ADMINISTRATIVE SERVICES
ANNUAL REVIEW
FY 2013
DRAFT – DUE TO OVPCC JAN. 1, 2014
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 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 Division of the Vice Chancellor of Administrative Services (VCAS) directs and oversees the financial, personnel, operations and maintenance, and security 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, purchasing, cash management, facilities scheduling, cashiering, Banner AR support, payroll, keying and inventory management functions.

1. Eleven (11.00) FTE (*3.0 vacancies as of this report; ** temporary FTE pending available funds)
   a. (1.0) Administrative Officer/Fiscal Officer-Unit Head
   b. (1.0) Administrative Officer/Assistant Fiscal Officer
   c. (1.0) Administrative Officer*
   d. (1.0) Administrative Officer (re-assigned to VCAS)
   e. (1.0) Administrative Officer**
   f. (1.0) Fiscal Accounting Special
   g. (2.0) Cashiers
   h. (2.0) Account Clerks*
   i. (2.0) Office Assistant
   j. (2.0) Casual Appointments - General Business Office Staff

C. Human Resources

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

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. (1.0 Casual Hires) Personnel Officer
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

E. **Security Office**

The Security Office provides security service for the College community. In addition to patrolling campus buildings, grounds and parking lots, the Security Department provides security for special events and other College or University activities.

1. Five (5.00) FTE (2.0 vacancies as of this report)
   a. (1.0) Security Supervisor
   b. (4.0) Security Officers
ADMINISTRATIVE SERVICES UNITS

A. Office of the Vice Chancellor

1. Mission Statement

The Division of the Vice Chancellor directs and oversees the financial, personnel, operations and maintenance, and security operations of the College.

2. Description/Analysis

Administrative Services units provide direct support services to faculty, staff and students and therefore cannot be assessed by Student Learning Outcomes (SLOs). The Associate Vice President’s Office of Administrative Affairs for the University of Hawai‘i has developed comparable measures for Administrative Services program review among the University’s Community College’s. These measures were identified and will be compiled annually to assist administrators in analyzing, monitoring and improving their 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 Services, 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. (THE TABLE BELOW WILL BE UPDATED AS OVPCC PROVIDES CAMPUS WITH INFORMATION)

<table>
<thead>
<tr>
<th>Honolulu Community College</th>
<th>Report of Non General Funds Conditions</th>
<th>As of June 30, 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unencumbered Cash Balance*</td>
<td>3,675,784</td>
<td>3,593,791</td>
</tr>
</tbody>
</table>

WASC Reserve Requirements

| College Reserves | 3,675,784 | 3,593,791 | 4,250,400 | 6,181,376 | 4,561,321 |
| 3% to 4% Target Goal | 1,159,898 | 1,278,062 | 1,145,097 | 1,674,604 | 1,526,023 |
| Surplus Reserves/Working Capital | 1,915,173 | 2,033,337 | 3,105,303 | 4,152,321 | 2,356,215 |

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. Brian Furuto, in his role as interim VCAS, was tasked with coordinating this process so that it could be fully implemented.

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 campus recently underwent a reorganization which effected the Administrative Services Division in the following manner: Supervision of security operations was assigned directly to the VCAS rather than to the O&M Supervisor and the Telecommunications Unit was moved to the Campus Information Technology Division.

In prior years, the number of middle management positions was sufficient enough for the campus to manage workloads. However, operational issues have changed and evolved, and campus needs are much different than they once were. The college continues to age; and while buildings are maintained, time, obsolescence, and the environment continue to take their toll on campus infrastructure and facilities.

Campus security and safety continues to be a major concern and requires extra time and attention. Additionally, the campus must better align itself with its sister campuses to better position itself for operational success.

Going forward, the College will be forced to make important choices as the need for personnel on the operations and maintenance, facilities, and security side of house will grow as new demands on existing services, and expectations for new ones continue to increase. At this point, the College has little choice but to fill these much needed positions. In order to meet this challenge, the College will need at minimum one (1) new position to assist with the management of its facilities. Other critical positions include: a Security and Emergency Operations Chief/Director and a Database Specialist to assist in researching, tracking, and inputting of facilities and security management information.

With the addition of proper staffing, another priority for the Administrative Services Division will be to develop and implement various service area outcomes (SAO’S) in each of its functions areas. These SAO’S will allow us to better service our students, staff and faculty as well as provide a mechanism for the continuous improvement of our processes and procedures.
B. Business Office

Mission Statement

The primary mission of the Business Office 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, equipment 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;

Staffing
1. Eleven (11.00) FTE (*3.0 vacancies as of this report; ** temporary FTE pending available funds)
a. (1.0) Administrative Officer/Fiscal Officer-Unit Head
b. (1.0) Administrative Officer/Assistant Fiscal Officer
c. (1.0) Administrative Officer*
d. (1.0) Administrative Officer (re-assigned to VCAS)
e. (1.0) Administrative Officer**
f. (1.0) Fiscal Accounting Special
g. (2.0) Cashiers
h. (2.0) Account Clerks*
i. (2.0) Office Assistant
j. (2.0) Casual Appointments - General Business Office Staff
Business Office Comparable Measures

<table>
<thead>
<tr>
<th>Description</th>
<th>FY2009</th>
<th>FY2010</th>
<th>FY2011</th>
<th>FY2012</th>
<th>FY2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average # of work days required to issue UH Purchase Order</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Average # of work days required to submit PO payment document to UH Disbursing Office #</td>
<td>3.00</td>
<td>3.00</td>
<td>4.00</td>
<td>4.00</td>
<td>*</td>
</tr>
<tr>
<td>Average # of work days required to issue UH Dept. checks</td>
<td>5.00</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>**</td>
</tr>
<tr>
<td>Business Office staff FTE (civil service, apt)</td>
<td>10.00</td>
<td>10.00</td>
<td>11.00</td>
<td>8.00</td>
<td>7.00</td>
</tr>
</tbody>
</table>

Between FY 2009-FY2013 average number of days was derived by random sampling (five documents per month for a total of 60 samplings) of services rendered.

(*) 2013 Invoices were processed through the UH System’s Disbursing Office

(**) 2013 UH Departmental checks no longer issued through campus Business Office
### Service Area Outcomes Business Office— Data Collection and Measurement

<table>
<thead>
<tr>
<th>Service Area Outcome</th>
<th>Service Area Outcomes – Data Collection and Measurement</th>
<th>Assessment of Data</th>
</tr>
</thead>
</table>
| 1. Provide consistent, accurate, and timely professional support services to other campus units/departments/divisions as well as students and other customers of the College | • Annual survey to address qualitative measures  
• Quantitative measures secured through KUALI | • Annual statistics generated by KUALI, in the area of purchasing (quantitative measures).  
• Survey to provide qualitative data annually.  
• Data collection will drive continuous plans for improvement. |
| 2. Serve as good business partners with all vendors and contractors while ensuring that the interests of the College and University are met | • Hold focus group meeting to identify areas that are of need of improvement and organize those area in level of priority by designated campus area | • Securing feedback from campus constituents  
Student government has completed its assessment of issues that need to be addressed via a town hall meeting and have provide an overview and priority list for the VCAS. |
| 3. Build and maintain good relationships with all customers and students | • Survey data collected via satisfaction form – Spring 2013 | • Satisfaction survey was launched in 2013 to gain feedback from all areas of the building 6 that service students.  
A very small N did not provide an adequate picture of the students’ interactions with the Business Office. Another survey will be launch in Spring 2014 with more targeted questions.  
In this survey, the majority of students agreed that the staff was helpful and knowledgeable. The majority also felt the BO was very or somewhat important to their success as students. |
| 4. Maintain a system of continual improvement for all processes | • Data areas to be review include effectiveness of AIMS, Kuali, PeopleSoft, Community College Inventory survey | • A survey instrument mirrored off of the Community College Inventory, created by the McKenny’s will be utilized. Measures from this survey have benchmarks from the survey completed in 2009.  
• College will work closely with system counterparts to develop meaningful reports to help assess |
Primary Areas of Concern

- Implementation of new Student Information System in 2002 has created a different set of demands and work duties that has been absorbed without any new positions.
  - Student refunds (eg. Processing of financial aid, multi-campus, third-party, VA)
  - Development and implementation of policies and procedures (including working with students in explaining P&P)
  - Financial Aid
  - VA Calculations
  - Third Party Payments
  - Military Assistance
  - HCC has multiple campus (Hon, Socad, Apprentice) with multiple terms
  - Scholarship/Waivers
  - Financial Obligations
  - Child Care charges/payments
  - Parking/citations

- Continual modification of workload due to implementation of new financial management information system (Kuali)
  - Decentralization of payment process to vendors, students, individuals
  - Work with the System to maintain security access and troubleshoot concerns
  - Continuous training and retraining of end users on procedures and process
  - On-going working relationship with software and network specialist to work out issues with Kuali interface
  - Continuous training/learning on how to generate reports out of Kuali (eThority, pagecenterX, Jasper)
  - Security and role assignments in Kuali (eg: content reviewer, OPO, secondary users, CAM)

- Staffing Needs
  - Changes to personnel in the Business Office
    - Administrative Officer I unofficial reassignment to VCAS
    - Administrative Officer I (under the organizational chart, position falls under the business office assigned to off campus military site to provide student fiscal support)
  - Need to fill 3.00 vacant positions

Future Direction - Plan of Action

- Secure necessary minimum staffing to support increasing campus needs.
- Develop in-house measures to determine the effectiveness and overall support the business office provides to the campus.
C. Human Resources

Mission Statement and Goals

The primary mission of the Office of Human Resources is 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. It will employ the most qualified and effective personnel to satisfy the human resource requirements of the College; retain and support effective College employees; and promote organizational success by enhancing the College’s human resources through effective institutional planning and support.

Description

The Human Resources Office (HR) 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 HR 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. This has been a continuous concern throughout the years, specifically in relation to issues of confidentiality and privacy and the security of personnel sensitive information. There still remains the difficulty of ensuring that employees are paid timely, due to the continuous negligence by numerous departments to process personnel forms (i.e., overload, lecturers, casual hires) in a timely manner. In FY13, the College completed a major reorganization, which entailed an extreme amount of time and effort.

In addition, as identified in the Self Study for Accreditation, there have been a number of concerns that have arisen with regard to the recruitment and hiring processes on campus. The College has begun a process to review and correct these issues.
Staffing
Currently, HCC Human Resources employs three (3) Personnel Officers, of which one serves as the Unit Head and EEO/AA Coordinator, and one (1) Personnel Clerk. Due to recent changes in human resources issues and EEO/AA compliance (i.e., Affordable Care Act, HireNet, OFCCP Regulations, VEVRA, Section 503 of the Rehabilitation Act, ADAAA, etc.), it is vital that efforts are supported to attain another personnel officer position in order to ensure the quality of provision of services.

Human Resources Comparable Measures:

<table>
<thead>
<tr>
<th>Measure</th>
<th>FY 2009</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
<th>FY 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of PNF Transactions processed (fiscal year)</td>
<td>1242</td>
<td>1074</td>
<td>915</td>
<td>1084</td>
<td>1043</td>
</tr>
<tr>
<td>Number of New Appointments processed (fiscal year)</td>
<td>56</td>
<td>10</td>
<td>19</td>
<td>27</td>
<td>53</td>
</tr>
<tr>
<td>Number of Lecturer PNF documents processed (fiscal year)</td>
<td>304</td>
<td>350</td>
<td>362</td>
<td>379</td>
<td>379</td>
</tr>
<tr>
<td>Number of Form 6 Transactions processed (fiscal year)</td>
<td>1018</td>
<td>1203</td>
<td>917</td>
<td>828</td>
<td>1617</td>
</tr>
<tr>
<td>Number of Leave cards processed (fiscal year)</td>
<td>3121</td>
<td>3521</td>
<td>2674</td>
<td>3315</td>
<td>2855</td>
</tr>
<tr>
<td>Average number of work days required for SF-1 to be approved (APT positions)</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Average number of work days for position description to be approved (APT position)</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Average number of work days to fill faculty/APT positions</td>
<td>75</td>
<td>65</td>
<td>65</td>
<td>65</td>
<td>14</td>
</tr>
<tr>
<td>Number of Grievances/Investigations filed (fiscal year)</td>
<td>8</td>
<td>11</td>
<td>33</td>
<td>21</td>
<td>15</td>
</tr>
<tr>
<td>Human Resources FTE</td>
<td>4*</td>
<td>4*</td>
<td>4*</td>
<td>4*</td>
<td>4*</td>
</tr>
<tr>
<td>Faculty/Staff Headcount</td>
<td>321</td>
<td>317</td>
<td>309</td>
<td>305</td>
<td>306</td>
</tr>
<tr>
<td>Number of New/Reopened Workers’ Compensation Claims filed (fiscal year)</td>
<td>n/a</td>
<td>2</td>
<td>20</td>
<td>18</td>
<td>10</td>
</tr>
<tr>
<td>Number of Existing Workers’ Compensation Claims as of beginning of fiscal year</td>
<td>n/a</td>
<td>10</td>
<td>2</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Number of New Temporary Disability Benefits (TDB) Claims filed</td>
<td>n/a</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Number of Existing Temporary Disability Benefits (TDB) Claims as of beginning of fiscal year</td>
<td>n/a</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
**EEO/AA Comparable Measures:**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2009</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
<th>FY 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Number of training and workshops presented on campus (fiscal year)</td>
<td>53</td>
<td>23</td>
<td>36</td>
<td>41</td>
<td>63</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>
<td>7</td>
</tr>
<tr>
<td>3. Number of EEO complaints formally filed (fiscal year)</td>
<td>3</td>
<td>23</td>
<td>18</td>
<td>21</td>
<td>29</td>
</tr>
<tr>
<td>4. Number of campus EEO investigations, including campus initiated investigations (fiscal year)</td>
<td>9</td>
<td>25</td>
<td>22</td>
<td>23</td>
<td>14</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>

* The Campus Personnel Officer (Unit Head) also serves as EEO/AA Coordinator

**Assessment of Data**

In assessing the data presented as HR Comparable Measures, the number of PNF transactions has remained relatively stable; the same applies for Lecturer PNFs processed. The number of new appointments has nearly doubled since last year; the same applies for the number of Form 6 transactions processed. The number of leave cards has decreased. The average number of work days required to approve an APT SF-1 and the average number of work days to have APT position descriptions approved have remained the same throughout the years. The average number of work days to fill faculty/APT positions reflect a major decrease; this skewed amount is due to an error in interpretation (the higher numbers were based on the entire recruitment period from the date that the position description is generated and approved, SF-1 approved, and when a selection has been made; instead, the numbers should have reflected the start time as the date the SF-1 is approved to fill, with the end time as the date the ad is posted). The number of personnel grievances/investigations has declined slightly; however, as with prior year, this number is still the highest amongst the other CC campuses. The HR staff remains the same at 4 (four), with one position (the Personnel Officer-Unit Head) also serving as the EEO/AA Coordinator. Faculty/Staff headcount for the campus has increased only by one. The number of new Worker’s Compensation cases has declined, with only one case in active status. The number of TDB claims remains low at 1 (one), while there are no TDB claims on active status. In comparison to the other Community College campuses statewide, HCC remains among the top three (along with LCC and KCC) in regards to statistics (with the exception of the field regarding Lecturer PNFs); this is expected, since these three community colleges are similar in composition and enrollment. It is important to note that as discussed in a CC statewide joint meeting between the Vice President of Community Colleges’ (VPCC) Office, the Vice Chancellor’s of Administrative Services for each campus, and the HR Offices for each campus,
held on October 3, 2013, the HR comparable measures shall be amended for next year’s reporting.

In assessing the data for EEO/AA Comparable Measures, the number of training and workshops presented on campus has increased. The number of EEO/AA related training and workshop sessions that the HCC HR Office has attended remain the same. The number of EEO complaints formally filed has increased, while the number of campus EEO investigations has decreased; this is a reflection that many complaints have yet to be investigated. These numbers continue to remain the highest, amongst the other community colleges across the state. The number of campus EEO Officers has remained at 1 (one), with this person also serving as the Personnel Officer-Unit Head.

| Service Area Outcomes Human Resources— Data Collection and Measurement |
|-----------------|-----------------|-----------------|
| Service Area Outcome | Service Area Outcome – Data Collection and Measurement | Assessment of Data |
| 1. Attract, recruit, hire and retain exceptional qualified employees to meet the educational needs of students and provide a successful learning experience. | • Timeliness of recruitment and filling of vacant positions  
• Provide training of all new employees serving of search committees  
• System mandated vacancy reporting  
• Compliance with policy UHCC Policy #9.495 on Long-Term Vacancy Policy | • Analysis of recruitment timeline data. Length of time from when a position is requested to the time it is filled  
• Evaluation of the new hiring procedures put in place as a result of Rec. 5 via survey questionnaires  
• Training assessments by search committee members on the quality of training provided to EEO / AA guidelines  
• Current vacancy report shows 24 vacancies (both temp. and perm.). Two of these positions are in jeopardy of Policy 9.495. |
| 2. Enrich the learning experience for students in achieving their educational goals through the support of a fair and respectful physical and professional environment, which recognizes and rewards the contributions and value of all employees and complies with employment policies and laws. | • Under review | • Under review |
| 3. Ensure effective communication and provision of information to all employees. | • Compare CCI data to baseline 2009 survey data in regards to campus communication | • Survey to be repeated 2014 |
**Primary Areas of Concern**

The issue of space continues to be a major concern within the HR Office. Due to limited space, some historical records are stored in locked file cabinets located in the administration lunchroom and in the men’s restroom. HR has a small storage room apart from the Administration Building for retention of archived files; however, the conditions are crowded and outdated. Due to its location, the problem of mold and dust remain constant. It should be noted that this storeroom is also utilized by the secretary of the Vice Chancellor of Administrative Services and the secretary of the Executive Assistant to the Chancellor (for UH Foundation materials and equipment), thus limiting available storage space.

As with prior years, 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. The only enclosed area provided is the office of the Chief Personnel Officer; other HR staff are limited to working from their open desks with very minimal space to attend to the needs of employees. 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). Employees are made to fill out required forms in areas of minimal space (i.e., where there is an open chair in the walkway), or have to take the forms with them to another location to complete. Faculty and staff are oftentimes uncomfortable 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. Recently, HR has been criticized and accused of compromising confidentiality; this has proven to be an injustice to the HR Office, since it is clear that the makeup of the HR section is not feasible or reasonable to maintain strict confidentiality in any form. Furthermore, all incoming materials to HR must constantly be covered or turned upside down throughout the day to ensure confidentiality. HR is situated near the Diamond Head side stairwell where traffic is constantly moving. This lack of space impacts the ability to be in compliance with various privacy laws and personnel mandates regarding the maintenance and retention of sensitive information, and the securing and storing of personnel records and information. 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 leads 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 memos and verbal discussions), to conduct and submit the performance evaluations of their subordinates timely, especially in light of any potential layoff or RIF.

**Future Direction – Plan of Action**

1) Continue to explore alternatives to resolve the issue of lack of office space and be in compliance with maintaining confidential personnel documents/employment records.

2) Continue to improve the quality of services provided.

3) Continue efforts to strive for completion of all employee performance evaluations.

4) Continue to 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.

5) Continue efforts to establish and recruit for an additional Personnel Officer PBA position to meet the increasing demands of personnel and EEO/AA.

6) Continue to provide an open door policy for all employees.

**D. Operations and Maintenance**

The Operations and Maintenance Office services the main campus as well as six off-campus sites. The office maintains the buildings and grounds as well as various machinery and equipment on a regular basis and provides a variety of services. The Operations and Maintenance Office consists of an a/c mechanic, building maintenance workers, a laborer, groundskeepers, and janitors.

**Mission Statement**

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

**Description**

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.

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**Staffing**

1. Twenty-Six (26.00) FTE (4.0 vacancies as of this report)
   a. (2.0) Building Maintenance Workers
   b. (1.0) A/C Mechanic
   c. (1.0) Laborer
   d. (1.0) Janitor Supervisor
   e. (17.0) Janitors
   f. (4.0) Groundskeepers

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**Operations and Maintenance Comparable Measures**

<table>
<thead>
<tr>
<th></th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Number of work orders completed (fiscal year)</td>
<td>719</td>
<td>541</td>
<td>728</td>
<td>522</td>
</tr>
<tr>
<td>2. Janitor FTE - Campus Identified</td>
<td>18.00</td>
<td>16.00</td>
<td>17.00</td>
<td>18.00</td>
</tr>
<tr>
<td>4. Groundskeeper/Laborer FTE - Campus Identified</td>
<td>3.00</td>
<td>4.00</td>
<td>3.00</td>
<td>5.00</td>
</tr>
</tbody>
</table>
Assessment of Data
The trend has been that the Operations and Maintenance Department has continually been able to increase the number of work orders completed. In FY2013, because of personnel on leave, employees may not have been reminded to put work orders into the AiMs system, thus resulting in a lower number of jobs completed.

Service Area Outcomes – Data Collection and Measurement
We will strongly encourage faculty and staff to submit work orders electronically into the AiMs maintenance request system. Written and verbal work orders are still being submitted to the Operations and Maintenance office and will not be reflected in the official work order completed data, which is collected from the AiMs systems.

Service Area Outcomes Operations and Maintenance – Data Collection and Measurement

<table>
<thead>
<tr>
<th>Service Area Outcome</th>
<th>Service Area Outcome – Data Collection and Measurement</th>
<th>Assessment of Data</th>
</tr>
</thead>
</table>
| 1. Provide consistent, accurate, and timely support services to other campus units, departments, divisions, and tenants of the College and remain accessible for assistance. | • Annual survey to address qualitative measures  
• Quantitative measures secured through AIMS | • Annual statistics generated by AIMS, in the area of maintenance and upkeep (quantitative measures).  
• Survey to provide qualitative data every 2-4 years. (CCI)  
• Data collection will drive continuous plans for improvement. |
| 2. Maintain a system of continual improvement for all processes. | • Data areas to be reviewed include effectiveness of AIMS, Kuali, PeopleSoft, Community College Inventory survey | • A survey instrument mirrored off of the Community College Inventory, created by the McKenny’s will be utilized. Measures from this survey have benchmarks from the survey completed in 2009. College will work closely with system counterparts to develop meaningful reports to help assess areas in need of improvement via our operational system. |

Primary Areas of Concern
There have been complaints regarding submission of work orders and the response time from the maintenance department. Upon further investigation, provided that all materials required for the job are available, most work orders are completed within one (1) week of receipt by the maintenance department. The delay in response seems to be between the electronic submission of work orders and the response of the VCAS in forwarding the requests to the maintenance department. The VCAS has confirmed that this is an issue. The resolution to this issue is to follow the lead of other campuses and have all work orders go directly to a Facilities Manager who would be the most appropriate person to review and approve them and make decisions on job priorities. Unfortunately, the College does not have a Facilities Manager, but intends to convert a current position into a facilities manager.

**Future Direction-Plan of Action**
Honolulu Community College is the only community college without a Facilities Manager. The addition of this position would improve work order response time as well as overall preventive maintenance management for the College. Additionally, with more and aging buildings to manage and equipment to maintain, hiring an additional maintenance worker would help in keeping up with the workload.
E. Security Services

The Security Office provides security service for the College community. Security is available during all hours of campus operation and offers property protection service during off-duty hours. In addition to patrolling campus buildings, grounds and parking lots, the Security Office provides security for special events and other College or University activities.

Mission Statement

The mission of the Security Office is to ensure a safe and secure environment providing for continued excellence in learning, teaching and service to all members of the College community. We work with the community to build a relationship of trust and cooperation in order to provide a safe a welcoming environment that is consistent with the values and goals of Honolulu Community College.

Description

Over the last decade there has been renewed focus on College’s 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 a private alarm monitoring company. The company has proven to be beneficial, however, the security system is aging and will need to be upgraded or replaced.

In FY10 code blue phones and a campus-wide web-based security camera system were installed. These resources are supported by the College’s Telecommunications and IT personnel.
Staffing

1. Five (5.00) FTE (2.0 vacancies as of this report)
   a. (1.0) Security Supervisor
   b. (4.0) Security Officers

Service Area Outcomes – Data Collection and Measurement
As vacancies are filled within the Security Office, efforts will be made to develop various Service Area Outcomes in order to track the performance of the Office and the services it provides to the campus community.

<table>
<thead>
<tr>
<th>Service Area Outcome</th>
<th>Service Area Outcome – Data Collection and Measurement</th>
<th>Assessment of Data</th>
</tr>
</thead>
</table>
| 1. Provide the highest level of service in a courteous and professional manner | • Develop in-house data to assess students and faculty/staff groups  
• Hold town hall meeting to engage feedback from students and faculty/staff | • Not yet completed |
| 2. Seek involvement in and feedback from the HCC Community | Develop in-house data to assess students and faculty/staff groups  
• Hold town hall meeting to engage feedback from students and faculty/staff | • Not yet completed |
| 3. Remain accessible for assistance | Develop in-house data to assess students and faculty/staff groups  
• Hold town hall meeting to engage feedback from students and faculty/staff | • Not yet completed |
| 4. Maintain a system of continual improvement for all processes | • Data areas to be review include effectiveness of security processes, performance, and outcomes | • Clery data will serve as an important data set to use as a baseline measure. Other data sources to be used include security log analysis of in-house and contract security vendors.  
• To date HonCC has 0 reported hate crimes, 0 reported arrests, 0 criminal offenses.  
• The College will work with the Dean of Students to incorporate |
Primary Areas of Concern
One of the main areas of concern revolves around personnel shortages within the Office. Since HCC is an open campus and there are not controlled access points, people are allowed to walk through the campus on a daily basis. Often they are not affiliated or associated with the College, but rather just passing though to hang out, reach the bus stop or travel home. The lack of personnel as well as controlled access points to enter and leave campus causes unique challenges for continuing to provide for the safety of our College community.

Additionally, the increased amount of homeless people that have been coming onto and around the campus, setting up places to live, and the using of school facilities has also created various challenges.

Lighting around the campus, especially in the parking areas is also a safety concern. It has become apparent that there is a lack of lighting in these areas and where it is provided, it is often too dim.

Future Direction - Plan of Action
The Security Office plans on working to better observe all individuals as they come on to campus, and as part of that effort, remove or escort off campus those who are not here on school business. Additionally, we will continue to work closely with the Operations and Maintenance Office to ensure all lighting fixtures are on and in proper working order.

It is imperative the College works to fully staff the Security Office. This will allow for its everyday operations to continue to function effectively and ensure the continued safety and security of the College’s students, faculty, and staff.

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

FY13 will serve as a transitional year for the Division of Administrative Services at Honolulu Community College. With the departure of the College’s interim VCAS Brian Furuto in October of 2013, and the appointment of Douglas Boettner as the College’s new permanent VCAS as of
November 1, all areas of the Administrative Services Division will be assessed and reviewed, and previously identified SAO’s will be reevaluated and amended accordingly.

Additionally, all functions within the Division will be reexamined with an eye toward improving efficiency and productivity through enacting necessary and proper restructuring, and providing exceptional customer service to all end users. This process will involve examining the staff and resources within each office, tailoring such to better align with and meet campus needs, accelerating the hiring process to fill current vacancies, and reclassifying positions and/or identifying key new hires as needed.

This transition will allow us to determine what is working well, what is not working at all, and what can be changed and improved upon with the right resources, staff and organizational structure in place.