents.

Goal 3: Recruit, interview, select, and hire qualified applicants for employment in accordance with existing personnel directives and standard operating procedures.

- Advise administrative staff in management of overall personnel expenditures to accomplish the college goals.
- Classify, establish, or modify/update college personnel positions and position descriptions.
- Ensure college positions are appropriately described and updated to reflect current needs and staffing requirements.

Goal 4: Retain and support effective college employees.

- Develop an intake and orientation program for new employees to cover benefits and services.
- Administer employee compensation, leave, and benefit programs by processing accurate and timely personnel transactions.
- Conduct in-service training to promote understanding of personnel policies and procedures, non-discrimination and diversity, and a safe working environment.
- Provide informational announcements or updates on new or modified benefits and services to employees of the college.
- Advise supervisors and employees on performance standards, assessment, and schedules.
- Facilitate disciplinary or corrective action to address employee misconduct, substandard performance, poor morale, or ineffective supervisor-subordinate relations.
- Manage employee complaints and grievances.
- Maintain reliable applicant information and employee records.

Goal 5: Promote organizational success by enhancing the College's human resources through institutional planning and support.

- Provide consultative, evaluative, and administrative support and research to the college's administration.
- Oversee the college's staffing plan and position management.
- Contribute to the college's strategic planning, program review, and accreditation process.

The Human Resource's mission aligns with UH Community Colleges System's mission by supporting its open door policy and serving all segments of our Hawaiian Islands community. Human Resources provides an open and fair recruitment procedure. This forms the essential foundation of hiring the best candidate to work with our diversified students, faculty, and staff.

B. Connection of the Departmental goals to the UH CC Strategic Plan Goals

(See attachment)

I. UH CC Strategic Plan Goal E: Promote effective learning through a continuing commitment to the maintenance and improvement of the campus physical environment and through application of new technologies to better serve traditional and non-traditional students. Develop an effective, efficient, and sustainable infrastructure to support learning and teaching.

- **Maui CC HR Department Goal 1:** Improve processing of personnel transactions addresses this issue. We are reassigning the current

responsibilities among the two personnel officers and two personnel clerks to better align changing functional workloads with existing staff.

- **Maui CC HR Department Goal 2:** Increasing campus staff training also addresses this UHCC goal. This will be done by scheduling more campus staff training sessions to reduce the number of corrections necessary for personnel documents.

II. UH CC Strategic Plan Goal D: To sustain and enhance a skilled, knowledgeable and productive workforce, committed to the delivery of high quality education and service. Develop our human resources: recruitment, retention, and renewal.

- **MCC HR Department Goal 3:** Employ the best qualified and effective personnel to satisfy the human resource requirements of the college. We will be managing personnel resources to achieve optimum institutional benefits and accomplish the college's goals and objectives by classifying establishing, or modifying/updating college personnel positions and position descriptions; ensuring that college positions are appropriately described and updated to reflect current needs and staffing requirements; and recruiting, interviewing, selecting, and hiring qualified applicants for employment in accordance with existing personnel directives and standard operating procedures.
- **MCC HR Department Goal 4:** Retaining and supporting effective college employees ties directly to this UHCC strategic plan goal. We will develop an intake and orientation program for new employees to cover benefits and services; administer employee compensation, leave, and benefit programs by processing accurate and timely personnel transactions; conduct in-service training to promote understanding of personnel policies and procedures, non-discrimination and diversity, and a safe working environment; provide informational announcements or updates on new or modified benefits and services to employees of the college; advise supervisors and employees on performance standards, assessment, and schedules; facilitate disciplinary or corrective action to address employee misconduct, substandard performance, poor morale, or ineffective supervisor-subordinate relations; manage employee complaints and grievances; and maintain reliable applicant information and employee records.

C. Connection of departmental goals to Maui CC Strategic Plan Goals and Objectives.

- I. Maui CC Strategic Plan Goal 5, Objective 2: Allocate and manage resources to achieve continuing improvements in organization, people, and processes.**

- **MCC HR Department Goal 1:** Improve processing of personnel transactions. We are reassigning the current responsibilities among the two personnel officers and two personnel clerks to better align changing functional workloads with the amount of existing staff we currently have.
- **MCC HR Department Goal 2:** Increase campus staff training by scheduling more campus staff training sessions to reduce the number of corrections necessary for personnel documents.
- **MCC HR Department Goal 3:** Employ the best qualified and effective personnel to satisfy the human resource requirements of the college. This will be done by managing personnel resources to achieve optimum institutional benefits and accomplish the college's goals and objectives; classifying, establishing, or modifying/updating college personnel positions and position descriptions; ensuring college positions are appropriately described and updated to reflect current needs and staffing requirements; and recruiting, interviewing, selecting, and hiring qualified applicants for employment in accordance with existing personnel directives and standard operating procedures.

II. Maui CC Strategic Plan Goal 4, Objective 1: Create a culture of excellence by recruiting, rewarding, and empowering faculty and staff and fostering a spirit of appreciation for all college employees.

- **MCC HR Department Goal 2:** Increase Campus Staff Training. This will be done by scheduling more campus staff training sessions to reduce the number of corrections necessary on personnel documents.
- **MCC HR Department Goal 3:** Employ the best qualified and effective personnel to satisfy the human resource requirements of the college. This will be done by managing personnel resources to achieve optimum institutional benefits and accomplish the college's goals and objectives; classifying, establishing, or modifying/updating college personnel positions and position descriptions; ensuring college positions are appropriately described and updated to reflect current needs and staffing requirements; and recruiting, interviewing, selecting, and hiring qualified applicants for employment in accordance with existing personnel directives and standard operating procedures.
- **MCC HR Department Goal 4:** Retain and support effective college employees. This is done by developing and initiating an in-take process and orientation program for new employees to cover benefits and service; Administering employee compensation, leave, and benefit programs by processing accurate and timely personnel transactions; conducting in-service training to promote understanding of personnel policies and procedures, non-discrimination and diversity, and a safe working environment; providing informational announcements or updates on new or modified benefits and services to employees of the college; advising supervisors and employees on performance standards, assessment, and

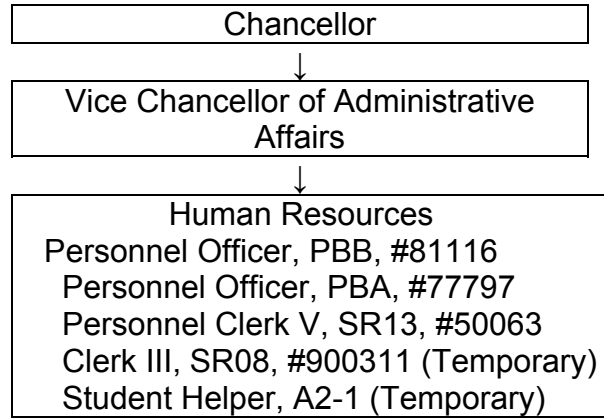
schedules; facilitating disciplinary or corrective action to address employee misconduct, substandard performance, poor morale, or ineffective supervisor-subordinate relations; managing employee complaints and grievances; and maintaining reliable applicant information and employee records.

III. Maui CC Strategic Plan Goal 1, Objective 2: Achieve a shared institutional culture that treasures diversity and inclusion, honors collegiality, and continuously strives for exceptional performance.

- **MCC HR Department Goal 1:** Improve processing of personnel transactions by reassigning the current responsibilities among the two personnel officers and two personnel clerks to better align changing functional workloads with the amount of existing staff we currently have.
- **MCC HR Department Goal 2:** Increase campus staff training by scheduling more campus staff training sessions to reduce the number of corrections necessary for personnel documents.
- **MCC HR Department Goal 3:** Employ the best qualified and effective personnel to satisfy the human resource requirements of the college. We will recruit, interview, select, and hire qualified applicants for employment in accordance with existing personnel directives and standard operating procedures.
- **MCC HR Department Goal 4:** Retain and support effective college employees. This is done by developing and initiating an in-processing and orientation program for new employees to cover benefits and services; administering employee compensation, leave, and benefit programs by processing accurate and timely personnel transactions; conducting in-service training to promote understanding of personnel policies and procedures, non-discrimination and diversity, and a safe working environment; providing informational announcements or updates on new or modified benefits and services to employees of the college; advising supervisors and employees on performance standards, assessment, and schedules; facilitating disciplinary or corrective action to address employee misconduct, substandard performance, poor morale, or ineffective supervisor-subordinate relations; managing employee complaints and grievances; and maintaining reliable applicant information and employee records.

D. Organizational Chart (including temporary, casual, and student positions)

Human Resources Unit Organizational Chart



Part III. ANALYSIS OF QUALITATIVE AND QUANTITATIVE DATA

A. Qualitative Data (Administrative Services – Assessment Survey for Calendar Year 2005)

Data gathered in the Assessment Survey for 2005 show very strong ratings for the Personnel Office. The personnel office consistently scores higher satisfaction ratings than all other departments within Administrative Services. On a scale of 1 to 5 with 1 meaning poor and 5 meaning excellent, the Personnel Office showed improvements in ratings across all areas surveyed.

Personnel policies and procedures are readily accessible. All of the personnel policies and procedures are posted on the personnel website and are also available in the office. The office provides high quality service and strives to maintain an open door policy and service orientation. A majority agreed that the office provided service in a timely fashion and that the staff is courteous and helpful.

The Personnel Office showed significant improvement in the area of providing training to MCC faculty and staff. Training is now offered every semester and all procedures posted on our personnel website. Most agreed that Personnel Offices services have improved over the past year. With the addition of the personnel website, more training, reduction of processing time, and a commitment to an open door policy, the department's services have improved.

	2005 Average	2004 Average	2003 Average
Personnel policies and procedures are readily accessible	4.21	4.11	4.15
Personnel Office provides high quality service	4.25	4.21	4.24
Personnel Office provides services in a timely fashion	4.2	4.08	4.11
Staff is courteous and helpful	4.53	4.35	4.5
Training provided by the Personnel Office has been adequate	4.05	3.85	3.98
TOTAL	4.26	4.14	4.21
	Improved	Stayed The Same	Declined
Have the Personnel Office services improved or declined over the past year?	36	0	4

Even though the assessment survey results are overwhelmingly positive, it is important to note that there have been real challenges in the past few years, since the 2005 survey. There have been instances where start dates of new hires have been delayed due to insufficient staff within the human resources department to expeditiously process the required paperwork. The delayed start dates adversely affect programs and instruction.

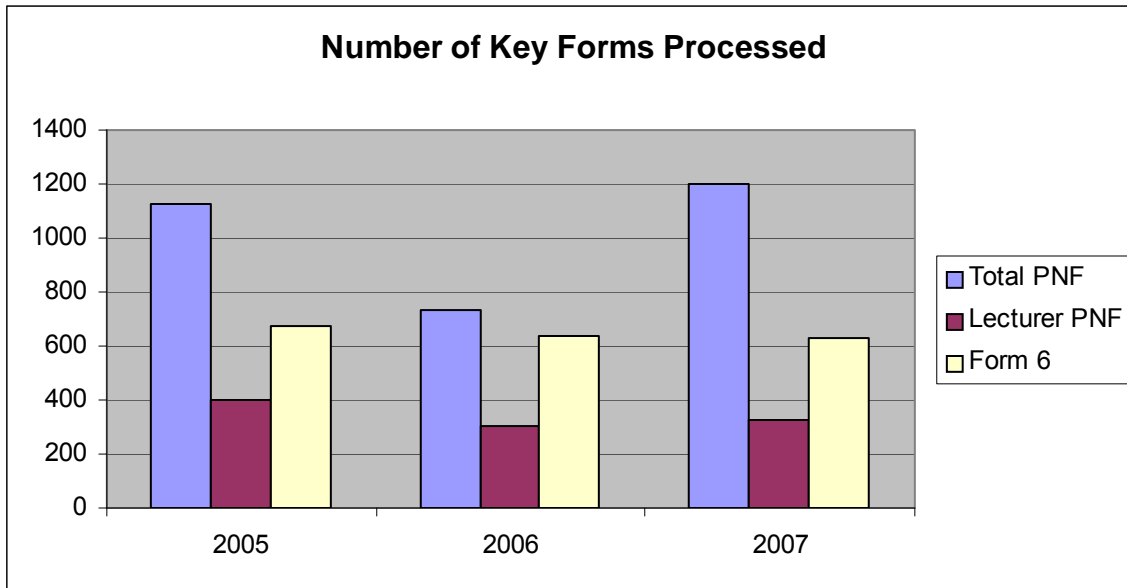
With the shortage of personnel employees, much of the paperwork establishing and filling positions falls on the department chairs and secretaries and on other unit secretaries. A fully staffed personnel office would be better able to serve the needs of the individual departments on campus. All screening committees are trained in the area of confidentiality; the EEO officer and the personnel officer monitor the hiring process to assure procedures are followed correctly. Due to the increased workload and complexity of the process, all personnel records are kept in the personnel office in a locked file in a locked office. Employees have access to their own files by requesting them from the personnel officer. Files may not be removed from the personnel office. These new regulations and procedures seriously challenge the personnel office staff's ability to maintain high satisfaction ratings.

B. Quantitative Data Analysis (Graphs attached)

In FY 2005, we processed 397 lecturer payroll notification forms (PNF) (peoplesoft payroll documents for Board of Regents appointments, lecturers and civil service appointments), but in FY 2006, the number dropped to 305 PNFs processed due to a hiring freeze because of budget constraints. In FY 2007, 324 lecturer PNFs were processed. We did not see a substantial growth in lecturer PNF's because of the large increase in the number of new faculty positions from the 2006-2007 legislature session. (This information is included in the attached graph.)

In FY 2005, an overall total of 1,128 PNFs were processed by the human resources office; this includes lecturers and full-time positions. In FY 2006, there was a drop to 736 PNFs processed due to the hiring freeze. In FY 2007, the total PNFs processed increased to a high of 1203. The total number of PNF's processed for the period from FY 2006 to 2007, increased by 39% due to the increase of new appointments, account code changes, and change in credit loads for lecturers. New positions were allocated from the 2006-2007 legislative session. There has been an increase in over 50 % of new positions (91 positions) authorized in the last 2006-2007 legislative session.

Casual hires and overloads are captured through the Scopis payroll (Form 6). A total of 675 form 6's were processed in FY 2005 and 634 in FY 2006. The drop was due to budget constraints within the OCET department. In FY 2007 there were fewer form 6's processed as well, due to an increase in the number of full-time regular positions. This information is included in the attached graph.



In FY 2005, there were a total 1826 Faculty/APT/Staff leave cards processed by the human resources office. In FY 2006, that number increased to 2109, a substantial increase. In FY 2007, the total increased again to 2291 leave cards. This increase is tied to the number of positions that were funded and filled, as well as the increase in average age of campus personnel. This is an area where the human resources office anticipates a continual increase in workload.

The exact scope and details of the various forms and duties performed by the individual members of the personnel office staff is described in detail later in this document. The complexity and workload is steadily increasing. The need for clear and accurate record keeping and increased confidentiality is placing a strain on the existing staff. Satisfaction ratings remain high, but it is at great personal cost to the staff members. There is a definite need for professional development opportunities so that the staff can continue to provide excellent and timely service.

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

Human Resources

A. Positions - List

Staff Listing – Full Time, Part Time, Permanent and Temporary, Filled Positions as of FY 2006-2007

The Human Resources Unit has the following positions:

Administrative, Professional, Technical (APT) Positions:

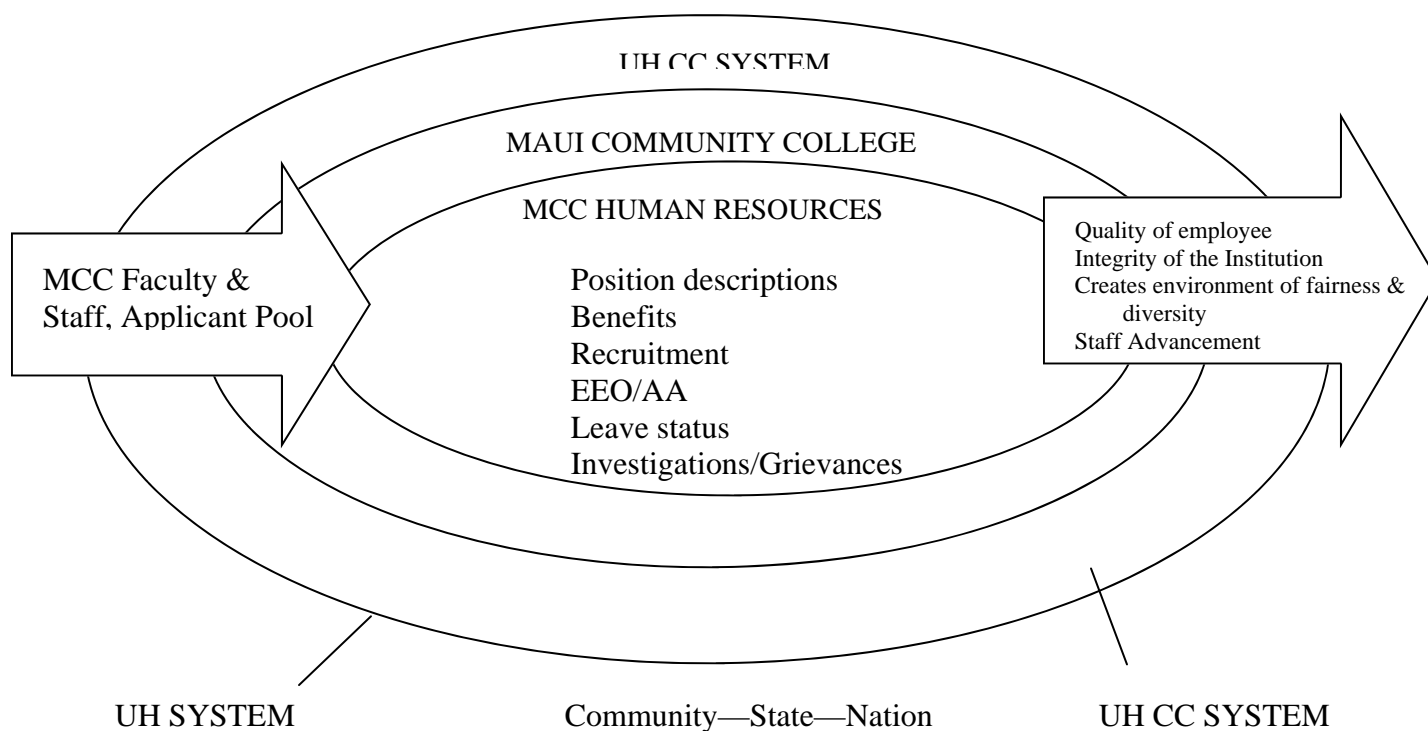
- Position No. 81116, UH Personnel Officer, Band B, Permanent, Filled
- Position No. 77797, UH Personnel Officer, Band A, Permanent, Filled

Clerical Positions:

- Position No. 50063, Personnel Clerk V, Permanent, Filled
- Position No. 900311, Clerk III, Temporary, Filled

HUMAN RESOURCES PROGRAM MAP

Maui Community College
Human Resources
Program Map



The Human Resources Unit serves Maui Community College faculty, staff, and applicants who apply for positions. The Unit works closely with all other units of the college and consults with the UH Office of Human Resources system and with the UH Human Resources Community Colleges system.

B. Permanent and Temporary Positions Filled as of June 30, 2007

Maui Community College – 4 FTE
Honolulu Community College – 2 FTE
Kapiolani Community College – 4 FTE
Leeward Community College – 4 FTE
Windward Community College – 2.5 FTE
Hawaii Community College – 3 FTE
Kauai Community College – 2 FTE

C. Position groupings as compared to other campuses

Maui Community College

Administrative, Professional, Technical (APT) Positions:

- Position No. 81116, UH Personnel Officer, Band B, Permanent
- Position No. 77797, UH Personnel Officer, Band A, Permanent

Clerical Position:

- Position No. 50063, Personnel Clerk V, Permanent
- Position No. 900311, Clerk III, Temporary, Filled

Honolulu Community College

Administrative, Professional, Technical (APT) Positions:

- Position No. 80366, UH Personnel Officer, Band B, Permanent

Clerical Position:

- Position No. 41153, Personnel Clerk IV, Permanent

Kapiolani Community College

Administrative, Professional, Technical (APT) Positions:

- Position No. 80874, UH Personnel Officer, Band B, Permanent
- Position No. 80551, UH Personnel Officer, Band B, Permanent

Clerical Position:

- Position No. 26659, Personnel Clerk V, Permanent
- Position No. 41358, Account Clerk III, Permanent

Leeward Community College

Administrative, Professional, Technical (APT) Positions:

- Position No. 80353, UH Personnel Officer, Band B, Permanent
- Position No. 80140, UH Personnel Officer, Band B, Permanent

- Position No. 77624, UH Administrative & Fiscal Support Specialist, Band A, Permanent

Clerical Position:

- Position No. 41659, Personnel Clerk IV, Permanent

Windward Community College

Administrative, Professional, Technical (APT) Positions:

- Position No. 80479, UH Personnel Officer, Band B, Permanent
- Position No. 77798, UH Personnel Officer, Band A, Permanent

Clerical Position:

- Position No. 26602, Secretary II, SR 14, .50 FTE, Permanent

Hawaii Community College

Administrative, Professional, Technical (APT) Positions:

- Position No. 80253, UH Personnel Officer, Band B, Permanent
- Position No. 77978, UH Personnel Officer, Band A, Permanent
- Position No. , UH Personnel Officer, Band A,

Clerical Position:

- Position No. 50047, Personnel Clerk V, Permanent

Kauai Community College

Administrative, Professional, Technical (APT) Positions:

- Position No. 80886, UH Personnel Officer, Band B, Permanent

Clerical Position:

- Position No. 27865, Personnel Clerk V, Permanent

Financial Resources/Facilities and Equipment

D. Budget and needs assessment.

Currently, human resources has \$3,000 budgeted for student help, \$4,000 for overtime, \$3,000 for supplies and other costs.

E. Contracts, Other Costs

Currently, human resources has no contracts.

F. Equipment

Currently, human resources share a copy machine, large paper shredder and fax machine with the Business Office. However, human resources need to make copies of employee's identification documents while they wait, and usually the shared copy

machine is being used; therefore, it is necessary for us to purchase our own small copier. Also, due to the confidentiality of personnel information, it is necessary for our office to purchase our own fax machine. Currently, the administrative service's office doesn't have a scanner and to scan data for our human resource website we need to purchase a scanner. This will cost approximately \$2,000, necessitating an increase in our supply budget for next year.

G. Offices, Office space and storage

The Human Resources Unit is housed in the Hookipa Building at Maui Community College. The Vice Chancellor of Administrative Affairs, Secretary of Administrative Affairs and the Business Office are also housed there. The Personnel Office has two separate offices and a reception area where the Personnel Clerk V and Clerk III are located. There is one small storage room in the Hookipa building shared by all of the Administrative Affairs staff. There is also another storage area located in another area on campus shared by all the Administrative Affairs staff.

We need more storage for confidential information and increasing personnel files.

Part V. INTERNAL ASSESSMENT OF DEPARTMENT

A. Department Strengths

Top Four (4) Unit Strengths During This Review Period

1. The current human resource staff, consisting of the two personnel officers and two civil service positions, met and identified the top three unit strengths. Due to the reorganization of the Community Colleges in 2002 and then again in 2005, human resources functions were delegated from the Community College System to the individual campuses. With the increased duties and delegation of responsibilities from the Systems office, the human resources office adapted to these changes the best we could with our existing staff.
2. We have adapted to the continuous delegation of human resources functions from the Community College System to the individual campuses without additional staff and continue to strive to be more efficient by reducing the amount of necessary paperwork required by the departments to hire faculty and staff.
3. We have maintained an open door policy to provide human resources services to faculty and staff and provide excellent customer service.
4. We have provided various personnel forms and easy access to 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. There is no time or funds to pursue professional development or training opportunities.
2. We need to increase our participation in college-wide committees.
3. We need to continue to work with the college units on decreasing overpayments.

C. Workload Analysis

The Human Resources Unit must increase and stabilize its permanent staffing. For our goals and budget strategies for FY 2009 request, we will be requesting a permanent position count for the temporary Clerk III position; reclassification of Personnel Officer, Band B to Band C; reclassification of Personnel Officer, Band A to Band B;

reclassification of Personnel Clerk V to a Personnel Officer, Band A; and one additional Clerk III position due to the delegation of additional and higher level responsibilities from the systems office. The cost of the reclassification and the one additional position are included in the Unit Review budget requests.

The following narrative describes some of the duties that were delegated to our office prior to the system reorganization; during the reorganization; and on a continuing basis since the reorganization. These duties are additional duties only and do not reflect all the duties of the human resources staff.

The Clerk III is responsible for processing the leave of absences for the campus. This can be very time-consuming to ensure accuracy. Each card has to be audited and corrections need to be made if necessary. In addition to the processing is the batching of the leave cards to be sent to the systems office. This involves the final auditing of leave balances for the month. These responsibilities require approximately two to three eight-hour days per month.

Additional responsibilities include processing the G-2s. This involves verifying the employee's sick and vacation leave and attaching all supporting documents for the last five years. The G-2 is then prepared for processing to either pay out any remaining vacation leave balance or to transfer it to another department or governmental agency. These additional responsibilities require one to three days to prepare the G-2.

The Personnel Clerk V's duties include the following:

- 1) responsibility for position control, which involves ensuring that the position data in peoplesoft is updated each time a position is filled, re-described, or reallocated. These additional responsibilities require five to ten minutes per transaction and there may be anywhere from one to thirty transactions per week.
- 2) responsibility for workers' compensation claims processing. This includes explaining the forms to the injured worker; processing the forms; and computing the time loss. The injured worker's progress needs to be tracked, which involves working with the attending physician, rehabilitation nurses, physical therapists, and the third party insurance administrator. The Personnel Officer Band B sometimes assists with this. Leave balances require adjustment if there is time loss. The final step involves processing the payroll forms. These responsibilities may require one to ten eight-hour days, depending on the complexity of the claim.
- 3) responsibility for managing the temporary disability insurance claims. This can also be very time-consuming and involves explaining the forms to the employee and processing the forms. The clerk then calculates the temporary disability insurance benefits and processes the payment through payroll. These responsibilities may require one to three eight-hour days.

The Personnel Officer, Band A duties include:

- 1) processes the SF1s and critical to fill position forms. These forms are used to maintain and track our positions and ensure that there is sufficient funding for the position. These responsibilities require four hours per week.
- 2) overall responsibility for leave sharing. This entails explaining the forms to the receiver of the leave share. Once submitted, the claim is reviewed for accuracy to ensure that there is proper documentation. Donations are then solicited from either the campus or from the central leave bank. Once donations are received, employee leave records are adjusted and the claim is processed. These responsibilities may require one to three days per month.
- 3) responsibility for the auditing of G-2 form. This involves reviewing the forms and supporting documents and auditing the leave record for accuracy. The G-2A is a relatively new process which allows for early deferral and post separation deferral of vacation leave. This process involves research and working closely with the employee to meet payroll deadlines. The Personnel Officer, Band B is responsible for approving it. These responsibilities may require one to five eight-hour days.

The Personnel Officer, Band B serves as the head personnel officer and has overall responsibility for managing the human resources office. This person serves as the primary advisor to all executive level administrators. The range of responsibilities for this position are extensive and includes some of the following:

- 1) audits and approves all BOR SF1s and critical position forms, a delegation to the campus as a result of the system reorganization. This is very time-consuming, especially before a new fiscal year when the temporary positions need to be renewed or when there is an account code change. These responsibilities may require ten to twenty hours per week.
- 2) audits and approves the position descriptions which were delegated to the campus as a result of the system reorganization. This is also very time-consuming and may require ten to forty hours per week.
- 3) audits and approves all the position advertisements. This requires training staff on Workatuh website, auditing the ad and making sure it is the same as the current and approved position description. Ad requests are checked to ensure correct format, account code, underutilized groups, and recruitment period and processed to meet the newspaper deadlines. These responsibilities may require one to five hours per week.
- 4) manages the APT broadband system which includes the following five (5) components: A) managing employee and supervisor access to the system; B) managing the position description generator, which is the means by which APT positions are classified. This includes reclassifications, in-grade adjustments, and the rebanding of positions. C) The next component involves requests to hire employees

above the designated new hire rate. D) The fourth area involves managing the performance evaluation system, which is done annually for all APT employees. E) The final area is managing the special compensation adjustments, which enables supervisors to nominate eligible employees for one-time lump sum performance awards or in-grade adjustments. These processes may require extensive training and assistance for supervisors; although some processes only occur annually, this can take an average of one to two hours per week.

5) overall responsibility for processing grievances filed by employees. This is one of the new delegations due to the system reorganization. This involves researching past cases, gathering and copying documents, meeting with the union, employee, and management to try and resolve the complaint. It also involves attending grievance hearings. There are issues involved with grievances that can have a huge impact on the college and the state. Not having proper training, knowledge, and background in these areas can have a huge legal impact on the college. These responsibilities may require one to three weeks per case.

6) manages the performance appraisal system for the civil service employees. This involves training the supervisors and working with them regarding employee performance issues. This includes monitoring the process to ensure that supervisors are completing their employees' performance appraisals on time. These responsibilities may require two to eight hours per week.

7) serves as the coordinator for the new UPW drug testing. This is unique to UPW employees and has been implemented for both reasonable suspicion and random drug testing. This involves training the supervisors, working with the state and unions, completing proper paperwork, transporting the employee, preparing proper paperwork for the testing lab, transporting the employee home if needed, ensuring the procedure was done correctly and following-up, depending on the results of the test. These responsibilities may require two to ten eight-hour days per test.

Both of the Personnel Officers provide assistance with reviewing and processing new appointments. This is an extremely time-consuming process which involves reviewing the appointment memo to ensure that key elements are included such as how the applicant meets or exceeds the minimum qualifications, their salary placement, start date, title, etc.. The salary placement worksheet needs to be completed and audited. It must include accurate work history so you can compute the appropriate salary.

Included in the hiring process is the management of the Form 17 for civil service employees. This document is used to ensure that the best qualified applicant was selected for the position. This involves comparing the data, auditing, and checking to see if it is completed correctly. It may also involve researching the underutilized groups and checking the computations of applicant data and make sure the totals all match. For Board Of Regents employees this process is done on-line. This involves training the staff on the proper use of on-line form 17 system. The on-line form 17 entails inputting the users' authorization per form 17, checking to see if minimum qualifications

and desirable qualifications are accurate, comparing the committee scores to ensure accuracy, and inputting data on-line.

Both of the Personnel Officers are responsible for conducting investigations regarding possible disciplinary matters. This involves interviewing the claimant and witnesses and preparing a fact-finding report for the decision maker. The final report includes an analysis of all relevant case history and a thorough review of applicable policies, rules and regulations. These responsibilities could take one week to six months per investigation.

Both of the Personnel Officers and Personnel Clerk V are responsible for neogov-DHRD lists. This a recent delegation from the system office. This not only involves time but additional costs. There is additional paper and ink needed to print out the applicants' applications and resumes. The process involves accessing and printing the applicants' applications, resumes, and supporting documents; accessing and printing the electronic list, preparing and printing the certificate of eligibles, assisting with the interviews and committees and inputting the results and data appropriately into the neogov. These responsibilities may take two to eight hours per week.

Another new area of shared responsibility for the personnel officers involves the HGEA employees reasonable suspicion drug testing. This requires training the supervisors and informing the employees. This involves completing the necessary forms, arranging the test, preparing the proper paperwork for the testing lab, transporting the employee, transporting the employee home, ensuring that the procedure was done correctly and following-up, depending on the results of the test. These responsibilities may take two to ten hour days per test.

Both of the Personnel Officers are responsible for managing the extramural funded, temporary positions. This is another huge impact on the human resource office due to the large number of extramural funded, temporary positions Maui Community College has. Currently, there are approximately thirty-five extramural funded temporary positions and thirty extramural funded casual hire positions. Along with establishing the positions, there is hiring for these positions, renewing these positions, changing account codes, processing personnel documents and casual hire documents, processing the PNFs and Form 6s associated with these positions. The Business Office has been given two positions just to handle the extra workload due to extramural funds and one position to handle non-general funds for food service and OCET and one position was allocated to Allied Health to handle the various Allied Health funds. Our Personnel Office has not received any additional positions to handle the huge workload. These responsibilities may take up to forty hours per week.

These are only a few of the additional delegations and duties from the system offices that have been delegated prior to and as a result of the systems reorganization which have impacted our office. The OHR systems office has employees assigned to specific areas such as BOR employee classification, System Support and Analysis, Civil Service, and Employee Benefits and Training. At the campus level, due to our size, we

need to know everything, and it is difficult to be experts in all areas. This can lead to very serious legal issues. Going without additional positions could cost the college millions in legal fees.

If we are given the funding and positions requested, the personnel staff can be more efficient, thereby reducing the processing time for most transactions and ensuring a more timely processing of personnel documents. These positions will provide relief to the Personnel Officers to allow them more time to engage in other professional activities which can have a significant impact on protecting the college from legal issues and potentially some very expensive law suits.

D. Internal Policies and Procedures

We follow the University of Hawaii and State of Hawaii policies and procedures and have not been able to develop our own due to a lack of time or staffing.

E. Work Flow Charts (attached) and Assessment of Work Flow

We have decreased the number of approval signatures necessary to expedite the paperwork. The Vice Chancellor of Administrative Affairs no longer needs to sign all the documents; therefore, the processing time has decreased.

Part VI. IMPROVEMENTS

In order to overcome our weaknesses, we need more permanent positions and higher position classifications to enable us to handle the additional delegation of duties and growing responsibilities. We need to ensure program consistency and avoid any legal complications and provide the best possible service we can. We plan to attend more professional development and training to enable our staff to grow and provide good advice to faculty, staff, and the public. In order to maintain our excellent customer service and the increasing workload, we need additional staffing.

Part VII. FUTURE DIRECTION

Our action plan is to hire additional staff and continue to look at ways to streamline and be more efficient. We are planning to attend more professional development and training in order to provide better assistance and advice. We will need additional money for the training, professional development, and increased staffing. Our priority is to provide the best possible service we can and hire the best faculty and staff to ensure high quality student learning outcomes. Our projected outcome is to be able to accommodate the continuous growth of our campus and the continued delegation of duties.

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 Resource website to give accessibility to personnel forms, minutes, policies and procedures, benefit information, payroll deadlines and announcements.
3. Alleviate overpayments by checks and balances and reassignment of duties.
4. Utilize the Brio Program so we can provide various reports for the campus.
5. Strive to pay everyone in a timely manner by reassignment of duties.
6. Assist with hiring high quality Instructors and staff.
7. Work on streamlining the paperwork for more efficient and faster processing.

Budget Implications

There are two areas for budget consideration to improve areas of weaknesses and to fulfill the Unit goals and plans for the next review period.

The demand for staffing for the Human Resources Unit will increase due to the greater number of employees served by the college and the continuous delegation of Human

Resources functions from the Community College System to the individual campuses. The unit currently has three permanent positions, the Personnel Officer, Band B, Personnel Officer, Band A, and Personnel Clerk V.

The Personnel Clerk V is the only position to input over a thousand transactions per year, process workers' compensation claims and TDI claims and assist with benefits, overpayment collection, and various other duties. The Human Resources Unit currently utilizes the temporary Clerk III position to manage the vacation/sick leave system, process form 6s, file, and make copies of all transactions, and disburse them to the various units through inter-campus mail. In order to ensure continuous consistency with additional workloads, another permanent personnel clerk position count is needed. This permanent position count is being requested in the next biennium budget requests to the legislature.

Additional training is also required for the staff to learn about the new Human Resources functions delegated down from the Community College System to the individual campuses. This training and professional development cost along with airfare for the training and meetings would be approximately \$6,000/year.

One of the goals for the next review period is to find more storage space for confidential personnel files. Storage is currently not adequate. Additional file cabinets and space for the cabinets are needed, due to the increase of employee files along with additional supplies at a cost of approximately \$6,000. We also need new ergonomically designed office furniture, an additional laser printer, copy machine, and scanner/fax machine which will cost approximately \$2,000.

We are now required to pay for all union contracts ordered; funding is necessary at a cost of approximately \$1,000. We are also required to pay for all EUTF booklets at a cost of approximately \$1,000. Various other forms are not being provided, and we need to do additional copying that costs approximately \$1,000.

With the additional staff requested and reclassification there will be a cost of approximately \$34,116 per year.

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