I. Core Values and Purpose

As a learning centered institution, Honolulu Community College continually strives to achieve the highest levels of quality in its academic, student and administrative programs and services by performing on-going analysis, assessment and making improvements. 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, 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 (VCAS) 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. Eleven (11.00) FTE
   a. Administrative Officer/Fiscal Officer-Unit Head
   b. Three Administrative Officers
   c. One Fiscal Accounting Special
   d. Two Cashiers
   e. Four 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>
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<tbody>
<tr>
<td>Report of Non General Funds Conditions</td>
</tr>
<tr>
<td>As of June 30, 2009</td>
</tr>
<tr>
<td>Unencumbered Cash Balance*</td>
</tr>
<tr>
<td>WASC Reserve Requirements</td>
</tr>
</tbody>
</table>
In FY 2009, the College was successful in obtaining a fully executed long term lease with Department of Transportation, State of Hawaii.

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. Furthermore, the Vice Chancellor of Academic Affairs and the Vice Chancellor of Administrative Services met with each Dean and Director and their respective Division Chairs and/or budgetary specialists to discuss their FY 2010 Student Assistants and Operating budgets requests.

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, cashiering 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, refunds, 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, fees and parking; provide extended service hours.
• 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; Provides annual training review sessions.
• 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 or terminated (Assistant Fiscal Officer, Account Clerk III, (2) temporary cashiers). With these staffing changes, the Business Office has had to re-prioritize duties to address demands in purchasing, cashiering and payments. In FY2009, the total number of business office transactions increased by 10%. In addition, with the increased Departmental Checking ceiling, the number of DCS checks processed increased by 50%. Major improvement has been in the area of accounts receivables. Our AR balance for accounts over two years old has decreased by 45% since 2005.

In the area of purchasing and payments for fiscal year 2009, continued changes were made in the processing of documents within the Business Office. Changes were done by staff (regular and casual), which 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. Constant monitoring with UH Central Offices and vendors has resulted in the decreased receivables.

UH FMIS and RCUH FISCAL TRANSACTION COUNTS
Honolulu Community College

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>UH FMIS</strong></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Purchase Order</td>
<td>1830</td>
<td>1651</td>
<td>1426</td>
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<td>1309</td>
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<td>P-Card</td>
<td>1154</td>
<td>1549</td>
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<td>Auth for Payment</td>
<td>187</td>
<td>151</td>
<td>93</td>
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<tr>
<td>Department Checks</td>
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<td>492</td>
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<td>134</td>
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<td>316</td>
<td>514</td>
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<tr>
<td>Non-Payroll JV</td>
<td>257</td>
<td>332</td>
<td>351</td>
<td>386</td>
<td>347</td>
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<tr>
<td>Inter-Island TCR</td>
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<td>80</td>
<td>91</td>
<td>93</td>
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<tr>
<td>Out-of-State TCR</td>
<td>53</td>
<td>61</td>
<td>74</td>
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<tr>
<td>A/R Invoices at FYE</td>
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<td>320</td>
<td>256</td>
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<td><strong>UH FMIS Total</strong></td>
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<td>5171</td>
<td>5646</td>
<td>6301</td>
<td>6638</td>
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<td><strong>RCUH</strong></td>
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<tr>
<td>Purchase Order</td>
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<td>0</td>
<td>0</td>
<td>0</td>
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<td>Description</td>
<td>FY 2005</td>
<td>FY 2006</td>
<td>FY 2007</td>
<td>FY 2008</td>
<td>FY 2009</td>
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<tr>
<td>-----------------------------------------------------------------------------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
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<tr>
<td>Average no. of work days required to issue UH Purchase Order</td>
<td>7.00</td>
<td>4.00</td>
<td>5.00</td>
<td>3.00</td>
<td>2.00</td>
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<td>Average no. of work days required to submit PO payment documents to UH Disbursing Office</td>
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<td>17.00</td>
<td>13.00</td>
<td>5.00</td>
<td>4.00</td>
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<tr>
<td>Average no. of work days required to issue UH Dept Checks</td>
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<td>9.50</td>
<td>13.00</td>
<td>3.00</td>
<td>5.00</td>
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<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>

**Future Direction Plan of Action**

The number one priority is to fill our regular staff positions, assistant fiscal officer and account clerk III. By filling these positions, the business office will be able to bring some stability to our staff, which will result in overall improvement.

With the inception of Banner in 2002, the Business Office responsibilities have increased substantially in the following areas:

a. Student refunds:
   i. Financial aid
   ii. Non financial aid
   iii. Automatic refunds
b. Installment Payment Plans
c. On-line credit card payments through Touchnet
d. Electronic fund transfer payments (EFT)
e. Parking issues
f. Non-Banner charges
   i. Child Care fees
   ii. Parking permits for students/faculty/staff
   iii. Payments, posting and collection of parking citations
   iv. ID fees
   v. Bus pass (UPass)
g. Application of payments in Banner for
i. Title IV charges  
ii. Campus charges  
iii. Non-home campus charges  

h. 3rd Party payments  
i. US Military  
ii. State Agencies  
iii. Private vendors  
iv. UH departments  

Changes in the billing requirements for military tuition assistance programs, has resulted in triple the amount of hours spent to prepare invoices online. Changes in government regulations for student/parent loans, is also anticipated. The preparation for a new financial management system has also put a strain on the Business Office.

Due to the state and national financial climate, it is difficult to address concerns involving personnel during this time, however, to continue to serve the needs of students, faculty and staff, positions will be needed in order to keep up with the demands put on the Business Office. With the constant changes in personnel, the Business Office is very fortunate to have been able to keep two casual employees in 2009, which have extended knowledge and experience in the business office duties. However, since the loss of two emergency hire cashiers (Governor’s restrictions), due to personnel restrictions, one area, which was affected, was in our parking citation revenues, which decreased by 55%.

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, goals and objectives, and standard operating procedures.
2) Retain and support effective College employees
   • Develop and implement applicable policies and procedures.
   • Manage personnel transactions and personnel records.
   • Coordinate and manage EEO/AA program.
   • Develop and initiate an in-house orientation program for new employees to cover benefits and services.
   • Administer employee compensation, leave and benefit programs by processing accurate and timely personnel transactions.
   • Administer and manage temporary disability benefits and workers’ compensation.
   • 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, goals, objectives, assessment and schedules.
   • Facilitate disciplinary or corrective action to address employee misconduct, substandard performance, poor morale, or ineffective supervisor-subordinate relations.
   • Manage collective bargaining agreements.
   • 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 continues to be 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, Counseling, Student Employment and other student services units. The Human Resources Office is housed on the second floor, the same floor as the Chancellor, Administrators and their secretaries. It also shares an equipment room with administrative staff. The shared equipment includes the use of the copier, shredder and fax machine. As such, limited space has always been a major concern of HR. Additionally, with current mandates and newly established procedures regarding the maintaining and retention of sensitive information, the securing and storing of personnel and personal information remains a challenge. 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. This year, archived files were removed from boxes stored on the floor and placed in recycled filing cabinets, to eliminate susceptibility to flooding; however, due to its location, the problem of mold and dust remain constant.

Due to the limited space housed for HR, employees and the public are unable to make requests or express their needs freely especially with matters relating to confidentiality. Employees are provided with numerous personnel forms of which they are unable to complete at the site and ask questions if need be, due to lack of space and no furniture to sit down and fill out the forms. Administrators are oftentimes not very comfortable in asking questions or for assistance because of lack of privacy in discussing their matters and lack of space. Conversations can be heard beyond the normal perimeter assigned to HR. Both HR staff and employees are placed in awkward situations hoping that others are not listening to discussions of confidential matters. Everyone is aware that HR must stand and talk to the staff through trays and papers. Furthermore, all incoming materials to HR must constantly be covered or turned upside down throughout the day to insure confidentiality. HR is situated near the makai side stairwell where traffic is constantly moving throughout the day. Constant interruptions and "niceties" are exchanged for courtesy.

In relationship to the HCC Human Resources Office and HCC’s Strategic Plan, the following is being provided:

**Develop Human Resources:** Recognize and invest in human resources as the key to success and provide them with an inspiring work environment.

1. **Recruit, renew, and retain a qualified, effective, and diverse faculty, staff and leadership:**
   
   - Human Resources Office continues to train and develop policies and procedures on EEO/AA issues so that the recruitment and selection process proceeds with efficiency and effectiveness. When program heads request to have positions filled, HR reviews the position descriptions to ensure that the duties and responsibilities are current and accurate. HR assists administrators in the completion of the critical and SF-1 forms
for filling of all position vacancies. Upon approval, HR posts all advertisements at the Work at UH website and in the Honolulu Star Bulletin.

- EEO/AA laws are constantly changing. The EEO/AA Coordinator must ensure that the College is in compliance to avoid any liability or challenges to the recruitment process. To be in compliance, screening committees are informed of applicable laws, policies, procedures, rules and regulations. HR insures that all procedures are strictly adhered. Consistency, equitable and fair practice will ensure attracting qualified applicants for our positions. Drawing qualified applicants is a key component to a successful recruitment. Although appointing internal applicants may appear to be more costly due to the fact that they are allowed to negotiate above their current pay, in comparison to selecting external applicants, they bring with them relevant experience and knowledge, requiring less time and efforts in training. Hence, faculty is subject to a minimum of a five-year probationary period, and APTs are subject to a three-year probationary period.

2. **Support faculty and staff professional growth and educational opportunities to be better prepared to respond to anticipated employee turnover.**

- HR has continuously supported opportunities for faculty and staff professional development. This includes various training workshops, seminars, and conferences, as well as time spent for sabbatical leaves. To prepare for future growth and success, campus employees must be encouraged and provided with resources to pave the way for new ideas and developments in industry.

- HR continues to be 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. 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.

- HR continues to encourage faculty and staff to take advantage of the tuition waiver benefit to enhance their skills and further their education and training. HR has also encouraged administrators, faculty and staff to obtain grant-writing training and apply for grants to supplement funds for their programs and HCC in general. Grants are available from many resources, such as the American Recovery and Reinvestment Act of 2009, National Aeronautics and Space Administration (NASA), National Science Foundation (NSF), National Energy Technology Laboratory, etc.

- HR will be developing a web-based orientation program for new employees.

3. **Develop Sustainable Infrastructure for Student Learning:** *Create and publish campus policies and document campus operational practices.*

- Create and publish as appropriate, HCC specific policies that will serve as a guide to practice in administrative and academic areas: Policies and procedures are posted on
the HCC Intranet (i.e., UH Systemwide Administrative Procedures, UH Systemwide Executive Policies, UH Administrative Rules, Board of Regents Policies) with access to faculty and staff.

- Completion of personnel forms are required by all new hires with a checklist and instructions attached in filling out the forms. Any new developments, inclusive of collective bargaining contractual provisions and federal or state mandates are interpreted by HR staff. Employment laws are readily available and posted on campus.
- HR continues to be a direct participant and representative on HCC’s Safety Committee and the Staff Development Committee.

**Analysis**

The Human Resources Office is responsible for a multitude of tasks on a daily basis. In summary, 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. With the constant changes in various state, federal and local mandates (inclusive of EEO/AA issues), and updates to policies and procedures, the workload and operational activity within HR continues to increase. These changes include but are not limited to amendments to the American Disabilities Act, expansion of reasonable accommodations, initiation of the E-Verify system, revisions to the employment eligibility process and form (I-9), changes to the Work at UH website for posting of advertisements, collective bargaining agreements, etc.

In FY 2008-09, State departments and jurisdictions, inclusive of the University of Hawaii system, faced an economic crisis due to budget constraints placed by the Governor, specifically regarding appropriated funds. This year can be characterized as the year of uncertainty and preparation. In August of 2008, a freeze was imposed on all classification issues. Positions paid from appropriated funds required an exception to fill. Positions specific to civil service required approval from the Governor, through various levels of submittals. This process has proven to be time-consuming, requiring multitudes of additional paperwork. The freeze impacted campus programs tremendously, as it hindered the establishment and filling of vacant positions, even on an emergency basis. Additionally, furloughs and layoffs occurred within State agencies, outside of the UH jurisdiction. Simultaneously, negotiations for all State employees were proceeding, due to the expiration of collective bargaining agreements between the unions who represented employees on campus. Employees are represented by various unions and different collective bargaining agreements. Faculty belongs to Bargaining Unit (BU) 7 and is represented by the University of Hawaii Professional Assembly (UHPA). Employees within Operations and
Maintenance belong to BU-1 and are represented by the United Public Workers (UPW). Faculty belonging to BU-2 (Blue Collar Supervisors), BU-3 (White Collar Employees, inclusive of security officers and secretaries), BU-4 (White Collar Supervisors), BU-8 (APTs), and BU-9 (Registered Professional Nurses), are all represented by the Hawaii Government Employees Association (HGEA). Each Bargaining Unit operates independently of each other and negotiations occur separately.

As the year progressed, campus employees were faced with the threat of furloughs, layoffs and RIFs (Reduction-In-Force). All employees worked with constant apprehension and uncertainty. HR was often utilized as the buffering agent to calm the anxieties and reassure the staff and faculty, while keeping them abreast of the ongoing changes during this difficult period. In anticipation of these measures, HR had to develop various courses of action that would provide the most efficient means and lessen the impact on campus operations. Position control and job security became priority. HR identified and met with those civil service employees who were the most vulnerable, due to their seniority of less than 24 retention points. In fact, one HCC employee was laid off due to another employee exercising RIF entitlements ("bumping" rights). HR assisted this employee with separation benefits (i.e., unemployment, community resources, and outreach services). HR had to work with the various campus programs to generate alternative means to work more with less and establish program staffing changes to provide the expected and required level of services, in conjunction with the parameters prescribed by campus guidelines, policies, and procedures, administrative rules, and collective bargaining agreements. Programs such as maintenance, grounds keeping, and security had to take on more responsibilities than normal. Due to the budget shortfall, all overtime and overload requests had to be assessed and scrutinized more cautiously than before. Negotiations with only HGEA were successful in reaching an agreement. UHPA and UPW negotiations remained ongoing.

Maintaining confidentiality and privacy has continuously plagued HR due to the lack of office space. As stated previously, many 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 remain 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. Program heads are informed and reminded frequently to submit requests timely and not to have prospective employees working before all personnel paperwork are reviewed for compliance and accuracy. Timely completion of civil service performance evaluations continues to be a challenge. Supervisors are constantly reminded (via numerous memos and verbal discussions), to conduct and submit the performance evaluations of their subordinates timely, especially in light of any potential layoff or RIF.

The Sexual Violence Prevention Taskforce was initiated this year. The purpose of this taskforce is to bring about education and awareness to the campus community regarding issues of sexual violence, dating/domestic violence, and stalking, and prevention of these forms of violence. Responsibilities also include coordinating activities on campus (i.e., Walk-A-Mile in Her Shoes event wherein male faculty, staff and students wear high heel shoes and walk around the campus to bring awareness to these issues, the Clothesline exhibit) and developing a prevention and response plan. HR is a direct representative on this taskforce. HR continues to also serve on the Safety and Staff Development Committees. Efforts to hire an additional PBB Personnel Officer were not successful; therefore, this vacant position was downgraded to a PBA. Recruitment remains ongoing.

In regards to HR comparable measures, FY2008-09 saw a decrease in the number for Form 6 transactions (from 1201 to 1018), decrease in the number of leave cards processed (from 3230 to 3121), decrease in the number of grievances filed (from 18 to 8), and an increase in faculty/staff headcount by thirteen. There were increases in the number of PNF transactions (from 1237 to 1242) and number of lecturer PNF documents processed (from 294 to 304), but decrease in the number of new appointments (from 82 to 56).

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. It is important to analyze these numbers cautiously, since the numbers may not provide a true reflection of the workload of HR. For example, the number of grievances recorded does not exhibit that many of the grievances from the previous year are still ongoing. Additionally, the number of faculty/staff represented in the chart does not include the number of apprenticeship instructors (252) and lecturers (102), for an accurate total of 675.

In regards to EEO/AA comparable measures, FY 2008-09 saw an increase in number of training and workshops presented on campus (from 20 to 53), decrease in the number of EEO related training and workshops attended (from 14 to 5), decrease in number of formal EEO complaints filed (from 4 to 3), and decrease in the number of campus EEO investigations (from 22 to 9), with the number of EEO/AA Officers remaining the same at one. Noteworthy to mention is that many of the EEO/AA complaints from last year remain ongoing. Additionally, during this year, this office received complaints and amended complaints filed against eleven of our employees by one former employee; this number was not included in the count of formal EEO/AA complaints, nor with the number of campus EEO investigations.
## Human Resources Comparable Measures FY 2008-2009

<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>
</tr>
</thead>
<tbody>
<tr>
<td>Number of PNF Transactions processed (fiscal year)</td>
<td>1242</td>
<td>2010</td>
<td>1502</td>
<td>655</td>
<td>1215</td>
<td>1069</td>
<td>503</td>
<td>97</td>
</tr>
<tr>
<td>Number of New Appointments processed (fiscal year)</td>
<td>56</td>
<td>74</td>
<td>55</td>
<td>43</td>
<td>56</td>
<td>55</td>
<td>30</td>
<td>1</td>
</tr>
<tr>
<td>Number of Lecturer PNF documents processed (fiscal year)</td>
<td>304</td>
<td>863</td>
<td>416</td>
<td>154</td>
<td>383</td>
<td>374</td>
<td>115</td>
<td>0</td>
</tr>
<tr>
<td>Number of Form 6 Transactions processed (fiscal year)</td>
<td>1018</td>
<td>1619</td>
<td>507</td>
<td>184</td>
<td>434</td>
<td>913</td>
<td>152</td>
<td>15</td>
</tr>
<tr>
<td>Number of Leave Cards processed (fiscal year)</td>
<td>3121</td>
<td>3306</td>
<td>3191</td>
<td>1878</td>
<td>2162</td>
<td>2536</td>
<td>1533</td>
<td>510</td>
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<tr>
<td>Average number of work days required for SF-1 to be approved (APT positions)</td>
<td>7</td>
<td>8</td>
<td>5</td>
<td>5</td>
<td>6</td>
<td>14</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Average number of work days for position description to be approved (APT Positions)</td>
<td>15</td>
<td>10</td>
<td>8</td>
<td>7</td>
<td>6</td>
<td>13</td>
<td>54</td>
<td>1</td>
</tr>
<tr>
<td>Average number of work days to fill faculty/APT positions</td>
<td>75</td>
<td>90</td>
<td>19</td>
<td>4</td>
<td>10</td>
<td>26</td>
<td>22</td>
<td>1</td>
</tr>
<tr>
<td>Number of Grievances/Investigations filed (fiscal year)</td>
<td>8</td>
<td>7</td>
<td>14/8</td>
<td>0</td>
<td>1/0</td>
<td>8</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Human Resources FTE</td>
<td>4*</td>
<td>5*</td>
<td>4*</td>
<td>2*</td>
<td>3*</td>
<td>4</td>
<td>2*</td>
<td>4</td>
</tr>
<tr>
<td>Faculty/Staff Headcount</td>
<td>321</td>
<td>404</td>
<td>337</td>
<td>170</td>
<td>223</td>
<td>252</td>
<td>153</td>
<td>38</td>
</tr>
</tbody>
</table>

*Campus Chief Personnel Officer also serves as the College’s EEO/AA Coordinator

## EEO/AA Comparable Measures:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2005</th>
<th>FY 2006</th>
<th>FY 2007</th>
<th>FY 2008</th>
<th>FY 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honolulu CC</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>35</td>
<td>30</td>
<td>32</td>
<td>20</td>
<td>53</td>
</tr>
<tr>
<td>2. Number of EEO related training and workshop sessions attended (fiscal year)</td>
<td>2</td>
<td>6</td>
<td>11</td>
<td>14</td>
<td>5</td>
</tr>
<tr>
<td>3. Number of EEO complaints formally filed (fiscal year)</td>
<td>1</td>
<td>10</td>
<td>3</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>4. Number of campus EEO investigations, including campus initiated investigations (fiscal year)</td>
<td>1</td>
<td>15</td>
<td>14</td>
<td>22</td>
<td>9</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>

## Future Direction—Plan of Action
1) 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.

2) Continue to improve the quality of services provided.

3) Develop ongoing 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.

4) Develop a web-based orientation program for new employees.

5) Continue to provide training to employees for program and staff development.

6) Continue efforts to recruit and fill the vacant Personnel Officer PBA.

7) Establish another Personnel Officer PBB position to assist with the ever-increasing demands within HR, due to the current atmosphere of budget constraints, potential furloughs and layoffs, salary reductions, ongoing union negotiations, changes in the employment eligibility process (I-9s), impending reorganization, anticipated passage of a new law dealing with personal/personnel sensitive information, etc. This additional position shall be one who can provide fully competent skilled (journey worker) professional level of work, to assist with program evaluation and personnel operational management and administration. An expertise at this level will be able to assist with the resolution of most daily conflicts, interpret policies, and determine approaches and methods necessary to carry out assignments, involving the design of an overall plan and strategy to meet stated goals, requirements and timeframes.

8) 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 700 (FY 2009), 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.

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. 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 (checklist) to provide data.

The College’s groundskeepers are doing an excellent job maintaining the campus despite having one position frozen by the Governor.

In FY 2009, one replacement sedan and one pick-up truck were purchased. A preventive maintenance program will also be developed to ensure the reliability and cleanliness of our vehicles.
The new online Maximus Facilities Management program (work order system) is allowing the College janitorial and maintenance crews to respond quicker to campus needs. This program also allows the requester to track the status of their request. Having clean and attractive facilities will help the College meet its strategic goal to increase student enrollment. In fact, the College's Recruitment and Retention committee has listed campus beautification as one of its top priority 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.
- Have one APT position assigned to OM to assist the OM supervisor and focus more attention on facilities use. The negotiation of facilities use fees is currently being done by the VCAS. The transfer of this responsibility will allow the VCAS more time to focus on policy issues versus operational issues. This position will be included in the College Strategic Plan.

**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 work place environment. Also, security safeguards our facilities, grounds and equipment against vandalism, thief and unwanted harm.

**Description/Analysis**

The College 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.

**Future Direction - Plan of Action**

The installation of code blue phones, campus wide web based security camera system and implementing a better communication method to improve campus security. Also, the college needs to provide better training opportunities for our UH Security Officers. Moreover, there needs to be better coordination of security efforts among the campuses.

The reorganization of the College Security force as a direct report to the VCAS is being considered due to the increasing demand to provide personnel security versus facilities security.

**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.

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 is 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. New strategies will be incorporated into the College’s strategic plan to obtain funds to beautify the campus and increase student admissions and retention. The completion of our Long Range Development Plan and the successful legislative authorization of CIP funds to construct our Science and Technology Building are the College no. 1 priorities.