ADMINISTRATIVE SERVICES
ANNUAL REVIEW
FY 2012
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 OF UNITS

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 (No vacancies as of this report)
   a. (1.0) Vice Chancellor
   b. (1.0) 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 (3.0 vacancies as of this report)
   a. (1.0) Administrative Officer/Fiscal Officer-Unit Head
   b. (3.0) Administrative Officers
   c. (1.0) Fiscal Accounting Special
   d. (2.0) Cashiers
   e. (4.0) Clerks

C. Human Resources

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

1. Four (4.00) FTE (No vacancies as of this report)
   a. (1.0) Personnel Officer-Unit Head
   b. (2.0) Personnel Officers
   c. (1.0) 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 (4.0 vacancies as of this report)
   a. (1.0) Supervisor-Unit Head
   b. (2.0) Building Maintenance Workers
   c. (1.0) A/C Mechanic
d. (1.0) Laborer  
e. (1.0) Janitor Supervisor  
f. (17.0) Janitors  
g. (3.0) Groundskeepers  
h. (5.0) UH Security Officers

### E. Telephone Services

The Telephone Services is responsible for the maintenance of the telephone system.

1. One (1.00) FTE  
   a. (1.0) Electronic Technician

Telephone services is proposed for reorganization out of the Administrative Services division and consolidated within the IT division.

### 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>
<th>As of June 30, 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unencumbered Cash Balance*</td>
<td>3,675,784</td>
<td>3,593,791</td>
</tr>
<tr>
<td>WASC Reserve Requirements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>College Reserves</td>
<td>3,675,784</td>
<td>3,593,791</td>
</tr>
<tr>
<td>3% to 4% Target Goal</td>
<td>1,159,898</td>
<td>1,278,062</td>
</tr>
<tr>
<td>Surplus Reserves/Working Capital</td>
<td>1,915,173</td>
<td>2,033,337</td>
</tr>
</tbody>
</table>

Note

*Special and Revolving Funds

We are now in the third year of a new campus based budget process. The process was developed by Chancellor Rota and his then Executive Assistant Brian Furuto. As Furuto is now the VCAS, tasked with coordinating this process, it can be fully implemented.

Here is a brief explanation of the process. 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.

Although the campus is still undergoing reorganization, this reorg does not make a major impact to the Admin Services area. There are only two changes being made in the reorg that impact the Admin Services Division: The Security Unit will report directly to the VCAS rather than through the O&M Supervisor and the Telecommunications Unit will be situated in the Campus Information Technology Division. The larger concern, however, lies with the future retirement (12/2011) of the VCAS. Many operational issues have changed and the campus needs are much different than they once were. In addition, the college continues to age, buildings are maintained, but time, obsolescence, and the environment continue to take its toll on our infrastructure and facilities. For better alignment with operational needs, the College will need at minimum 3 new positions to assist with middle management of critical facilities areas. These positions include a Facilities Manager, Security and Emergency Operations Chief,
and Database Assistant. The need for personnel on the operations side of the College will grow as new demands on existing services and the expectations for new services will rise.

The VCAS Office continues to be plagued by a lack of operations staff. Facilities management, and auxiliary services remain at the top of the list; however, as the academic programs continue to out vote and out rank operations, these positions will have to be prioritized at the highest of management levels. There is no choice to not fill certain operational positions at this point.

The priority goal for the entire Administrative Services Division for CY 2013 (AY13-14) is to complete and implement service area outcomes (SAO’S). This looks to be a critical missing piece of continuous improvement and outcomes will dovetail nicely with the annual program review. It should be noted that the development of SAO’S is not mandatory (HCC will be the only UHCC campus that has employs SAO’S), but something that the campus is willingly implementing in effort to continue to provide better service to students and employees of the campus.
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 continues to feel the effects of personnel vacancies over the last three years. Staff can now spend the extra time assisting customers or building relationships within the campus and with vendors.

From FY04 to FY11 the added demands on the Business Office led to tasks not being done on a consistent basis. When staffing is in place tasks, including those below, are done regularly and on time:

1. timely follow-up of outstanding accounts receivable,
2. reconciling tuition, fees, financial aid and various accounts from Banner to FMIS,
3. billings for contracted programs (eg: Apprenticeship, Pearl Harbor),
4. provide training to campus community in the area of purchasing, travel and grants management,
5. update position descriptions.
HONOLULU COMMUNITY COLLEGE
Administrative Services Program Review

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2008</th>
<th>FY 2009</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average no. of work days required to issue UH Purchase Order</td>
<td>3.00</td>
<td>2.00</td>
<td>3.00</td>
<td>3.00</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>5.00</td>
<td>4.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Average no. of work days required to issue UH Dept Checks</td>
<td>3.00</td>
<td>5.00</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</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>11.00</td>
<td>11.00</td>
</tr>
</tbody>
</table>

**Future Direction Plan of Action**

The Business Office has had great reliance on casual hires to assist in operations. They have assisted with experience and knowledge, as well as workload. However, it is clear that a new position for the Business Office is imperative to ensure A/R follow up and collection is timely, reconciliation of accounts is done according to schedule, billings are completed on a timely basis, and campus user training is done properly to decrease the strain on the business office. To continue to serve the needs of students, faculty and staff, additional positions will be needed in order to keep up with the demands put on the Business Office.
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.

Human Resources Office Issues include space and storage limitations. The office is greatly impacted, not unlike every other office on the second floor of the Administration building, by not having enough space to have discussions and meetings. Furthermore, critical files take up a large amount of space on the floor.

In addition, as identified in the Self Study for Accreditation, there have been a number of concerns that have arisen with regard to the HR staff and/or its practices. Issues that have been identified within the Accreditation process include concerns and questions regarding confidentiality, information integrity, and overall HR leadership. Although very little was made of these issues or concerns by Visiting Team members, the campus – specifically the Chancellor - has begun a process to review these outstanding issues.

### Human Resources Comparable Measures FY 2011-2012

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>FY08-09</th>
<th>FY09-10</th>
<th>FY10-11</th>
<th>FY11-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of PNF Transactions processed (fiscal year)</td>
<td>1242</td>
<td>1074</td>
<td>915</td>
<td>1056</td>
</tr>
<tr>
<td>MEASURE</td>
<td>FY08-09</td>
<td>FY09-10</td>
<td>FY10-11</td>
<td>FY11-12</td>
</tr>
<tr>
<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>53</td>
<td>23</td>
<td>36</td>
<td>25</td>
</tr>
<tr>
<td>2. Number of EEO related training and workshop sessions attended (fiscal year)</td>
<td>5</td>
<td>6</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>4. Number of EEO complaints formally filed (fiscal year)</td>
<td>3</td>
<td>23</td>
<td>18</td>
<td>16</td>
</tr>
<tr>
<td>5. Number of campus EEO investigations, including campus initiated investigations (fiscal year)</td>
<td>9</td>
<td>25</td>
<td>22</td>
<td>20</td>
</tr>
<tr>
<td>6. Number of campus EEO Officers</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 as well as the service turnaround period.

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

4) 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.
### Operations and Maintenance Comparable Measures

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2008</th>
<th>FY 2009</th>
<th>FY 2010</th>
<th>FY 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Number of work orders completed (fiscal year)</td>
<td>611</td>
<td>700</td>
<td>719</td>
<td>541</td>
</tr>
<tr>
<td>2. Janitor FTE - Campus Identified</td>
<td>16.00</td>
<td>17.00</td>
<td>18.00</td>
<td>16.00</td>
</tr>
<tr>
<td>4. Groundskeeper/Laborer FTE - Campus Identified</td>
<td>4.00</td>
<td>5.00</td>
<td>3.00</td>
<td>4.00</td>
</tr>
<tr>
<td>6. Building Maintenance FTE - Campus Identified</td>
<td>3.00</td>
<td>5.00</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td>7. Security FTE - Campus Identified</td>
<td>4.00</td>
<td>5.00</td>
<td>3.50</td>
<td>3.50</td>
</tr>
</tbody>
</table>

### Analysis

The campus remains the oldest overall campus in terms of building age. No additional facilities have been added to the main campus since the 1970’s. Although the largest renovation project in the history of the community college system is scheduled to begin in 12/2011, many, if not all, of the College’s buildings are in need of repair, renovation, and maintenance. The O&M staff continues to care for each building in ways that allow for operations to continue and for users to feel safe in their environment, however, additional positions continue to be needed for true progress.

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. More frequent inspections by janitor supervisor or working supervisor have been done and documented (checklist) to provide data.

The on line AiMS workorder 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.
With the current campus reorganization, Security will become its own division in FY12. This will help to serve the campus in a better fashion by allowing the campus to address safety and security needs in a more appropriate manner.

Future Direction-Plan of Action

• Develop a prevention approach to caring for our facilities.
• Align the College with sister campuses by developing an Auxiliary Services office, which will include a Director of Facilities/Facilities Manager. The office will serve to oversee various portions of our facilities and security offices, which will allow the VCAS to focus on policy rather than operational issues.
• Improve services in all areas.
• Re-train personnel as needed.
• Improve efficiency.
• Improve staff morale.
E. 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

Over the last decade there has been renewed focus on College’s and its ability to maintain a safe, secure environment for employees and students. To ensure that we meet our mission and the goals of the campus, additional focus and resources will be needed in the future.

Safeguarding and protecting a campus with the number and distance of off-campus facilities continues to be a challenge. While the our contract with a private security company has allowed us to provide greater coverage between all of our physical assets, there is still tremendous need for Security Officers who are employees of the College to maintain a presence at our primary facilities. To ensure response times are appropriate to some of our off-campus facilities a better way to traverse stretches of secondary highways and roads must be developed. At present, officers use College motor vehicles to travel to our closest off-campus site. However, this process takes an unacceptable amount of time during emergency responses.

Building security systems are provided through private alarm monitoring company. The company has proven to be beneficial, however, the security system is an aging system that may need to be upgraded or replaced within the next 5-6 years.

In FY10 code blue phones and a campus wide web based security camera system were installed. These resources are supported between our telecommunications employee and College IT personnel.

Future Direction - Plan of Action

• Continue to provide career and job training for security officers to maintain professionalism and maintain customer service
• Develop standard operating procedures for security officers and incident responders.

• Align the College with sister campuses by developing an Auxiliary Services office, which will include a head of security and emergency management. The office will serve to oversee various portions of our facilities and security offices, which will allow the VCAS to focus on policy rather than operational issues.

• Reorganize the College Security Office as a direct report, rather than through the operations and maintenance supervisor, to the VCAS. This action will be imperative due to increasing physical security demands as well as regulatory reporting requirement that have been placed on security officers.
F. Telephone Services

• Has been transferred via reorganization to the Information Technology Services Department, which is under the Vice Chancellor of Academic Affairs

VI. Summary

The Administrative Services Units are deemed to be adequate. Security Services and Operations and Maintenance are operating effectively given their resources – they are meeting their performance goals. The Business Office has run into staffing issues that may continue to hurt their ability to meeting expectations in the next year or two. However, the Fiscal Officer, in consultation with the VCAS, is forming a plan that will allow the office to position its staff in a way that will best help the college. With respect to the Human Resources Office, concerns will continue until changes are made.

Of top priority for the Chancellor and VCAS is to revise certain HR policies and procedures, ensure that HR work is as transparent as can be (when allowable under law), and certain leadership issues are corrected. Some changes have already taken place as of this review.

The top priorities for the Administrative Services Division overall include:

- Developing and implementing Service Area Outcomes
- Improving internal and external customer service
- Filling of vacant positions
- Ensuring that construction projects remain on course