Human Resources Department
Program Plan

June 2007
## Human Resources Department Program Plan

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PROGRAM PLAN
Human Resources Department
Executive Summary

The Human Resources department underwent a program planning review during the winter and spring quarters 2007. The planning team consisted of an administrator, a faculty member, three classified employees, and the Director of Human Resources.

The team sought input from all employee groups. All LTCC employees were sent a survey in which they evaluated the effectiveness of the department in key areas. Student input on survey design was also generated with feedback from LTCC’s winter 2007 Business Management class (BSN 125).

The program planning team helped the Human Resources staff write a clear departmental mission statement that supports the district’s overall mission:

The Human Resources department serves the district, employees, and candidates seeking employment to create a skilled and cohesive workforce that fully supports the district’s mission of student success. This is accomplished by the department providing outstanding service in all areas of human resources, including recruitment services, administration of policies and procedures, comprehensive benefits, equitable classification and compensation programs, regulatory compliance, and employee relations.

The team reviewed the goals and objectives established for the Human Resources department since the last program plan, and created a list of future challenges. In addition, the team studied recommendations from the 2005 Self Study Report for accreditation and noted a few areas of concern:

1. The faculty evaluation process should address their effectiveness in achieving student learning outcomes;
2. The College should develop and publish in the Board Policy Manual codes of ethics for faculty, classified personnel, and administration;
3. A survey conducted for the 2005 Self Study Report indicated a gap in perceived respectful treatment of the classified staff and full-time faculty, and additional investigation was recommended.

The first two concerns of the 2005 Self Study Report are being addressed this year. First, a faculty evaluation process incorporating student learning outcomes was undertaken by the Student Learning Outcomes (SLO) subcommittee appointed by the Faculty Senate. The faculty evaluation form was revised to specifically address this area. Second, codes
of ethics were developed by the applicable groups and will be published in the 2007/08 update of the Board Policy Manual.

The third concern of investigating a possible gap in perceived respectful treatment of classified staff and full-time faculty has been partially addressed with multiple efforts by the administrative team, including tailored surveys, facilitated meetings during convocation to discuss issues, open town hall meetings, and a newly formed President’s Cabinet which focuses largely on a shared discussion of issues, including rumors and attitudes. These efforts appear to have had a positive impact on employee attitudes as compared to the 2004 survey, more employees now agree they are treated with dignity and respect (79% vs. 65% in 2004).

The Human Resources Program Plan includes a review of the history of the department, facility/technology needs, projected human resources needs, survey findings and a set of recommendations that includes among them the following general areas:

1. Current staffing levels in Human Resources, with a full-time director, full-time technician and a part-time assistant, appear adequate to maintain existing responsibilities unless enrollment grows with a corresponding increase in staffing.

2. Due to a lack of storage space for permanent, continually mounting paper files and the need for enhanced security of confidential employee information, a digital document imaging system is recommended for the Human Resources office.

3. In addition to the Human Resources Director attending the ACHRO conference each year, the district would benefit from the Human Resources Technician also attending this conference. Most districts fund both the director and key support staff to attend this annual conference of California community college Human Resources professionals. Training and networking with other districts is essential for maintaining current knowledge in areas of compliance and for sharing ideas and resources.

4. Human Resources would benefit from a college wide, integrated database. This would increase accuracy of employee information and reduce workload by eliminating the need to update multiple databases.
Introduction

The program planning report was prepared by the following committee during winter and spring quarters 2007:

Cindy Hertzog, Payroll Specialist
Danny Masellones, Human Resources Technician
Cynthia Preston, Dean of Science and Business
Jeanne Proto, Administrative Assistant to Dean
Eric Sturgess, Instructor of Business
Susan Walter, Director of Human Resources

Many of the usual elements of a program planning report are not applicable to the Human Resources Department, e.g., enrollment trends, curriculum plans, scheduling of classes, class descriptions, etc. The committee elected to review the performance of the department based upon findings in the 2005 Self Study Report and the results of a customized survey measuring perceptions of the department among all employee groups.

Mission Statement

The Human Resources department serves the district, employees, and candidates seeking employment to create a skilled and cohesive workforce that fully supports the district’s mission of student success. This is accomplished by the department providing outstanding service in all areas of human resources, including recruitment services, administration of policies and procedures, comprehensive benefits, equitable classification and compensation programs, regulatory compliance, and employee relations.

Goals & Objectives

Recruitment
• Maintain efficient, timely, responsive and legally defensible hiring processes.
• Effectively utilize systems to provide efficient and reliable history of new jobs, job candidates and the diversity of candidate pools.
• Find ways to enhance the application process for candidates via improved web design and web based applications.
• Explore options for cutting down on the amount of paper, such as electronic applications and electronic routing.
• Investigate alternate affordable recruitment programs to attract additional job candidates, as it is becoming harder to recruit qualified candidates in our dwindling market.

Benefit Plans
• Ensure benefits are understood by employees to enhance satisfaction.
• Work closely with the LTCC Benefits Committee to recommend changes as needed to maintain cost effective coverages.
• Attend applicable meetings to represent interests of LTCC.
• Monitor other community colleges’ and local public agencies’ plans and expenses to ensure that we remain competitive in our total compensation.

Compliance
• Maintain currency of knowledge on legal issues relating to human resources to ensure district compliance and effective advisement to district administrators. This is attained through active participation in both ACHRO trainings and the North14 group.
• Ensure that all required programs and trainings are completed and implemented. This includes sexual harassment training, training of hiring committees on diversity, required reporting and policies, and training employees and managers on district policies. Consider the purchase of on-line training programs for mandated trainings.

Compensation
• Maintain classification and compensation plans to meet district and employee needs.
• Communicate compensation program clearly to staff and faculty, especially faculty and CEA leadership teams.
• Streamline the contracting process to eliminate redundancies, increase understanding, reduce errors, and create searchable history files. This will likely require new integrated software systems linking student services (replacing Poise), payroll (QSS) and incorporating fields and reports to meet reporting needs. Software and technologies should help and not hinder our processes. We need to rely less on human memory, manual adjustments and calculations, and more on integrated systems with checks and balances.

Human Resources Management
• Ensure evaluations meet timelines and legal requirements.
• Conduct effective orientations for new employees.
• Advocate for an integrated HRIS software system that would eliminate the need to update multiple databases. With every new hire or address change, Human Resources staff must update QSS (payroll), Poise (student services/instruction), and our own internal database (MS Access), as systems are not interconnected and neither QSS nor Poise run the types of custom reports required by our department.
• Utilize the web to provide job candidates and employees with information on benefits, salaries, job descriptions, and frequently used forms. Copy the best practices of other “model” districts.
• Revamp our “employee recognition program” from existing Extra Efforts awards to adequately reward and recognize staff efforts.
• Implement document imaging to reduce paper and enhance efficiencies, as we are running out of warehouse space.
• Provide enhanced security of personnel files and confidential information. Too many employees have keys to the Human Resources offices (i.e., Maintenance, Computer Services, Instruction). Files are locked, but the locks are flimsy. Security of
"warehoused" files could be reviewed and possibly enhanced. Secure document imaging could make much of the warehousing of paper obsolete, with the added benefit of enhanced data security.

Training

- Ensure training to meet compliance standards occurs. Consider the purchase of on-line training to ensure compliance, ease workload, and provide flexibility to managers.
- Conduct effective new employee orientations.
- Actively participate on our college-wide staff development committee.
- Provide more training and networking opportunities to the Human Resources Technician, by budgeting for this position to attend ACHRO conference trainings and PERS and STRS retirement trainings.

Staffing

- Our staffing has been reduced. Our full-time Human Resources Assistant is now only 20 hours per week. This has impacted the Human Resources Director and Human Resources Technician, especially during heavier recruitment times. We have to be selective in our goals and objectives, as our department has limited staffing. Continued focus on streamlining and efficiencies should remain primary goals to free up time for other projects.

Response to Recommendations from Previous Program Plan (1998)

The 1998 Human Resources program plan included seven recommendations:

1. The personnel department should seek and obtain additional resources for required training, such as safety and sexual harassment.

STATUS: The Human Resources department has undertaken many training programs since 1998 addressing both safety and sexual harassment. Our workers’ compensation and P&L provider, Keenan & Associates, provides a loss prevention manager who has trained select staff on ergonomics, our IIPP safety plan, and many other safety issues. He visits quarterly to assess safety issues and training needs. Sexual harassment training is an on-going requirement, most recently undertaken in conjunction with the Tahoe Management Institute in 2006. Needs in this area are ongoing and outside resources should continue to be utilized whenever possible due to workload demands on the existing Human Resources department. In addition, outside trainers are often experts in the field and able to provide a higher level of skill and expertise. The department could also look into the purchase of on-line training for mandated needs such as sexual harassment prevention.

2. The district should commit more resources to initial compliance, required revisions/updates and implementation of mandated programs to ensure timely
completion and continued compliance. Compliance issues should begin to take a high priority.

STATUS: Compliance issues grow each year, becoming an increasing workload for the department. This was an issue in 1998 and continues to be an issue due to growing compliance demands. Compliance areas include updating required postings, updating policies, updating 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 is required to report on diversity compliance, mandated costs, and salaries and benefits paid. The Systems Office requires written unlawful discrimination procedures and this next year will require the Human Resources department and our district to update our Faculty & Staff Diversity Plan following a highly involved model plan. In addition, the recruitment process has become compliance driven requiring Human Resources to appropriately handle applicants with disabilities, analyze candidate pools, and train hiring panels, all done partly to ensure our district is complying with the myriad of legal requirements to avoid potential lawsuits. In summary, resources committed to addressing compliance issues are ongoing and continually growing. However, Human Resources appears to be doing an adequate job meeting current requirements. If requirements increase, however, additional staffing or outside resources will be necessary to ensure continued compliance.

3. The department and district should closely consider adding additional staff to the personnel office to relieve the increasing workload caused by a growing institution and workforce.

STATUS: In 1998 the Human Resources department consisted of a full-time director and a full-time Personnel Technician. This recommendation was addressed almost immediately as the department hired a third full-time staff member, a Personnel Assistant, in 1999. Since 2005 Human Resources staffing has been cut back to a part-time Personnel Assistant, now 20 hours per week. This part-time assistant is currently hired on a quarterly basis. As the department remains busy, our enrollment decline appears to be stabilizing, and our permanent Human Resources Assistant on extended sick leave resigned, it is recommended the temporary half-time Human Resources Assistant move into a permanent part-time position. In addition, generous overtime should be available in our budget to cover the heavier recruiting periods, as workload in the Human Resources department spikes with occasional heavy recruiting.

4. The district should consider options to restructure the personnel department and its duties to more effectively utilize the expertise and resources of the department, and also to streamline processes and reporting relationships to become more efficient.
STATUS: Since 1998 many changes in structure have occurred in the Human Resources department. The Director moved from reporting to the V.P. Business Services to reporting directly to the Superintendent/President. The Personnel Technician has taken on increased ownership of many technical duties formerly performed by the Director, including contract generation and benefit processing. A third staff person, a Human Resources Assistant, was hired to assist with the heavy clerical duties associated with ongoing recruitment and other routine clerical functions. This increased staffing freed the Director from many routine duties and allowed the position to focus more on planning and management issues. The Director spent some time enhancing office efficiency, including better utilization of computer technology for recruitment, employee information, contracts and benefits. However, with the reduction in hours of the Human Resources Assistant, both the Human Resources Technician and Human Resources Director have taken over many day-to-day duties formerly performed by the full-time Human Resources Assistant. Both are now more heavily involved in recruitment and payroll processing, making it difficult to focus on strategic improvements and projects that are not mandatory.

5. Comments from applicants should be shared with future hiring committees to continue to improve an already effective process. The level of support and professionalism from the personnel department should continue, as their treatment of applicants is a highly effective advertising and recruitment tool.

STATUS: Comments from applicants have been shared and many processes have changed or been attempted in efforts to better accommodate applicants. For faculty hires the teaching demonstration was increased from 15 to 20 minutes, per applicant comments. Initial phone interviews have been used occasionally, when time allows, to lessen the time and expense necessary from applicants who are traveling. Our website has been used as a convenient tool for applying. In addition, the Human Resources department continues to treat applicants professionally and communicate promptly. With increasing competition among more limited applicant pools, accommodating applicants should remain a top priority.

6. Evaluations for all employees should be completed in a timely manner. The personnel department should explore options for encouraging completion of evaluations, and the district should establish this as a top priority to ensure adherence to policy and in response to the last accreditation report.

STATUS: Human Resources has improved in its tracking of employee evaluations. In the 2006 accreditation study and visit, no mention of late evaluations occurred. This was the first time in many years (i.e., vs. the 1998 and 2001 accreditation reports) that the district was not notified of a deficiency in this area. Human Resources has led many efforts to improve this process since 2003. With the assistance of managers and classified staff, the classified evaluation form was changed in 2004 to be more useful to employees and provide for optional self-evaluations. Timing of classified staff evaluations was changed from anniversary date to a focal review to allow for easier tracking and a more focused review of all
staff by managers. Despite these many efforts, however, this process remains imperfect. Many departments remain behind in their timely evaluation of employees despite multiple reminders by Human Resources. The district 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 classified managers unable to find the time to complete these evaluations.

7. The personnel department should continue its level of support to employees in all areas. The responsiveness is appreciated by the staff and contributes to the overall climate among the employees.

STATUS: In the 1998 Human Resources Program Plan, the department personnel were given high marks on their level of support to employees in all areas. This is an ongoing goal to maintain support and responsiveness to staff. In the survey sent out to all employee groups in March 2007, 100 percent of employees agreed that the Human Resources department is courteous and helpful when called. Customer service appears to be a continuing strength of this department and should continue to be a key focus of staff.

Accreditation Self Study

The 2004-05 accreditation self study process found that the district fully met most standards related to human resources. Both the self-study team and the visiting accreditation team determined recruitment is done thoroughly in all areas, job descriptions are complete, faculty and staff are appropriately evaluated, staffing levels are sufficiently planned, LTCC policies and procedures are reviewed and consistently administered, personnel files are secure, diversity is supported and regularly assessed, employees are treated with integrity, and staff development is encouraged and systematically evaluated.

The only concerns related to Human Resources listed in the accreditation report were:

1. The faculty evaluation process should address their effectiveness in achieving student learning outcomes;
2. The College should develop and publish in the Board Policy Manual codes of ethics for faculty, classified personnel, and administration;
3. A survey conducted for the self study indicated a gap in perceived respectful treatment of the classified staff and full-time faculty, and some additional investigation into this area was recommended.

The first two concerns of the accreditation report have been actively addressed. First, the faculty evaluation process, incorporating student learning outcomes, was undertaken by the Faculty Senate with their appointment of a Student Learning Outcomes (SLO) subcommittee. In addition, the faculty evaluation form will be revised to specifically

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address progress in the area of student learning. Second, codes of ethics were developed by the applicable groups and will be published in the 2007/08 update of the Board Policy Manual.

**Perceived “Respectful” Treatment 2004 vs. 2007**

The third concern listed by the accreditation visiting team of investigating a possible gap in perceived respectful treatment of classified staff and full-time faculty unfortunately exploded in the spring of 2006. Attitudes among full-time faculty plummeted to an all-time low resulting in a vote of no confidence for the Superintendent/President, which reflected a broader dissatisfaction among faculty with the communication and treatment by the entire administrative team, as well as a myriad of individual issues.

Starting in the spring of 2006 multiple efforts were attempted to better understand both faculty and classified staff attitudes. These efforts included tailored surveys, facilitated meetings during convocation to discuss issues, open town hall meetings, and a newly formed President’s Cabinet which focuses largely on a shared discussion of issues, including rumors and attitudes. In addition, salaries were significantly below market for many faculty and staff when the 2005 self study survey was completed. This has been addressed in 2006/07 with a significant market adjustment for many faculty and staff severely below market pay, moving all employees to within 97.5% of market equity.

To further understand this accreditation issue, we asked a similar question in our Human Resources Program Planning survey in March 2007 as asked in the accreditation self study survey conducted in 2004. As found in the self study survey in 2004, temporary, part-time employees (primarily our adjunct instructors) are more likely to agree that they are treated with dignity and respect than are regular, full-time staff. This may be due to their limited workload and lower overall expectations as part-time instructors and workers.

The good news is that efforts undertaken by the district to enhance communication and uncover underlying reasons for discontent this past year appear to have had a real impact. Since 2004, more employees are feeling that they are treated with dignity and respect. In the 2004 survey only 65% of regular staff indicated they felt they were treated with dignity and respect; in this more recent survey 79% of staff (i.e., regular faculty, staff and administrators combined) agreed that they are treated with dignity and respect. This is a significant improvement and suggests efforts made in this area over the past year are working. These types of efforts should continue as we still have a sizeable minority (21% of regular staff) who perceive that they are not treated with dignity and respect.
If an employee disagreed with the statement “As an employee of LTCC, I am treated with dignity and respect,” the survey went on to ask why. Among the 21% of regular employees indicating they disagreed with this statement, reasons included:

I feel that my expertise is questioned too frequently. I don’t see this happening with faculty.

Negative work environment.

I think for the most part we have a culture of mutual respect and dignity towards others. However, I am saddened to say that sometimes I am not treated with dignity and respect by some faculty.

It seems as though the full-time faculty put themselves on a pedestal. Many double standards. What is considered okay for my boss is not okay for me because I am not full-time faculty.

While most employees of the district are respectful of each other, it only takes one person in a position of authority to compromise the whole environment. The poor treatment by my direct supervisor causes me to constantly question my tenure... and I love my job!

Decisions are not made fairly by administration. If they want something to happen, they will find a way to make it happen by bending or ignoring rules.

The biggest issue is that I don’t feel appreciated for the hard work that I do for the college.

I am never consulted on matters that directly affect my teaching. The administration here runs like a dictatorship.

The services provided by the classified staff are undervalued. We have to fight for whatever we get in negotiations instead of being complimented with perks and rewards. If treated with dignity and respect, we wouldn’t have to fight for what is right!

Comments from faculty.

There are a few people who do not treat me with dignity and respect, but most do.

Parents of students and some faculty definitely treat classified with contempt.
History and Projections

The district established the position of Director of Personnel in 1990 and consolidated all personnel functions into a single department. A .48 Personnel Assistant position was added in 1992; in 1994 the Personnel Assistant position was increased to full-time; and in 1996 the Personnel Assistant position was reclassified to Personnel Technician. In 1999 a third full-time position was added to the Human Resources department. This staffing level lasted until 2005, when the Human Resources Assistant position was cut to 20 hours per week.

Human Resources Staffing (FTE)

Human Resources staffing levels have fallen along with overall staffing levels, which is a direct reflection of the declining student enrollment in our district since 2002. If enrollment begins to turn around and new positions are created, Human Resources will need to correspondingly increase departmental staffing to meet the increased workload. These numbers also do not reflect the increasing complexity of adjunct and part-time hires with new programs such as fire science and ski patrol, increasingly complex contracts involving more split loads, and the increase in hiring of online instructors living out of our immediate area.

Regular LTCC Staffing Levels
Over the past few years, the department has also suffered from many changes and turnover in the Human Resources Assistant position due to many internal shifts associated with overall district needs and rightsizing. The department has had four different people in this position in the last two years, and this turnover continues as our temporary assistant leaves the department mid-June.

This lack of continuity of trained support has impacted the department’s productivity and attention to details, adding a heavier workload on remaining staff. Hiring a competent, permanent assistant, and training this person to assist both the HR Technician and HR Director is a priority. In addition, due to occasional spikes in workload with heavier recruitment, which can’t always be planned, a sufficient overtime budget for both the Human Resources Assistant and Human Resources Technician should be made available as needed, or add additional hours for the part-time assistant.

| Facilities/Technology |

The Human Resources department includes an office for the director and a shared office for the Human Resources Technician and the Human Resources Assistant. Office space for current and future staffing needs appears adequate. The pressing issue is storage of continually expanding paper files. Currently, we have file cabinets lining all available wall space and these are filled to capacity. Paper employment files containing applications, contracts, benefit enrollments and evaluations for both current and terminated employees must be kept forever. We move older files of terminated employees to our warehouse when files reach capacity. There is no room for additional storage in our offices, the current files are full, and we are rapidly running low on warehouse space. A digital imaging system in the Human Resources office would allow for files of former employees, which must be kept forever, to be scanned and stored digitally, alleviating the current storage problems and enhancing security of confidential information.

Technology in Human Resources is far from ideal. The department has made several improvements and workarounds in many areas, including setting up a shared, secure Human Resources drive. Until 2003, information was saved on individual hard drives with the employee responsible for their own data backup. In addition, the HR department has implemented several improvements with the idea of enhancing efficiencies and creating searchable history files. These include:

- Shared files with the instruction office to generate special contracts (earlier, this was generated separately by the instruction office and re-keyed into a slightly different format by HR);
- Employee database for easy access to information, such as addresses, birthdays and turnover (earlier this was generated in separate MS Word documents);
- Applicant tracking for a history of jobs and applicants (earlier this was generated in several different MS Word files with no searchable history).
Despite these improvements, we are in need of one college wide database. Currently when someone moves, the Human Resources department must update three separate databases with the new mailing address: Poise (instruction), QSS (payroll) and MS Access (HR). Neither Poise nor QSS are able to easily run simple ad hoc HR reports. The district would benefit from an interactive HRIS system linked both to payroll and instruction.

Documents

Human Resources maintains and updates many documents, including:

- Board Policy Manual (focused on Chapter V)
- Human Resources website
- Classified Employee Handbook
- Salary schedules
- Employment contracts
- Job descriptions
- Job application forms and postings
- Benefit summaries
- Organizational chart
- Recruitment policies and diversity training for hiring committees
- Required legal postings
- Payroll packets
- Unlawful Discrimination and Sexual Harassment Policies
- Faculty & Staff Diversity Plan

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 quarterly for temporary employees and annually for regular employees, with frequent revisions. Contracts are also generated on multiple platforms (i.e., Poise, MS Access, MS Word, Excel), as one platform cannot handle the complexity and variety of contracts generated.

Human Resources also has responsibility for sections of many other documents in the college, including the college catalog, faculty contract, full-time and adjunct faculty handbooks, and our IIPP safety document.

Contributions to Student Learning Outcomes

Although the Human Resources department serves an indirect role in supporting student learning outcomes, the department does impact and support students on multiple levels.
Recruitment of Skilled Staff: Human Resources manages the hiring process to recruit skilled instructors to teach 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 our Board of Trustees for hiring approval, provides equal employment opportunity (EEO) training to those involved in the hiring decisions, and monitors the hiring process for EEO compliance.

Evaluation of Staff: Human Resources ensures that employees are evaluated regularly and systematically. If an employee is ineffective in his/her role, Human Resources assists a manager in developing job performance improvement plans and/or termination of ineffective personnel. Ineffective instructors, administrators and classified staff hinder student learning.

Measurement: Human Resources reviews and files all formal employee written performance evaluations to ensure that they are fair and systematic. The department also notifies managers of due dates and tracks completion of evaluations.

Communication of Non-Discrimination Policies: Human Resources is responsible for publishing, communicating and investigating claims of discrimination and sexual harassment by LTCC staff which provides for a safe, secure learning environment.

Measurement: The department ensures that our non-discrimination and sexual harassment prevention policies are accessible to all, including publication in our college catalog and on our website, and that supervisors receive mandatory sexual harassment prevention training. Creating and maintaining a workplace free from harassment and discrimination is measured by complaints and surveys.

Student Safety: Human Resources is responsible for providing students insurance for accidents on campus, and plays a key role monitoring safety issues.

Measurement: The department ensures student accident insurance is available for the best price/value and assists injured students with claims reporting and prompt reimbursement for out-of-pocket medical expenditures. The director reviews all incident reports, plays an active role on the Safety Committee, and works with our Risk Manager and insurers on accident prevention, including safety training and site evaluations.

Student Hiring: Human Resources works with faculty and staff in the hiring of student workers, tutors, instructional aides and other temporary, part-time district employment. Many of these positions are held by LTCC students, enabling them to earn money on campus to pay their expenses and meet their educational goals.
Measurement: The department works with hiring managers and new hires on timely completion of necessary paperwork to get students paid, as well as the resolution of performance or payroll issues.

Analysis and Evaluation of Services

The Human Resources Program Planning Team sent out surveys to all employees in March of 2007. A survey went out electronically to all regular classified staff, full-time faculty and administrators, with several reminders. We had an overall response rate of just under half of regular staff responding: 3 administrators (43%), 17 full-time faculty (41%) and 40 regular classified staff (48%). Of those responding, most had been working with the college for over 5 years (80%).

Survey results show that the great majority of regular employees appear to have a positive image of the LTCC Human Resources department and agree that the department is helpful, responsive, confidential, and effectively answers their questions on benefits and compensation. In addition, in reviewing written comments, strong customer service was frequently stated as the one thing the Human Resources department does best.

Areas the department could improve upon include finding ways to encourage managers to complete performance evaluations of their staff, and ensuring that criteria and procedures for recruitments are clearly and publicly stated. Reviewing written comments on the one area needing improvement, comments focused on needing an integrated system for contracts, greater attention to details, and more information on benefits.

A summary of survey results follow; detailed survey results, including verbatim comments, are located in the appendix to this report.

Image of HR Dept. by Regular Faculty & Staff
In addition to surveying regular staff, adjunct instructors and part-time, temporary classified employees were given a brief questionnaire on their image of the Human Resources department. Of over 250 questionnaires distributed with March 12th paychecks, only 31 were returned: 22 part-time adjunct faculty and 9 hourly temporary employees responded to this survey. This response rate was low, and many responding did not have enough contact with the Human Resources department to provide a rating on listed attributes.

Of those responding, most praised the department on their responsive customer service. Recommended improvements mentioned by a few included more timely and accurate employment contracts, the need to be paid more than once a month, and a faster recruitment process. A chart highlighting key ratings is illustrated below.

![Image of HR by Temporary, Part-Time Faculty and Hourly Employees](image)

### Staff Development/Professional Growth

Human Resources employees have access to training either through a small classified staff training budget, staff development funding (when available), and our diversity budget. Each year the Human Resources Director includes in her budget the use of categorical funding (i.e., diversity funding) to attend ACHRO as well as quarterly North14 meetings. ACHRO is an annual 2-3 day conference that covers training on key areas of human resources, including updates in compliance and legal issues, and valuable networking opportunities with the other California community college HR Directors and HR staff. The North14 is a regional group of Human Resources Directors in the 14 community college districts in our local Northern California region. These trainings and meetings are critical to maintain current knowledge in areas of compliance and for sharing ideas and key resources.

In addition to the HR Director attending ACHRO each year, the district would benefit from the HR Technician also attending these conferences. Most other districts include both their director as well as several Human Resources support staff in the ACHRO conference, as the trainings cover many areas and one person is not able to attend all
sessions. In addition, it would be of value for the HR Technician to receive focused training in the various areas of human resources and networking opportunities with HR Technicians in other districts.

**Recommendations of Planning Committee**

1. Due to a lack of storage space for permanent, continually mounting paper files and the need for enhanced security of confidential employee information, a digital document imaging system is recommended for the Human Resources office.

2. In addition to the Human Resources Director attending the ACHRO conference each year, the district would benefit from the Human Resources Technician also attending this conference. Most districts fund both the director and key support staff to attend this annual conference of California community college Human Resources professionals. Training and networking with other districts is essential for maintaining current knowledge in areas of compliance and for sharing ideas and resources.

3. Human Resources would benefit from a college wide, integrated database. This would increase accuracy of employee information and reduce workload by eliminating the need to update multiple databases.

4. Human Resources should develop a program to better encourage timely completion of classified employee performance evaluations, especially during the critical probationary period.
Appendix

1) Survey to Administrators, Full-time Faculty and Classified Staff
   - Survey Results
   - Verbatim Responses

2) Survey to Adjunct Faculty and Hourly Employees
   - Survey Results
   - Verbatim Responses
Human Resources Program Planning Survey

Please help us evaluate services provided by the Human Resources department. This will aid us in planning goals and objectives for our department over the next six years. If you return this anonymous survey to the Human Resources box in the mailroom by April 11th you can stop by Human Resources for a very "sweet" reward.

1. What is your position at LTCC?
   - Administrator
   - Full-time faculty member
   - Full-time classified employee
   - Part-time classified employee

2. How long have you been employed at LTCC?
   - Less than a year
   - 1-5 years
   - 6-9 years
   - 10+ years

3. How strongly do you agree with the statement: "As an employee of Lake Tahoe Community College, I am treated with dignity and respect?"
   - Strongly agree
   - Agree
   - No Basis for Opinion
   - Disagree
   - Strongly Disagree

3b. If you disagree, please tell us why:
   ____________________________________________________________
   ____________________________________________________________

4. Please indicate how strongly you agree or disagree with the following statements by circling the appropriate response.

   a) The HR department responds to my requests in a timely manner
      Strongly Agree  Agree  No Basis for Opinion  Disagree  Strongly Disagree
      1........ 2........ 3........ 4........ 5

   b) The HR department represents the college well
      1........ 2........ 3........ 4........ 5

   c) I feel comfortable discussing confidential issues with the HR department
      1........ 2........ 3........ 4........ 5

   d) The HR department is courteous and helpful
      1........ 2........ 3........ 4........ 5

   e) I am evaluated in my job regularly and systematically
      1........ 2........ 3........ 4........ 5

   f) HR consistently administers employment policies and procedures
      1........ 2........ 3........ 4........ 5

   g) The HR department provides appropriate benefits information
      1........ 2........ 3........ 4........ 5

   h) HR effectively answers questions concerning my compensation
      1........ 2........ 3........ 4........ 5

   i) The HR department provides effective recruiting assistance
      1........ 2........ 3........ 4........ 5

   j) Criteria, qualifications and procedures for selection of personnel are clearly and publicly stated
      1........ 2........ 3........ 4........ 5

   k) HR can provide me the information I need to understand my benefits and retirement system
      1........ 2........ 3........ 4........ 5

5. The one thing the Human Resources Department does best is:
   ____________________________________________________________
   ____________________________________________________________

6. The one thing I recommend the Human Resources department do differently is:
   ____________________________________________________________
   ____________________________________________________________

7. Other comments:
   ____________________________________________________________
   ____________________________________________________________

Thank you!
1. What is your position at LTCC?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percentage</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>27.9%</td>
<td>Full-time Faculty</td>
</tr>
<tr>
<td>1</td>
<td>1.6%</td>
<td>Adjunct Faculty</td>
</tr>
<tr>
<td>3</td>
<td>4.9%</td>
<td>Administrator</td>
</tr>
<tr>
<td>40</td>
<td>65.6%</td>
<td>Regular Classified</td>
</tr>
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</table>

2. How long have you been employed at LTCC?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percentage</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>4.9%</td>
<td>less than 1 year</td>
</tr>
<tr>
<td>9</td>
<td>14.8%</td>
<td>1 - 5 years</td>
</tr>
<tr>
<td>18</td>
<td>29.5%</td>
<td>6 - 9 years</td>
</tr>
<tr>
<td>31</td>
<td>50.8%</td>
<td>10+ years</td>
</tr>
</tbody>
</table>

3. How strongly do you agree with the statement "As an employee of Lake Tahoe Community College, I am treated with dignity and respect?"

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percentage</th>
<th>Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>29.5%</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>30</td>
<td>49.2%</td>
<td>Agree</td>
</tr>
<tr>
<td>8</td>
<td>13.1%</td>
<td>Disagree</td>
</tr>
<tr>
<td>5</td>
<td>8.2%</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

3a. If you disagree in question 3 above, please tell us why.

4. The HR department responds to my requests in a timely manner

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percentage</th>
<th>Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>42</td>
<td>68.9%</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>18</td>
<td>29.5%</td>
<td>Agree</td>
</tr>
<tr>
<td>1</td>
<td>1.6%</td>
<td>No Basis For Opinion</td>
</tr>
</tbody>
</table>

5. The HR department represents the college well

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percentage</th>
<th>Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>38</td>
<td>62.3%</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>17</td>
<td>27.9%</td>
<td>Agree</td>
</tr>
<tr>
<td>5</td>
<td>8.2%</td>
<td>No Basis For Opinion</td>
</tr>
<tr>
<td>1</td>
<td>1.6%</td>
<td>Disagree</td>
</tr>
</tbody>
</table>

6. I feel comfortable discussing confidential issues with the HR department

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percentage</th>
<th>Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>38</td>
<td>62.3%</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>16</td>
<td>26.2%</td>
<td>Agree</td>
</tr>
<tr>
<td>5 Responses - 8.2%</td>
<td>No Basis For Opinion</td>
<td></td>
</tr>
<tr>
<td>-------------------</td>
<td>----------------------</td>
<td></td>
</tr>
<tr>
<td>2 Responses - 3.3%</td>
<td>Disagree</td>
<td></td>
</tr>
</tbody>
</table>

7. The HR department is courteous and helpful

<table>
<thead>
<tr>
<th>48 Responses - 78.7%</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>13 Responses - 21.3%</td>
<td>Agree</td>
</tr>
</tbody>
</table>

8. I am evaluated in my job regularly and systematically

<table>
<thead>
<tr>
<th>20 Responses - 32.8%</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 Responses - 49.2%</td>
<td>Agree</td>
</tr>
<tr>
<td>4 Responses - 6.6%</td>
<td>No Basis For Opinion</td>
</tr>
<tr>
<td>3 Responses - 4.9%</td>
<td>Disagree</td>
</tr>
<tr>
<td>4 Responses - 6.6%</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

9. HR consistently administers employment policies and procedures

<table>
<thead>
<tr>
<th>21 Responses - 34.4%</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>29 Responses - 47.5%</td>
<td>Agree</td>
</tr>
<tr>
<td>7 Responses - 11.5%</td>
<td>No Basis For Opinion</td>
</tr>
<tr>
<td>4 Responses - 6.6%</td>
<td>Disagree</td>
</tr>
</tbody>
</table>

10. The HR department provides appropriate benefits information

<table>
<thead>
<tr>
<th>31 Responses - 50.8%</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>27 Responses - 44.3%</td>
<td>Agree</td>
</tr>
<tr>
<td>1 Responses - 1.6%</td>
<td>No Basis For Opinion</td>
</tr>
<tr>
<td>2 Responses - 3.3%</td>
<td>Disagree</td>
</tr>
</tbody>
</table>

11. HR effectively answers questions concerning my compensation

<table>
<thead>
<tr>
<th>32 Responses - 52.5%</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>24 Responses - 39.3%</td>
<td>Agree</td>
</tr>
<tr>
<td>4 Responses - 6.6%</td>
<td>No Basis For Opinion</td>
</tr>
<tr>
<td>1 Responses - 1.6%</td>
<td>Disagree</td>
</tr>
</tbody>
</table>

12. The HR department provides effective recruiting assistance

<table>
<thead>
<tr>
<th>21 Responses - 34.4%</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 Responses - 27.9%</td>
<td>Agree</td>
</tr>
</tbody>
</table>
22 Responses - 36.1%  No Basis For Opinion
1 Responses - 1.6%  Agree

13. Criteria, qualifications and procedures for selection of personnel are clearly and publicly stated
29 Responses - 47.5%  Strongly Agree
23 Responses - 37.7%  Agree
3 Responses - 4.9%  No Basis For Opinion
5 Responses - 8.2%  Disagree
1 Responses - 1.6%  Strongly Disagree

14. HR can provide me the information I need to understand my benefits and retirement system
27 Responses - 44.3%  Strongly Agree
28 Responses - 45.9%  Agree
3 Responses - 4.9%  No Basis For Opinion
3 Responses - 4.9%  Disagree

15. The one thing the Human Resources Department does best is:

16. The one thing I recommend the Human Resources department do differently is:

17. Additional comments are welcomed. If your comments are directly related to a specific question, please be sure to reference the question number.
Survey Results

Question 3: I feel that my expertise is questioned too frequently. I don’t see this happening with faculty.
Question 16: Service with a smile. The staff are wonderful, caring people.
Question 17: Re-examine the contract/payroll system. Too many people do not get paid on time.
Question 18: Susan is a wonderful addition to the college and I believe she doesn’t get enough accolades.

Question 16: The HR department goes beyond expectations in all dealings with them.

Question 3: negative work environment

Question 16: Susan, Danny and Barb effectively manage staff and are very nice.
Question 17: Nothing I know of at this time.
Question 18: You guys are the best!

Question 16: Customer service, communication
Question 17: Develop a better processing out procedure for employees that are resigning, quitting or terminating - this is in respect to removing user accounts.
Question 18: Although the evaluation process does not work well, I do not think assessments in most cases are necessary.

Question 16: Treat staff and new employees with friendliness and helpful information.

Question 16: Assist me when I have questions.
Question 17: NA

Question 16: customer service, answers questions quickly

Question 16: Very friendly, always willing to answer question and if they don't know, to research and find out

Question 16: Human relations

Question 16: The Human part, interacting with college personnel
Question 17: Get a better computer system for contracts linking with the Instruction Office, payroll etc. Wouldn't it be great to do contracts electronically?
Question 18: Human resources rocks.

Question 16: Front counter service is awesome! Everyone is helpful and friendly

Question 18: I would like to suggest an employee handbook for both regular classified and part-time hourly (similar to what is given to faculty and adjuncts).

Question 16: Offers benefits and retirement workshops

Question 16: Always available when needed!
Question 17: None.
Question 16: Super nice people, a feeling of "separateness" from admin., which I appreciate. I'm comfortable going to HR to discuss just about anything.

Question 18: My "strong disagree" about the procedures, qualifications, etc. for employment...I find that what's stated isn't necessarily really what's wanted. I've run for a job that, according to the job description, I was supremely qualified for. But they ended up hiring someone who had a specific set of skills that weren't even mentioned in the job classification. I wouldn't have bothered applying if I'd known about that.

Question 16: Take care of our LTCC employees in an understanding and kindly manner

Question 18: Susan Walters is terrific in all college leadership roles when I have had the pleasure of working with her; Danny Masellones is kind, knowledgeable and efficient as a human resource manager. This is a GREAT department, one of my faves on campus.

Question 18: The HR department does a fantastic job!

Question 3: I think for the most part we have a culture of mutual respect and dignity toward others. However, I am saddened to say that sometimes I am not treated dignity and respect by some faculty.

Question 16: Provide outstanding service with a "can do" attitude

Question 17: track details more closely

Question 16: are there for me

Question 16: Their people skills

Question 3: It seems as though the full time faculty put themselves on a pedestal. Many double standards. What is considered OK for my boss is not OK for me because I am not full time faculty

Question 16: Handles things in a timely manner.

Question 17: Find Danny a girlfriend.
Question 16: Create an environment in which employees feel comfortable discussing confidential matters.
Question 18: Great job done by this dept.

Question 16: They are great "people" persons!!!

Question 16: Front counter customer service.
Question 17: None.

Question 3: While most employees of the district are respectful of each other, it only takes one person in a position of authority to compromise the whole environment. The poor treatment by my direct supervisor causes me to constantly question my tenure...and I love my job!
Question 16: All of the HR staff members treat each of my silly inquiries with patience and kindness. Thank you!
Question 17: Better attention to the finer details of information distributed.
Question 18: The HR office is always open and welcoming...at some companies the HR department is a scary place!

Question 16: Friendly, courteous, and willing to assist when I need answers.

Question 3: Decisions are not made fairly by Admin. If they want something to happen they will find a way to make it happen by bending or ignoring rules.
Question 16: handling of confidential matters

Question 3: The biggest issue is that I don't feel appreciated for the hard work that I do for the college.

Question 3: Am never consulted on matters that directly affect my teaching. The administration here runs like a dictatorship.
Question 16: to help answer questions
Question 18: Danny Masellones is THE BEST!
Question 3: The services provided by the classified staff are undervalued. We have to fight for whatever we get in negotiations instead of being complimented with perks and rewards. If treated with dignity and respect, we wouldn't have to fight for what's right!

Question 16: Recruit.

Question 17: Become more proactive in promoting employee morale (organize trainings, in-services, retreats.) Create a team!

Question 18: #5 - Most of the time the answer would be yes (there is no middle ground answer.) #6 - HR staff have violated employee confidentiality. #9 - HR staff has allowed some less than appropriate staffing matters to occur. HR should be more diligent about enforcing policies and procedures. #10 - HR staff frequently gives out incorrect information. #11 - HR staff doesn't fully comprehend all compensation matters and makes errors that affect employee pay. #13 - but not always followed. #14 - As in #10 above. HR staff doesn't always fully understand retirement and benefits information and gives out incorrect information instead of seeking clarity before speaking.

Question 16: HR provides an approachable and friendly environment where information is kept confidential. I've always felt comfortable going to anyone in HR with questions.

Question 17: Be a little more aware of benefits information, although they are great about informing us on where to look on the PERS website so we can find the information ourselves.

Question 18: I think we have a very good team in HR - professional, courteous, friendly, and knowledgeable staff.

Question 3: comments from Faculty

Question 16: Keep us informed

Question 3: There are a few people who do not treat me with dignity and respect, but most do.

Question 16: the open door policy and they always try to help

Question 17: they need another employee or a full-time employee to help with their workload

Question 3: Parents of students and some faculty definitely treat classified with contempt.

Question 16: Smile and treat prospective employees with care and dignity.
<table>
<thead>
<tr>
<th>Question 16:</th>
<th>Question 17:</th>
</tr>
</thead>
<tbody>
<tr>
<td>providing benefits information</td>
<td>Be more of a H/R dept. vs. a benefits dept.</td>
</tr>
<tr>
<td>Their courteous and prompt responses to any and all questions, concerns</td>
<td></td>
</tr>
<tr>
<td>They are great human beings!</td>
<td>No comment-I like em!</td>
</tr>
<tr>
<td>Susan &amp; Danny have always been great to work with. I don't know Mary too well yet but she has always been very pleasant to talk to. Thanks Bill Burns Computer Services</td>
<td></td>
</tr>
<tr>
<td>answer personnel questions</td>
<td></td>
</tr>
<tr>
<td>Handle prospective candidates for positions at the college. We receive incredible compliments on the work of our HR Department from job applicants.</td>
<td>No recommendations.</td>
</tr>
<tr>
<td>I think our faculty interviews would be fairer to the candidates and more easily evaluated if we clarified what we want from teaching demonstrations. That is, are we interested in content or are we interested in how they teach the information. It is my observation that applicants often guess and we judge them (often down) if they fail to demonstrate knowledge of the subject matter because they are focusing on interactivity with the &quot;students&quot; or vice versa. They only have 20 minutes and it may be impossible to do both to our satisfaction.</td>
<td></td>
</tr>
<tr>
<td>treat each issue and each employee as important. Barbara was here so long that there was a tremendous uncertainty what getting a new HR Director would do to the department. Happily, the department's best qualities remain: it is a very personal and helpful place where employees can feel comfortable expressing their concerns.</td>
<td></td>
</tr>
<tr>
<td>customer service</td>
<td></td>
</tr>
<tr>
<td>Always available to help</td>
<td></td>
</tr>
</tbody>
</table>
Question 17: Nothing

Question 16: Is very professional and treats everyone fairly
Question 17: no recommendations

Question 16: approachable and friendly
Question 17: you all do a great job in general, and I appreciate your continued efforts
Question 18: #13 the reason that I put disagree is in the case of the switching of administrative assistants in the instruction office without (I think) proper procedure

Question 16: H/R is excellent at responding to my requests for information.

Question 16: Makes people feel welcome on campus
Question 17: Nothing, they are great
Human Resources Program Planning Survey

Please help us evaluate services provided by the Human Resources department. This will aid us in planning goals and objectives for our department over the next six years. If you return this anonymous survey to the Human Resources box in the mailroom by **Monday, March 26**, you can stop by Human Resources for a very “sweet” reward.

1. What is your employment status? 2. How long have you been employed at LTCC?
   - [ ] Part-time (adjunct) faculty member
   - [ ] Hourly temporary employee
   - [X] Full-time employee
   - [ ] Less than a year - [ ] 1-5 years
   - [ ] 6-9 years
   - [X] 10+ years
   - [ ] Blank

3. How strongly do you agree with the statement: “**As an employee of Lake Tahoe Community College, I am treated with dignity and respect**?”
   - [ ] Strongly agree - [ ] Agree - [ ] Neither Agree nor Disagree - [ ] Disagree - [ ] Strongly Disagree - [ ] Don’t Know -

3b. If you disagree, please tell us why: [ ] Hard to follow and therefore new employees are not being trained correctly from the start.

4. Have you had any contact with the Human Resources staff at Lake Tahoe Community College?
   - [ ] Yes, but very little
   - [ ] Yes
   - [ ] No
   - [ ] Don’t Know

5. Please indicate how strongly you agree or disagree with the following statements about the Human Resources department at Lake Tahoe Community College by circling the appropriate response.

   **HOURLY**
   - [ ] The HR department responds to my requests in a timely manner
   - [ ] The HR department represents the college well
   - [ ] The HR department is courteous and helpful
   - [ ] Human Resources effectively answers questions concerning my compensation
   - [ ] My employment contracts are timely and accurate
   - [ ] Criteria, qualifications and procedures for selection of personnel are clearly and publicly stated.

   **PART-TIME**
   - [ ] Strongly Agree
   - [ ] Agree
   - [ ] Neither Agree nor Disagree
   - [ ] Disagree
   - [ ] Strongly Disagree
   - [ ] Don’t Know

3. The one thing the Human Resources Department does best is:

4. The one thing I recommend the Human Resources department do differently is:

5. Other comments:

---

Thank you!
Question 3: The one thing the Human Resource Department does best is:
- Greet people with a smile
- Gives assistance when needed. Very informative too.
- Respond very quickly to any questions or concerns.
- Issuing letters/proof of employment/wage SUPERFAST, with the exact info I need.
- Provide kind, competent service. I was warmly received, and patiently answered all my Q’s.
- They are very organized. Whenever I have a question it is answered immediately.

Question 4: The one thing I recommend the Human Resources department do differently is:
- No comment as doing fine.
- Make the turn around process for applications move more quickly. Most positions take over a month to move into.
- Nothing.

Question 5: Other comments:
- Helpful, nice attitude
- Everyone who works in that department is always friendly and helpful! Thanks!
- When a new position opens up, I feel that it should be emailed to everyone on campus. Not only are some of the staff interested, but we might also know if there is a student who may be interested.
- Need to participate at The Café
- I like playing with your little magnet thing...and Danny and Susan are super nice!
HUMAN RESOURCES PROGRAM PLANNING SURVEY
Part-Time (Adjunct) Faculty Member Responses

Question 3: The one thing Human Resources Department does best is:
- Gets my paychecks to me in a timely manner
- Answers my questions!
- They are friendly and responsive.
- Completes procedures in a timely basis.
- Whenever I have an assistant for my classes HR always does a great job getting their paperwork completed.
- Responds to needs and questions quickly.
- Provide info.
- Provides job opportunities.
- They’re just the nicest staff to work with. Danny has always been courteous and friendly.
- Present an approachable demeanor.

Question 4: The one thing I recommend the Human Resources department do differently is:
- Unable to answer this with any intelligence as I don’t receive “regular” benefits like full-time employees.
- Possibly send out reminders of what they do do and how they can assist adjunct faculty or other benefits.
- Pay employees twice a month.
- Pay employees twice a month at least.
- Nothing!
- Are job openings only posted on the LTCC website?

Question 5: Other comments:
- I appreciate you asking our opinions!
- They are all great!
- Happy here.
- Getting paid once a month sucks.
- Getting paid once a month is very difficult.
- Good job HR!