I. Core Values and Purpose

As a learning centered institution, Honolulu Community College continually strives to reach the highest levels of quality in its academic, student and administrative programs and services through on-going analysis, assessment and improvement. Our institutional core values are at the heart of everything we do. They are:

- Student-Centered Philosophy
- Respect
- Quality/Excellence

II. Mission of the College

Honolulu Community College's mission is to serve the community as an affordable, flexible, learning-centered, open-door, comprehensive community college that meets the post-secondary educational needs of individuals, businesses, and the community; and, to serve the Pacific Rim as the primary technical training center in areas such as transportation, information technology, education, communications, construction, and public and personal services.

The mission of Honolulu Community College is consistent with the mission of community colleges as set forth in the Hawaii Community College Act of 1964, the Apprenticeship Act of 1967, the mission of the University of Hawaii system, and the State Vocational Education Master Plan --- all of which ultimately aim at developing the State's greatest asset---its people.

III. Administrative Services Mission

The primary mission is to directly support the academic mission of providing quality education and related services to faculty, staff and students of the College. This mission is consistent with the College's Mission Statement.

IV. Strategic Plan Goals and Objectives

A. Promote Learning and Teaching for Student Success.
B. Promote Workforce and Economic Development
C. Develop an Effective Infrastructure.
D. Resources and Stewardship

V. Program Review of Administrative Services Units

General Description:

The Administrative Services Unit is comprised of five units:
A. **The Vice Chancellor of Administrative Services**

The Office of the Vice Chancellor directs and is primarily responsible for financial, personnel, operations and maintenance, security and telephone operations of the College.

1. Two (2.00) FTE
   a. Vice Chancellor
   b. Secretary

B. **Business Office**

The Business Office is responsible for all fiscal, budget, grants management, facilities scheduling, cashiering, and inventory management.

1. Twelve (12.00) FTE
   a. Administrative Officer/Fiscal Officer-Unit Head
   b. Three Administrative Officers
   c. One Fiscal Accounting Special
   d. Two Cashiers
   e. Five Clerks

C. **Human Resources**

The Human Resources Office is responsible for all personnel and employment related matters including EEO.

1. Four (4.00) FTE
   a. Chief Personnel Officer-Unit Head
   b. Two Personnel Officers
   c. One Personnel Clerk

D. **Operations and Maintenance**

The Operations and Maintenance Office is responsible for creating and maintaining an attractive, clean and safe learning environment.

1. Thirty-One (31.00) FTE
   a. Supervisor-Unit Head
   b. Two Maintenance workers
   c. One A/C Mechanic
   d. One Laborer
   e. One Janitor Supervisor
   f. Seventeen Janitors
   g. Three Groundskeepers
   h. Five UH Security Officers
E. **Telephone Services**

The Telephone Services is responsible for the maintenance of the telephone system.
1. One (1.00) FTE
   a. Electronic Technician

**ADMINISTRATIVE SERVICES UNITS**

A. **Office of the Vice Chancellor (OVC)**

1. **Mission Statement**

The Office of the Vice Chancellor directs and is primarily responsible for budget, fiscal, human resources, security, operations and maintenance and telephone operations of the College.

2. **Description/Analysis**

Administrative Services units provide direct support services to faculty, staff and students therefore cannot be assessed by Student Learning Outcomes (SLOs). The Community College Associate Vice President’s Office of Administrative Affairs has developed comparable measures for Administrative Services program review among the Community College campus in Hawaii. These measures were identified and will be compiled annually to assist administrators in analyzing, monitoring and improving the services. Some measures will be used in this year’s assessment/program review.

In FY 2007 the College Accreditation report was reviewed and accepted by WASC. WASC accredited the College for the maximum of six years. This report included Standards involving the various functional areas of Administrative Service, such as financial stability, condition of facilities, and inclusive budgeting. The following chart illustrates the College’s financial stability. The College’s reserve amount exceeds the WASC reserve requirements for the past five fiscal years.

<table>
<thead>
<tr>
<th>Honolulu Community College</th>
<th>Report of Non General Funds Conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>As of June 30, 2008</td>
<td></td>
</tr>
<tr>
<td>Unencumbered Cash Balance*</td>
<td>793,389</td>
</tr>
<tr>
<td>WASC Reserve Requirements</td>
<td></td>
</tr>
<tr>
<td>College Reserves</td>
<td>793,389</td>
</tr>
<tr>
<td>3% to 4% Target Goal</td>
<td>646,795</td>
</tr>
</tbody>
</table>
In FY 2008, the College was successful in achieving its strategic goal of funding the lease costs of its workforce program, AERO, therefore, ensuring the availability of a training site for its students. This Program Change Request (PCR) was the College’s fourteen priority and Community College’s tier two priority. The College submitted approximately eight years of budgetary requests to receive this appropriation from the Legislature.

Also, the 2008 Legislature appropriated additional funds to increase security support. This will be expounded on in the security section.

Furthermore, in Spring 2008, a College wide satisfaction survey was conducted for Administrative Services. The results of this survey are shown below.

<table>
<thead>
<tr>
<th>Administrative Services Assessment</th>
<th>Survey</th>
<th>Answer Options</th>
<th>Strongly Agree (5)</th>
<th>Somewhat Agree (4)</th>
<th>Neutral (3)</th>
<th>Somewhat Disagree (2)</th>
<th>Strongly Disagree (1)</th>
<th>Not Applicable (0)</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1. Vice Chancellor’s Office</td>
<td></td>
<td>Office provides high-quality service.</td>
<td>51</td>
<td>22</td>
<td>11</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Office provides services in a timely fashion.</td>
<td>48</td>
<td>24</td>
<td>10</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Staff is courteous and helpful.</td>
<td>60</td>
<td>21</td>
<td>5</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>91</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Budget information is ready accessible.</td>
<td>35</td>
<td>26</td>
<td>12</td>
<td>4</td>
<td>2</td>
<td>12</td>
<td>91</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Campus budgeting system is adequate.</td>
<td>21</td>
<td>29</td>
<td>18</td>
<td>6</td>
<td>4</td>
<td>12</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Answered Questions</td>
<td>91</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Skipped Questions</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Satisfaction Rating-Satisfied</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Satisfaction Rating-Satisfied</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q2. Business Office</th>
<th>Answer Options</th>
<th>Strongly Agree (5)</th>
<th>Somewhat Agree (4)</th>
<th>Neutral (3)</th>
<th>Somewhat Disagree (2)</th>
<th>Strongly Disagree (1)</th>
<th>Not Applicable (0)</th>
<th>Response Count</th>
</tr>
</thead>
</table>

Note
*Special and Revolving Funds
<table>
<thead>
<tr>
<th>Procurement policies and procedures are readily accessible.</th>
<th>16</th>
<th>25</th>
<th>19</th>
<th>12</th>
<th>9</th>
<th>10</th>
<th>91</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Office provides high-quality service.</td>
<td>20</td>
<td>27</td>
<td>23</td>
<td>6</td>
<td>13</td>
<td>2</td>
<td>91</td>
</tr>
<tr>
<td>Business Office provides services in a timely fashion.</td>
<td>16</td>
<td>29</td>
<td>17</td>
<td>13</td>
<td>13</td>
<td>2</td>
<td>90</td>
</tr>
<tr>
<td>Staff is courteous and helpful.</td>
<td>27</td>
<td>27</td>
<td>16</td>
<td>15</td>
<td>6</td>
<td>0</td>
<td>91</td>
</tr>
<tr>
<td>Training provided by Business Office has been adequate.</td>
<td>9</td>
<td>14</td>
<td>26</td>
<td>12</td>
<td>10</td>
<td>19</td>
<td>90</td>
</tr>
<tr>
<td>Fiscal financial reports are adequate.</td>
<td>13</td>
<td>18</td>
<td>25</td>
<td>7</td>
<td>4</td>
<td>24</td>
<td>91</td>
</tr>
<tr>
<td>Cashiering hours of operation is adequate.</td>
<td>27</td>
<td>39</td>
<td>17</td>
<td>2</td>
<td>1</td>
<td>5</td>
<td>91</td>
</tr>
</tbody>
</table>

Answered questions: 91
Skipped questions: 0

<table>
<thead>
<tr>
<th>Q3. Mailroom / Telephone Operator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answer Options</td>
</tr>
<tr>
<td>Strongly Agree (5)</td>
</tr>
<tr>
<td>Mailroom/Telephone Operator provides high-quality service.</td>
</tr>
<tr>
<td>Mailroom/Telephone Operator provides services in timely fashion.</td>
</tr>
<tr>
<td>Staff is courteous and helpful.</td>
</tr>
<tr>
<td>Hours of operation are adequate.</td>
</tr>
<tr>
<td>Campus telephone system is adequate.</td>
</tr>
</tbody>
</table>

Answered questions: 91
Skipped questions: 0

<table>
<thead>
<tr>
<th>Q4. Telecommunications / Telephone Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answer Options</td>
</tr>
<tr>
<td>Strongly Agree (5)</td>
</tr>
<tr>
<td>Telephone Services provides high-quality service.</td>
</tr>
<tr>
<td>Question</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Q5. Operations and Maintenance</strong></td>
</tr>
<tr>
<td>Operations and Maintenance provides high-quality service.</td>
</tr>
<tr>
<td>Operations and Maintenance provides services in a timely fashion.</td>
</tr>
<tr>
<td>Staff is courteous and helpful.</td>
</tr>
<tr>
<td>Operations and Maintenance work order system is adequate.</td>
</tr>
<tr>
<td>Facilities are kept clean.</td>
</tr>
<tr>
<td>Facilities are well maintained.</td>
</tr>
<tr>
<td>Campus grounds and landscape are well maintained.</td>
</tr>
<tr>
<td>College vehicle fleet is well maintained.</td>
</tr>
<tr>
<td><strong>Answered questions</strong></td>
</tr>
<tr>
<td><strong>Skipped questions</strong></td>
</tr>
<tr>
<td><strong>Q6. Personnel Office</strong></td>
</tr>
<tr>
<td>Personnel policies and procedures are readily accessible.</td>
</tr>
<tr>
<td>Faculty and staff are kept informed of recruitment notices and opportunities.</td>
</tr>
</tbody>
</table>
The Human Resources Office ensures that the campus is an opportunity workplace and supports diversity and cultural awareness.

Information relating to benefits is disseminated timely and questions are answered accurately.

Rules, regulations, and collective bargaining agreements are interpreted and necessary intervention applied.

Services are provided in a timely manner.

Adequate training has been provided.

The Human Resources Office provides quality service.

Human Resources staff is courteous and helpful.

<table>
<thead>
<tr>
<th>Answer</th>
<th>Strongly Agree (5)</th>
<th>Somewhat Agree (4)</th>
<th>Neutral (3)</th>
<th>Somewhat Disagree (2)</th>
<th>Strongly Disagree (1)</th>
<th>Not Applicable (0)</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q7. Campus Security</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security officers have been responsive.</td>
<td>46</td>
<td>32</td>
<td>6</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>91</td>
</tr>
<tr>
<td>Security officers have been courteous and helpful.</td>
<td>49</td>
<td>31</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>90</td>
</tr>
<tr>
<td>Campus is safe and secure.</td>
<td>21</td>
<td>39</td>
<td>19</td>
<td>9</td>
<td>2</td>
<td>1</td>
<td>91</td>
</tr>
<tr>
<td>Campus alarm systems are adequate.</td>
<td>23</td>
<td>29</td>
<td>20</td>
<td>12</td>
<td>1</td>
<td>6</td>
<td>91</td>
</tr>
<tr>
<td>Escort service is adequate.</td>
<td>22</td>
<td>14</td>
<td>20</td>
<td>0</td>
<td>2</td>
<td>32</td>
<td>90</td>
</tr>
</tbody>
</table>

Answered questions 91
Skipped questions 0

The overall results of this survey indicate a 72% to 93% satisfaction rate range for each of the units. This rate was computed by eliminating the neutral and not applicable votes. The total agreed or total disagreed were divided by the total of agreed plus disagreed. Also, this survey identified areas which needs further investigation by the appropriate unit.

The budgetary process for new funds (PCR) has significantly changed over the past five years with the establishment of the campus oversight council called the Planning Council (Council). The Council is comprised of a cross section of faculty, staff, students and administrators. This Council is responsible for the completion of the College’s multi-year strategic plan. The strategic plan is the basis for future budget requests. The Council reviews and recommends the Biennial and
Supplemental budget requests to the Chancellor for BOR and Legislative consideration. All budget requests must be aligned with the College's approved strategic plan and or campus priorities.

The budgetary process for current service funds has also significantly changed over the past five years with the reorganization of our division chair committee to our Campus Leadership Team. This team is comprised of a cross section of faculty and staff. This committee reviews all general funded current services budget requests for student assistants and operating to ensure compliance with the College’s strategic plan and/or campus priorities.

Currently, due to the FY 2009 budget reductions and pending budget reductions in the next biennium, the campus, through its Planning Council, is developing plans to address this issue.

3. Future Direction-Plan of Action

a. Continue to meet WASC standards in the financial, facilities, and personnel areas.
b. Expend all State Appropriated General Funds.
c. Develop funding strategies to rejuvenate the Campus Facilities and grounds.
d. Continue to improve on the budgeting process to be more inclusive and transparent to address the adequacy of the College’s budgeting process.
e. Develop budgetary strategies to address the poor economic conditions of the State and the pending executive budget reductions or/ restrictions in the next biennium period.

B. Business Office

Mission Statement

The Business Office primary mission is to directly support the academic mission of providing high quality educational and related services to the students, faculty and staff of Honolulu Community College. The Business Office provides administrative services in the following areas: financial accounting, budgeting, procurement, payments, cashing and cash management, contract & grants management, payroll, parking, mail service, central telephone switchboard, Banner A/R service, facilities, annual inventory as well as the development and administration of internal policies and procedures for these areas.

Description

The Business Office is responsible for all fiscal, budgetary, grants management and property management functions at the College. The Business Office:

- Manages, implements and coordinates HCC Banner transactions involving all areas concerning student fees assessed, cash collections, 3rd party billings, proper FMIS accounts attached to Banner detail codes, etc. Ensures fiscal integrity, operational practicality and internal accounting control;
• Responsible for the collection and billing of Apprenticeship tuition and fees;
• Plans, develops and implements fiscal and administrative policies and procedures to promote proper accounting and reporting of operation and financial transactions utilizing sound internal controls to satisfy State, Federal, University and other agency rules and regulations;
• Maintains the Campus accounting records to assure that budgetary and financial entries are accurate and reconciled to major account codes. Check the processing of all requisitions, travels, contracts and any other documents requiring Fiscal Officers approval. Administers and directs the disbursement of funds in payment of all obligations, including purchases of goods and services, student refunds, contract obligations and student aid;
• Manages, executes and verifies the issuance of pcards and the validation of all pcard logs;
• Audits the accounting of all cashiering operations, which also includes the Pacific Center for Advanced Technology Training (PCATT), the Pacific Aerospace Training Center (PATC), Cosmetology, and the Library to assure that cash received is properly recorded and deposited, and that proper internal control is maintained at all times;
• Manages, executes, and verifies the submittal of payroll transactions;
• Manages procurement and payment process;
• Administers the College’s Extramural Contracts and Grants. Monitors all aspects of extramural funded projects, including reviewing proposals to ensure activities can be performed within the resources available and time frame required, monitors the projects progress, and follows up on all reporting requirements;
• Administers the payroll system for the College, assuring proper and timely processing of payroll timesheets for students, lecturers, casual hires, and emergency overtime hours. Reviews payroll documents for compliance and maintains sound internal control for payroll distribution;
• Manages facility usage of rooms and distribution of keys;
• Responsible for the billing and collecting of facilities rental;
• Coordination of physical equipment, fixed assets and key inventory;
• Develops and implements applicable policies and procedures;
• Coordination and dispatching of security/maintenance personnel;
• Directs auxiliary services: telephone switchboard, campus mailroom, and central receiving operations. Ensures the orderly receipt of mail and goods delivered by vendors;
• Manages and coordinates the issuance of campus parking permits for students, faculty and staff;
• Responsible for the recording and collecting of all parking citations;
• Informs the campus community of applicable policies, guidelines, procedures, forms and other alternatives available in accomplishing tasks; and determine campus administrative policy as appropriate;
Assessment of Data

The Business Office has felt the effects of having various positions vacant (Fiscal Officer, Cashiers (2), Purchasing Clerk, Clerk V). This has resulted in many hours of correcting, adjusting and reconciling accounts. However, with the filling of regular and temporary positions, HCC’s outstanding accounts receivable balances have been reduced significantly for the 91-730 day period for FMIS, Banner, Apprenticeship and Parking citation receivables.

In addition, the implementation of Banner during the Summer 2002, the functional responsibilities of our cashiers have grown in the following areas:

1) Student refunds;
   a. Financial aid refunds
   b. Non financial aid refunds
   c. Electronic refunds
2) Installment payment plans;
3) On line credit card payments;
4) Electronic fund transfer payments (EFT);
5) Parking Lottery and zone information;
6) Non student charges
   a. Parking permits
   b. Parking Citations
   c. Child Care fees
   d. ID fees
7) Application of payments
   a. Against Title IV eligible charges
   b. Against campus charges
   c. Against non home campus charges
8) 3rd party payments
   a. Military
   b. State departments
   c. Private vendors

However, Banner has also reduced the number of over the counter transactions for our cashiers. Students are able to process payment and receive refunds via the Internet. Also, with Banner, daily transactions are fed directly to FMIS; therefore u-docs for Banner transactions are eliminated.

To service students, faculty and staff with the same efficiency, our cashiers are spending more time, per transaction with each individual.

In the area of purchasing and payments, for fiscal year 2008, our efficiency increased due to the dedication and determination of our staff to bring respectability back to the Business Office. This teamwork blended with a mix of experienced and youthful staff working together achieved this goal. Some changes were made in the operations and processing
of documents within the Business Office, but the majority of changes were done by staff (regular and casual), who made a commitment to work together to improve and stabilize the purchasing/payment function. Many hours were spent, researching and reconciling old and outstanding vendor statements to stabilize and make current this area.

With the constant changes in personnel, the Business Office is very fortunate to have emergency/casual employees that have the necessary knowledge and experience to be flexible enough to perform various functions of the Business Office. If these temporary emergency/casual hire positions are eliminated, the Business Office may have a difficult time maintaining the high level of efficiency. This could not be more evident than in the area of parking citations. With a substantial increase in enrollment in our Apprenticeship program to over 3,500 students, parking citations has increased substantially. The research required, to determine the vehicle’s owner may not be attainable with only our 2.00 cashier permanent FTE.

### UH FMIS and RCUH FISCAL TRANSACTION COUNTS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Document Type</strong></td>
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<tr>
<td><strong>UH FMIS</strong></td>
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<tr>
<td>Purchase Order</td>
<td>1916</td>
<td>1830</td>
<td>1651</td>
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<tr>
<td>P-Card</td>
<td>1119</td>
<td>1154</td>
<td>1549</td>
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<td>Auth for Payment</td>
<td>164</td>
<td>187</td>
<td>151</td>
<td>93</td>
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<tr>
<td>Department Checks</td>
<td>767</td>
<td>620</td>
<td>631</td>
<td>492</td>
<td>500</td>
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<tr>
<td>Payroll JV</td>
<td>238</td>
<td>134</td>
<td>279</td>
<td>316</td>
<td>514</td>
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<tr>
<td>Non-Payroll JV</td>
<td>247</td>
<td>257</td>
<td>332</td>
<td>351</td>
<td>386</td>
</tr>
<tr>
<td>Inter-Island TCR</td>
<td>39</td>
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</tr>
<tr>
<td>Out-of-State TCR</td>
<td>49</td>
<td>53</td>
<td>61</td>
<td>74</td>
<td>60</td>
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<td>A/R Invoices at FYE</td>
<td>545</td>
<td>496</td>
<td>463</td>
<td>320</td>
<td>256</td>
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<td><strong>UH FMIS Total</strong></td>
<td>5084</td>
<td>4769</td>
<td>5171</td>
<td>5646</td>
<td>6301</td>
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<td><strong>RCUH</strong></td>
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<td></td>
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<tr>
<td>Purchase Order</td>
<td>99</td>
<td>64</td>
<td>119</td>
<td>138</td>
<td>177</td>
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<tr>
<td>Direct Payment</td>
<td>48</td>
<td>37</td>
<td>62</td>
<td>43</td>
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<tr>
<td>Payroll JV</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Non-Payroll JV</td>
<td>12</td>
<td>5</td>
<td>6</td>
<td>2</td>
<td>5</td>
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<tr>
<td>Inter-Island TCR</td>
<td>6</td>
<td>5</td>
<td>9</td>
<td>15</td>
<td>17</td>
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<td>--------------------------------------------------------------------</td>
<td>--------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td>Average no. of work days required to issue UH Purchase Order</td>
<td>7.00</td>
<td>7.00</td>
<td>4.00</td>
<td>5.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Average no. of work days required to submit PO payment documents to UH Disbursing Office</td>
<td>15.00</td>
<td>8.00</td>
<td>17.00</td>
<td>13.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Average no. of work days required to issue UH Dept Checks</td>
<td>8.00</td>
<td>7.00</td>
<td>9.50</td>
<td>13.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Business Office staff FTE (Civil Service, APT)</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
</tr>
</tbody>
</table>

C. **Human Resources**

**Human Resources Program Mission**

To anticipate, develop, and fulfill the comprehensive human resources needs of Honolulu Community College. This will be accomplished through systematic and integrated institutional support services that contribute to the College’s goal of promoting student learning potential.
Mission Goals

1) Employ the most qualified and effective personnel to satisfy the human resource requirements of the College.
   • Manage personnel resources to achieve optimum institutional benefit and accomplish the College’s goals and objectives.
   • Classify, establish, modify or update College personnel positions and position descriptions.
   • Ensure College positions are appropriately described and updated to reflect current needs and staffing requirements.
   • Recruit, interview, select and hire qualified applicants for employment in accordance with existing personnel directives and standard operating procedures.

2) Retain and support effective College employees
   • Develop and initiate an in-house 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.

3) 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 staff planning and position management.
   • Contribute to the College’s strategic planning, program review and accreditation process.

Description

The Human Resources Office is responsible for a wide range of human resources administration to ensure quality and efficiency of service, compliance, and positive and productive employee relations within the environment of the College, and for all personnel and employment related matters at the College, including oversight of personnel actions taken within the other units.

Services provided by the Human Resources Office include but are not limited to the following:
Oversees and processes the recruitment, hiring and selection of new employees, including casual and emergency appointments.

Review of proposals to changes in hiring, selection, qualification standards and/or recruitment program to ensure compliance with EEO/AA requirements.

Processing of personnel transactions for all new and existing employees.

Maintenance and dissemination of information on working conditions, salaries, fringe, and employee benefits.

Reviews and processes employee benefits and entitlements.

Responsible for classification, pay administration, and employment verification.

Review and preparation of recommendations to establish new positions and to modify and update existing position descriptions.

Maintenance and management of employee personnel records.

Review and maintenance of employee leave usage and the leave-sharing program.

Monitoring and processing of salary overcompensations/overpayments, inclusive of collection of payments owed.

Training and faculty/staff development. Provides training and conducts workshops for supervisors and employees.

Administration of workers’ compensation/temporary disability benefits for staff and faculty, inclusive of investigations of workers’ compensation claims, interviewing claimant, supervisor and witnesses, processing of relative documents and forms, and representation at hearings and/or appeals.

Reviews reorganization proposals for classification, staffing impact, program development, etc.

Responsible for labor relations, organizational management and employment services.

Management of collective bargaining agreements.

Coordination of Equal Employment Opportunity/Affirmative Action (EEO/AA) programs.

Conducting investigations regarding complaints and grievances of faculty and staff, inclusive of interviews with complainant, grievant, affected parties, witnesses, union representatives, and litigators/attorneys. These investigations include misconduct and EEO/AA complaints, workplace violence and sexual harassment issues.

Compilation of fact-finding reports and/or investigatory reports with analyses and recommendations for action, including disciplinary actions/remedies and/or alternative measures for resolution.

Provision and/or facilitation of mediation between employees involved in personnel issues and concerns.

Monitoring of performance reviews and evaluation processes for all staff.

Administration and development of applicable policies and procedures, in accordance with BOR policies, administrative procedures, and collective bargaining agreements, and in compliance with relative state, federal and local mandates. Reviews and recommends changes to program policies and procedures to improve operations to accomplish the tasks and/or service efficiently and effectively.

Development of accurate record keeping for employment activities, such as updating and maintaining organizational charts, functional statements, etc.

Administration and implementation of the alcohol and substance abuse testing program for applicable employees, including random and reasonable suspicion testing, and follow-up
requirements. Ensures that relative supervisors are properly trained in the alcohol and substance abuse testing program.

The Human Resources Office continues to be located on the second floor of the Administration Building, Building #6, on the Honolulu Community College Campus. In comparison to the HR units on other CC campuses, HCC HR is the only one without a separate work environment. Building #6 is dedicated to the housing of Administration, Human Resources, Business Office, Records, Cashier, Financial Aid and other student services units. The Human Resources Office is housed on the second floor, the same floor as the administrators and their secretaries; as such, limited space has always been a major concern of HR. It also shares an equipment room with administrative staff. The shared equipment includes the use of the copier, shredder and fax machine. Due to limited space, some personnel records are stored in file cabinets located in the administration lunchroom. HR has a small storage room apart from the Administration Building for retention of archived files; however, the conditions are crowded and outdated, boxes are stored on the floor which are susceptible to flooding, and the problem of mold and dust is constant.

**College Strategic Plan Goals and Objectives:**

A. Promote Learning and Teaching for Student Success  
B. Function as a Seamless State System  
C. Promote Workforce and Economic Development  
D. Develop Human Resources: Recruitment, Retention, Renewal  
E. Develop an Effective Infrastructure

The College’s current Strategic Plan for FY 2007-2008 identifies the following strategic directions in relationship to HCC Human Resources Office:

A) Promote Learning and Teaching for Student Success:
   - **Student Recruitment and Retention:** The Campus has increased the number of events that bring in the community and families to the campus such as high school to HCC, Construction Career Days, and industry and community open houses. HR has supported events such as these, wherein all HR personnel have volunteered their services.
   - **Support Recruitment:** HR has assisted in the filling of an APT Assistant Registrar position to ensure that needs of increased enrollment are met.
   - **Support for Hawaiian Programs:** HR has assisted in the filling of a one 9-month FTE tenure-track faculty position for the Hawaiian Studies/Language Program; and, one FTE 11-month tenure track faculty and one FTE 11-month APT to replace federally funded Native Hawaiian Center Program and positions (currently two additional 11-month faculty positions and one additional 11-month APT position are being established). Further, there have been continuous efforts to hire from underrepresented groups (i.e., Native Hawaiians), in accordance with EEO/AA mandates.
   - **Support AMT Program:** HR has assisted in the filling of the vacant AMT Instructor position to ensure compliance with NATEF equipment standards, to facilitate professional development requirements, provide substitute coverage during sabbatical leaves and absences, coordinate increased demands for Auto Academy project and organize NATEF activities.

B) Function as a Seamless State System
• **Expand Collaboration with DOE:** HR has supported and assisted in all efforts to design, pilot, and implement a statewide construction technology initiative to meet impending workforce shortages through the development of the HCC Construction Academy.

C) **Promote Workforce and Economic Development**

- HR has supported and assisted in the hiring of instructors for the HCC Construction Academy program to include 16 DOE high schools on Oahu, with the potential for further expansion. Additionally, efforts have been made to assist in the development and institutionalization of the Music Enterprise Learning Experience (MELE), inclusive of the establishment and filling of instructors, lecturers, and support staff.

D) **Develop Human Resources: Recruitment, Retention, Renewal**

- **Staff Inclusion and Empowerment:** HR has been involved in the facilitation of staff involvement in shared governance by enhancing the work environment wherein staff supervisors support staff involvement in institutional committee work.
- **Support staff performance evaluation systems:** HR has developed a tracking system to facilitate staff supervisors’ completion of staff evaluations on a timely basis, and remains committed to supporting staff in-grade adjustments and merit pay according to collective bargaining agreements for qualifying employees.
- **Professional and Staff Development:** HR has continuously supported opportunities for faculty and staff professional development.

E) **Develop an Effective Infrastructure**

- **Institutional Support:** HR has assisted in the filling of an additional Financial Aid officer position to ensure that the College’s responsibility to US DOE’s requirement of being adequately staffed in the Financial Aid office is met.
- **Academic Support:** HR has assisted in the conversion of two 9-month librarian positions to 11-month positions to improve Library programs and services.
- Personnel Officer PBB position reclassified to assist the Chief Personnel Officer, specifically in areas of equal opportunity/affirmative action (EEO/AA); recruitment efforts continuing. Additionally, Personnel Officer PBA was reallocated and filled to help improve the infrastructure.
- **Improve Facilities:** HR has assisted in the filling of a security officer vacant position (specifically for evening and weekend hours) and established another security officer position, in efforts to enhance security services to provide 24-hour coverage through the increased amount of security personnel to help enforce security, health, and safety on campus.
- **Develop and implement a workplace safety management system to comply with HIOSH/OSHA regulations:** HR will be a direct participant and representative on the Campus’s Safety Committee.
- **Streamline personnel process to reduce processing time:** HR has developed procedures and checklists provided to all administrators and secretaries.

**Analysis**

The Human Resources Office is responsible for a multitude of tasks on a daily basis. In FY 2007-2008, with the change in the delegation of authority now at the Campus level, constant changes in various state, federal and local mandates (inclusive of EEO/AA), and updates to policies and procedures, the workload and operational activity within HR continues to increase. Duties that once were delegated to the System’s Office and the Office of Human Resources at Manoa (OHR) have now been delegated to the Campus. These duties include, but are not limited to: position management, classification, processing of leave of absences, processing, auditing and approval of all SF-1s and critical forms, approval and auditing of position descriptions, maintaining PDG system, DNHR, and APT Broadband on-line performance appraisals and special compensation adjustments,
advertisements, new hires, workers’ compensation, temporary disability benefits, leave sharing, grievances (investigation, compilation, employer representation, written reports and response to grievant and the union), civil service performance appraisals (tracking, monitoring, and approval to ensure completion), and drug and alcohol testing (reasonable suspicion for HGEA employees, and both random and reasonable suspicion for UPW employees—the process of which includes follow up actions with the Substance Abuse Professionals (SAP), testing laboratories and clinics, rehabilitation program, and monitoring and ensuring payment to service providers for all costs incurred.

In 2007, a broken pipe from the water fountain flooded the second floor of the Administration Building. Many documents, files, folders, books, etc. were damaged by the water, and became infected by mold and mildew. As a result, a majority of the personnel jackets needed to be salvaged and recreated. In FY 2007-2008, HR hired three student assistants for the sole purpose of copying, replacing, and creating new personnel jackets and relative HR documents. The task was tedious and time-consuming, but was able to be completed within a relative short period of time. Additionally, HR purchased modular rotating filing cabinets to ensure the confidentiality and security of all employee personnel jackets. Furthermore, HR submitted a proposal to purchase two-drawer filing cabinets for each administrative secretary and apprenticeship (total of 12) to ensure that all personnel information could be secured; this proposal was subsequently approved. These actions were taken in an effort to maintain confidentiality and privacy—an issue that has continuously plagued HR due to the lack of office space. Another example of this is the fact that many of the recruitment records are stored in file cabinets (locked as they may be) located in the employees’ lounge. The lack of space impairs the ability to be in compliance with various privacy laws and personnel mandates regarding the maintenance of personnel records and information. Since HR is housed on the same floor as Administration, we are faced with continuous traffic, and constant interruptions. Employees who seek assistance from HR are subject to conduct discussions and confer in the open (aside from the office of the Chief Personnel Officer), and new hires are made to fill out required forms in areas of minimal space (oftentimes, where there is an open chair in the walkway). Thus, privacy, confidentiality and quality of service that HR strives to attain are compromised.

The completion and submission of personnel forms in a timely manner is also a concern. Oftentimes, personnel forms (i.e., requests for casual hires, overload, etc.) are submitted untimely and inaccurately. This requires revisions and justification as to late submittal, thereby delaying the compensation process. As a result, this may lead to employee dissatisfaction due to untimely payment of services. Additionally, required forms for new hires are often inaccurate and submitted untimely which also delays compensation. HR has continuously made efforts to ensure that all recruitments are in compliance with EEO/AA guidelines. Screening committees, administrators, and secretaries have been trained in these guidelines to ensure consistency and compliance; however, especially in civil service hires, committees and/or administrators do not complete the process or make a selection before the list(s) expires. Processing of lecturers is also problematic, due to late submittal of forms to HR. Further training in these areas is warranted.

In regards to HR comparable measures, FY2007-2008 saw an increase in the number for Form 6 transactions (from 762 to 1201), increase in the number of leave cards processed (from 2930 to 3230), increase in the number of grievances/investigations filed (from 16 to 18), and an increase in faculty/staff headcount by seven. There was a decrease in the number of PNF transactions (from 1398 to 1237), number of new appointments (from 136 to 82), and number of lecturer PNF
documents processed (from 369 to 294). In comparison to the other CC campuses, HCC ranked in the top three in the areas of: number of PNF transactions processed, number of new appointments, number of Form 6 transactions, number of leave cards processed, and number of faculty/staff headcount. HCC ranked the highest in number of grievances/investigations filed. HCC HR increased its FTE staff count by 1.0 to establish a Personnel Officer PBB position; thus, total FTE count was increased to 4.0. In November of 2007, we were successful in hiring a PBA Personnel Officer. Recruitment efforts to hire the PBB Personnel Officer have been ongoing.

In regards to EEO/AA comparable measures, FY 2007-2008 saw an increase in the number of EEO related training and workshops attended (from 11 to 14), increase in number of formal EEO complaints filed (from 3 to 4), increase in the number of campus EEO investigations (from 14 to 22), and decrease in number of training and workshops presented on campus (from 32 to 20), with the number of EEO/AA Officers remaining the same at one.

### Human Resources Comparable Measures FY 2007-2008

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>HON</th>
<th>KAP</th>
<th>LEE</th>
<th>WIN</th>
<th>HAW</th>
<th>MAU</th>
<th>KAU</th>
<th>VPCC</th>
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<tbody>
<tr>
<td>Number of PNF Transactions processed (fiscal year)</td>
<td>1237</td>
<td>1922</td>
<td>1354</td>
<td>637</td>
<td>977</td>
<td>1107</td>
<td>517</td>
<td>116</td>
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<tr>
<td>Number of New Appointments processed (fiscal year)</td>
<td>82</td>
<td>99</td>
<td>65</td>
<td>61</td>
<td>71</td>
<td>88</td>
<td>48</td>
<td>5</td>
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<tr>
<td>Number of Lecturer PNF documents processed (fiscal year)</td>
<td>294</td>
<td>773</td>
<td>350</td>
<td>190</td>
<td>365</td>
<td>352</td>
<td>130</td>
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<tr>
<td>Number of Form 6 Transactions processed (fiscal year)</td>
<td>1201</td>
<td>1657</td>
<td>653</td>
<td>136</td>
<td>485</td>
<td>754</td>
<td>198</td>
<td>6</td>
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<tr>
<td>Number of Leave Cards processed (fiscal year)</td>
<td>3230</td>
<td>3211</td>
<td>3238</td>
<td>1679</td>
<td>1727</td>
<td>2462</td>
<td>1396</td>
<td>592</td>
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<td>Average number of work days required for SF-1 to be approved (APT positions)</td>
<td>7</td>
<td>8</td>
<td>2</td>
<td>13</td>
<td>7</td>
<td>33</td>
<td>4</td>
<td>18</td>
</tr>
<tr>
<td>Average number of work days for position description to be approved (APT Positions)</td>
<td>20</td>
<td>30</td>
<td>5</td>
<td>23</td>
<td>7</td>
<td>33</td>
<td>45</td>
<td>8</td>
</tr>
<tr>
<td>Average number of work days to fill faculty/APT positions</td>
<td>60</td>
<td>90</td>
<td>21</td>
<td>6</td>
<td>12</td>
<td>100</td>
<td>15</td>
<td>17</td>
</tr>
<tr>
<td>Number of Grievances/Investigations filed (fiscal year)</td>
<td>18</td>
<td>1</td>
<td>13</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>0</td>
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<tr>
<td>Human Resources FTE</td>
<td>4</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>4</td>
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<tr>
<td>Faculty/Staff Headcount</td>
<td>308</td>
<td>393</td>
<td>309</td>
<td>167</td>
<td>202</td>
<td>239</td>
<td>144</td>
<td>43</td>
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### EEO/AA Comparable Measures:

<table>
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<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Honolulu CC</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Number of training and workshops presented on campus (fiscal year)</td>
<td>7</td>
<td>35</td>
<td>30</td>
<td>32</td>
<td>20</td>
</tr>
<tr>
<td>2. Number of EEO related training and workshop sessions attended (fiscal year)</td>
<td>4</td>
<td>2</td>
<td>6</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td>3. Number of EEO complaints formally filed (fiscal year)</td>
<td>2</td>
<td>1</td>
<td>10</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4. Number of campus EEO investigations, including campus initiated investigations (fiscal year)</td>
<td>3</td>
<td>1</td>
<td>15</td>
<td>14</td>
<td>22</td>
</tr>
<tr>
<td>5. Number of campus EEO Officers</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

### Administrative Services Survey (April 2008)

**Human Resources**

<table>
<thead>
<tr>
<th>aspect</th>
<th>Strongly Agree (5)</th>
<th>Somewhat Agree (4)</th>
<th>Neutral (3)</th>
<th>Somewhat Disagree (2)</th>
<th>Strongly Disagree (1)</th>
<th>Not Applicable (0)</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel policies and procedures are readily accessible.</td>
<td>19.8% (18)</td>
<td>38.5% (35)</td>
<td>16.5% (15)</td>
<td>11.0% (10)</td>
<td>12.1% (11)</td>
<td>2.2% (2)</td>
<td>91</td>
</tr>
<tr>
<td>Faculty and staff are kept informed of recruitment notices and opportunities</td>
<td>22.0% (20)</td>
<td>44.0% (40)</td>
<td>16.5% (15)</td>
<td>11.0% (10)</td>
<td>4.4% (4)</td>
<td>2.2% (2)</td>
<td>91</td>
</tr>
<tr>
<td>The Human Resources Office ensures that the campus is an opportunity workplace and supports diversity and</td>
<td>27.5% (25)</td>
<td>23.1% (21)</td>
<td>33.0% (30)</td>
<td>6.6% (6)</td>
<td>3.3% (3)</td>
<td>6.6% (6)</td>
<td>91</td>
</tr>
<tr>
<td>Cultural awareness.</td>
<td>Information relating to benefits is disseminated timely and questions are answered accurately.</td>
<td>Rules, regulations, and collective bargaining agreements are interpreted and necessary intervention applied.</td>
<td>Services are provided in a timely manner.</td>
<td>Adequate training has been provided.</td>
<td>The Human Resources Office provides quality service.</td>
<td>Human Resources staff is courteous and helpful.</td>
<td><strong>Answered question</strong></td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td><strong>91</strong></td>
</tr>
<tr>
<td>28.6% (26)</td>
<td>38.5% (35)</td>
<td>17.6% (16)</td>
<td>7.7% (7)</td>
<td>7.7% (7)</td>
<td>0.0% (0)</td>
<td>91</td>
<td></td>
</tr>
<tr>
<td>18.7% (17)</td>
<td>28.6% (26)</td>
<td>24.2% (22)</td>
<td>15.4% (14)</td>
<td>7.7% (7)</td>
<td>5.5% (5)</td>
<td>91</td>
<td></td>
</tr>
<tr>
<td>20.9% (19)</td>
<td>34.1% (31)</td>
<td>15.4% (14)</td>
<td>14.3% (13)</td>
<td>13.2% (12)</td>
<td>2.2% (2)</td>
<td>91</td>
<td></td>
</tr>
<tr>
<td>19.8% (18)</td>
<td>19.8% (18)</td>
<td>23.1% (21)</td>
<td>13.2% (12)</td>
<td>14.3% (13)</td>
<td>9.9% (9)</td>
<td>91</td>
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<tr>
<td>18.7% (17)</td>
<td>37.4% (34)</td>
<td>19.8% (18)</td>
<td>11.0% (10)</td>
<td>12.1% (11)</td>
<td>1.1% (1)</td>
<td>91</td>
<td></td>
</tr>
<tr>
<td>29.7% (27)</td>
<td>38.5% (35)</td>
<td>14.3% (13)</td>
<td>12.1% (11)</td>
<td>5.5% (5)</td>
<td>0.0% (0)</td>
<td>91</td>
<td></td>
</tr>
</tbody>
</table>
In April of 2008, an Administrative Services survey was disseminated to the Campus, regarding services from the various offices (records indicate that a survey such as this had not been conducted in at least ten years). The survey questions relative to HR have been provided. In analyzing the responses, most fall within the “somewhat agree” category. However, since the percentages are not as high as we would like them to be, there clearly is room for improvement in all areas, especially in regards to ensuring that the campus is an opportunity workplace and supports diversity and cultural awareness, and in providing adequate training—areas that scored high in the “neutral” category. The goal of HR is to obtain high scores in the “strongly agree” category.

**Future Direction—Plan of Action**

1) Continue to improve the quality of services provided.
2) Develop internal policies for all administrative staff regarding procedures and processes for recruitment, selection, classification, workers’ compensation, temporary disability benefits, federal overload, conducting investigations/fact-findings, processing of new hire documents, updates to personnel mandates and procedures, etc.
3) Continue to explore alternatives to resolve the issue of lack of office space, specifically in regards to ensuring employees’ privacy and confidentiality when discussions with HR staff are needed, and to be in compliance with maintaining confidential personnel documents and employment records.
4) Continue to provide training to employees for program and staff development.
5) Continue efforts to recruit and fill the vacant Personnel Officer PBB.
6) Continue to provide an open door policy for all employees.

**D. Operations and Maintenance**

**Mission Statement**

The Operations and Maintenance Office is responsible for creating and maintaining an attractive, clean and safe learning environment.

**Description/Analysis**

**Staffing**

1. **Building Maintenance Workers and Laborer**
   - General maintenance and repairs of facilities including electrical, plumbing, carpentry, mechanical and other trades.
   - Major repairs are contracted out.

2. **Air Conditioning Mechanic**
   - Monitor, repair, and preventive maintenance for a/c systems including chiller and chill water loop system, package units and window units.
• Services and maintains mechanical equipment including compressors, pumps, exhaust fans, refrigerators, water fountains, etc.
• Major repairs are contracted out.

3. **Groundskeepers**
   • General maintenance of lawns, ground cover, landscaped areas including pruning trees.
   • Maintenance and repair of irrigation systems
   • Mason repairs are contracted out.

4. **Janitors**
   • Provides custodial services to all buildings for classrooms, offices, restrooms and other common areas.
   • Moves and relocates furniture and equipment.
   • Sets up for special events and requests.
   • Strips and waxes floors.
   • Shampoos carpets.

**Analysis**

The building maintenance unit is maintaining better records management as the number of work orders have increased from 391 (FY 2004) to 611 (FY 2008), almost a 100% increase in reportable requests. Better records management is resulting in better tracking of in-house repairs and special janitorial requests. Special janitorial requests are furniture movement and room setups. These types of special setups are increasing and must be monitored in order to determine the effects on our standard janitorial services. The establishment of the Norman Loui Conference Room about 6 years ago created an increase in room setups for both University of Hawaii and private functions. If this trend continues, additional positions maybe needed to meet this demand and allow the janitors to perform their primary duty of keeping the facilities clean. This issue should be addressed with the College’s Planning Council and an action item included in the Strategic Plan for possible funding.

Based on the Spring 2008 satisfaction survey, although the overall results were favorable, there were issues regarding the quality of our janitorial services, quality and reliability of our campus vehicles, and other procedural maintenance standards. For janitorial services, within the past 5 years the College moved from a team approach to assigning individual janitors to specific areas. This was done to inspire janitors to have pride in their area, therefore, resulting in cleaner facilities. Based on the aforementioned survey, this approach may have to be revisited. Other studies are being done to determine if the problem is with the individual or with the area. More frequent inspections by janitor supervisor or working supervisor will be done and documented to provide data.

The College’s groundskeeper position increased in FY2007 from 3.00 FTE to 4.00 FTE. This increase was necessary because the incinerator site was transferred to the College. The general condition of the campus grounds has received favorable comments from the wife of the UH President.
The campus vehicles are old and will be replaced systemically. In FY 2008, two replacement sedans were purchased and two vans were purchased for Surplus Properties. Plans are being made to purchase via reallocation two vehicles to meet the Campus concerns for a better vehicle fleet. A preventive maintenance program will also be developed to ensure the reliability and cleanliness of our vehicles.

For building maintenance, the current work order system will be replaced with the new online Maximus Facilities Management program. This program is a very powerful instrument, which will initially be used as a work order system. This system will allow the requester to track the status of the request. Initially the requestors and workers may have a difficult time adjusting to this new system; however, in the long run it will assist with providing a cleaner, and safer learning environment. Having clean and attractive facilities will help the College meet its strategic goal for increased student enrollment. In fact, the College’s Recruitment and Retention committee has listed campus beautification as one of its top priorities to improve student recruitment.

**Future Direction-Plan of Action**

- Improve services in all areas.
- Re-train personnel as needed.
- Replace broken or obsolete equipment.
- Replace old and/or broken furniture.
- Replace older state vehicles.
- Continue to complete work orders within 5 working days while working within the parameters given.
- Continue quick responses to trouble calls.
- Improve efficiency.
- Improve staff morale.
- Complete study to determine if facilities cleanliness is a person or area problem.
- Conduct more area inspections by the Janitor Supervisor with applicable recommendations and documentation.

**Security Services**

**Mission Statement**

To provide a safe environment for effective student learning and faculty and staff well being.

**Specific responsibilities**

To patrol the campus to ensure an environment conducive to effective learning and an effective workplace environment. Also, security safeguards our facilities, grounds and equipment against vandalism, theft and unwanted harm.
Description/Analysis

The security office does not have the staff to provide 24-hour security on campus; however, the College has contracted with a private security firm to provide this coverage. For FY 2007, the College received a general fund appropriation of $50,000 to help fund this activity. Also, the College has provided additional private guard services to escort students, faculty and staff during peak evening hours and to provide security services for the incinerator parking lot. For FY 2009, the College received a general funds appropriation to fund one full time UH Security Officer, install blue light phones, and improve its emergency communications system. This PCR was the College’s and UH systems’ number one priority for the 2008 Legislature. Furthermore, it meets Goal E, objective 6 of the Community College Strategic Plan-Develop and Effective, Efficient and Sustainable Infrastructure to support student learning and teaching. The high crime rate in the general area surrounding the College substantiates the authorization of FY 2009 funds by the Legislature.

The majority of our buildings are protected by silent burglar alarm system monitored by a private vendor.

The use of web-based cameras is also being reviewed. EMC has purchased a few camera systems to address this issue of improving security.

Future Direction - Plan of Action

Based on the Spring 2008 survey, the campus population is satisfied with the overall efforts of campus security, however, continuing efforts must be made to identify the reasons why some individuals are still concerned with the safety of the campus. The installation of code blue phones and implementing a better communication method may address their concerns. Also, the college needs to provide better training opportunities for our UH Security Officers. Moreover, there needs to be coordination of security efforts among the campuses.

E. Telephone Services

Mission Statement

- Ensure that all of Honolulu Community College’s telephone systems are operating efficiently and effectively to provide uninterruptible service. These systems are both located on and off campus (HCC Main Campus, AMT, Diesel, Construction Academy, METC, PATC, Hickam AFB, and Kalaeloa.)
- Provide an in-house service and repair for HCC’s printers and computers.

Description/Analysis

Specific Responsibilities

- Installs, maintains, repair, and upgrade telephone systems throughout HCC in coordination with the current telephone service provider Hawaiian Telcom.
• Review all requests for telephone services and printer and computer repair for possible in-house servicing.
• Provide consultation services for telephone models, printers, and computers.
• Screen all telephone related invoices received from Hawaiian Telcom and Sprint to ensure HCC is charged correctly via our current contracts.
• Perform any adds, moves, and changes to each telephone station at HCC.
• Provide both initial and on-going training on the use and operation of telephone stations and voicemail systems.
• Perform monthly spot checks at each location and talk with the users about any of their comments, concerns, and complaints.
• Conduct on-going research in updating/upgrading each system so that HCC as a whole can be both up to date and cost efficient.

Analysis

There are no measures available for comparison purposes. The College’s main PBX telephone system has proven to be reliable as the back up system worked during last island wide power blackout. The College’s wireless telephone system worked during this same blackout.

Based on the Spring 2008 satisfaction survey, the campus is satisfied with the services being provided.

Future Direction-Plan of Action

• As HCC Main Campus continues to grow, the number of telephone numbers available is limited and may have to be enhanced. This enhancement results in a four-digit/number extension. Currently, HCC Main Campus has only a three-digit/number extension.
• As telecommunication technology continues to advance, the College needs to consider moving towards Voice over Internet Protocol (VoIP). This option will involve both ITC and Administrative Services.
• Upgrade our PBX telephone system.

IV. Summary

The Administrative Services Units are deemed to be adequate. Improving services, filling of vacant positions, replacement of classroom furniture and improving the interior of our classrooms are the priorities for FY 2009 and future years. The use of surveys will also aid in completing the FY 2009 Program Review and provide data to develop new strategies to improve services, and campus appearance. New strategies will be incorporated into the College’s strategic plan to obtain funds to beautify the campus and increase student admissions and retention.