

**HONOLULU COMMUNITY COLLEGE
ANNUAL**



**ADMINISTRATIVE SERVICES
FY 2010**

I. Core Values and Purpose

As 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
 - 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
 - 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
 - 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
 - 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

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.

Honolulu Community College Report of Non General Funds Conditions As of June 30, 2010					
	6/30/2006	6/30/2007	6/30/2008	6/30/2009	6/30/2010
Unencumbered Cash Balance*	1,862,621	3,090,426	3,675,784	3,593,791	4,250,400
WASC Reserve Requirements					
College Reserves	1,862,621	3,090,426	3,675,784	3,593,791	4,250,400
3% to 4% Target Goal	867,868	1,028,280	1,159,898	1,278,062	1,145,097
Surplus Reserves/Working Capital	1,623,143	1,783,555	1,915,173	2,033,337	3,105,303
Note *Special and Revolving Funds					

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 2011 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, cashing and cash management, contract & grants management, payroll, parking, mail service, central telephone switchboard, Banner A/R service, facilities, annual inventory as

well as the development and administration of internal policies and procedures for these areas.

Description

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

- Manages, implements and coordinates HCC Banner transactions involving all areas concerning student fees assessed, cash collections, 3rd party billings, 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, (2.0) temporary cashiers). With these staffing changes, the Business Office has had to re-prioritize duties to address demands in purchasing, cashiering and payments. From FY09 to FY10 the total number of business office transactions decreased, which indicates better purchasing utilizing the UH superquote system and verification of payroll processing (reduction of payroll JVs in FY2010). In addition, with the increased Departmental Checking ceiling, the number of DCS checks processed increased in FY2010. Major improvement has been in the area of accounts receivables. Our AR balance for accounts over two years old has decreased since 2006.

In the area of purchasing and payments for FY10, 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 toward improving 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.

Although the overall number of business office transactions decreased during the report period (FY06 to FY10), a number of factors have had an impact on the Business Office operations. Since 2004, the amount of fiscal transactions has increased and our extramural grants have grown by 60%. The biggest impact, however, has been in the area of student registration (BANNER). Every year since its inception in 2002, the Business Office has been tasked with added responsibilities in the areas of Financial Aid refunds, Military tuition assistance, VA Chapter 33 requirements, and electronic refunds. Duties include following up on accounts receivable balances, reconciling many Banner accounts involving revenue, student & 3rd party accounts receivables, waivers, financial aid and more. Banner has benefited students by giving them the accessibility to register, pay and retrieve information more easily, without the aid of physically having to be on campus.

With a higher level of service to students come more complex responsibilities to those responsible for the College's fiscal concerns. The Business Office no longer just collects

cash from students, we now must be able to service students in areas concerning refunds, Title IV aid, scholarships, removing financial obligations, installment payment plans and 1098T. a number of new system changes that will lead to new demands will be effectuated.

What has the added demand meant to the Business Office's operations? Currently, the following tasks are not done on a consistent basis:

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.

**UH FMIS and RCUH FISCAL TRANSACTION
COUNTS**

Honolulu Community College

Document Type	FY 2006	FY 2007	FY2008	FY 2009	FY 2010
<u>UH FMIS</u>					
Purchase Order	1651	1426	1350	1309	1205
P-Card	1549	2494	3076	2985	2625
Auth for Payment	151	93	68	46	55
Department Checks	631	492	500	1189	1290
Payroll JV	279	316	514	381	91
Non-Payroll JV	332	351	386	347	311
Inter-Island TCR	54	80	91	93	48
Out-of-State TCR	61	74	60	58	48
A/R Invoices at FYE	463	320	256	230	235
UH FMIS Total	5171	5646	6301	6638	5908
% Increase from FY06		9.2%	20%	23.2%	11.1%
<u>RCUH</u>					
Purchase Order	119	138	177	170	238
Direct Payment	62	43	36	26	25
Payroll JV	0	0	0	0	0
Non-Payroll JV	5	6	2	1	5
Inter-Island TCR	5	9	15	17	15
Out-of-State TCR	6	5	4	9	21
RCUH Total	117	201	202	223	304
UH/RCUH Total	4886	5372	5848	6861	6212
UH FMIS Accts Rec Balance	411,069	294,401	294,422	193,582	264,108

**HONOLULU COMMUNITY COLLEGE
Administrative Services Program Review**

Description	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Average no. of work days required to issue UH Purchase Order	4.00	5.00	3.00	2.00	3.00
Average no. of work days required to submit PO payment documents to UH Disbursing Office	17.00	13.00	5.00	4.00	3.00
Average no. of work days required to issue UH Dept Checks	9.50	13.00	3.00	5.00	4.00
Business Office staff FTE (Civil Service, APT)	10.00	10.00	10.00	10.00	10.00

Future Direction Plan of Action

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.

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.

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 continues to be a major concern of HR.

Space issues run counter to 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, especially in light of numerous breaches of confidential information on various campuses throughout the UH system. Due to limited space, some personnel records are stored in 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. 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. Faculty and staff 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. 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. 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.

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 Advertiser.
- 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.
- In an effort to retain the most qualified and effective employees, HR has paid special effort to ensuring the timely completion of performance evaluations. Administrators are rated in accordance with the 360 evaluation process, while faculty adheres to the contract renewal/tenure/ promotion guidelines and procedures. The responsibility of overseeing the maintenance and completion of performance evaluations for APTs and civil service rests with HR. APT employees are evaluated every year from November

1st to October 30th of the following year. Supervisors of APT employees are required to meet with their employees and complete the APT evaluations by the end of November; subsequently, APT supervisors are required to establish and input the performance expectations for the upcoming year by February. This requires constant monitoring and overseeing of the APT performance evaluations system and the APT Broadband system by HR. Due to the failure of supervisors of civil service employees to complete the PAS (Performance Appraisal System) forms in a timely manner, HR developed an internal process to remind supervisors of the due dates (based on service anniversary dates) to complete the evaluation and expectations. In 2010, the rates of completion of the PAS still remain minimal.

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 has made continuous effort to encourage training opportunities for those employees who normally have not taken advantage of this benefit (i.e., civil service employees, inclusive of operations and maintenance staff).
- 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 is in the process of developing a HCC HR website, to include a web-based orientation program for new employees. Drafts are being forwarded for administration input.

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. Additionally, it is the intent that these policies be posted on the HCC HR website.
- 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. Additionally, the Chief Personnel Officer serves as a representative on the United Against Violence Taskforce (formerly referred to as the Sexual Violence Prevention Taskforce) and on the UH Systemwide Security Officer Advisory Council.

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, 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 2010, State departments and jurisdictions, inclusive of the University of Hawaii system, continued to face an economic crisis due to budget reductions, specifically regarding appropriated funds, that were enacted by former Governor Lingle. With newly elected Governor Abercrombie, we are awaiting further direction as to how he will proceed with these budget constraints. Like with 2009, 2010 can be characterized as a year of uncertainty and preparation. As the result of collective bargaining negotiations between the University of Hawaii Professional Assembly (UHPA) and the University of Hawaii Board of Regents, faculty were subjected to pay reductions in 2010; however, new minimum salaries for faculty were set. In accordance with the

2009-2015 UHPA collective bargaining agreement, Unit 7 employees will have their pay restored in 2011, with salary increases and lump sum payments (to pay back for the reductions in pay) to be provided in subsequent years.

In regard to civil service and APT employees, the freeze that was effectuated in August of 2008, continued throughout the year. APT positions paid from appropriated funds required a vacancy exception to fill with justification from the Chancellor to the UH President. All civil service positions were frozen and campuses were not allowed to fill, except for those positions deemed to be vital to health and safety (i.e., security officer, janitors). However, in order to fill these health and safety vacancies, approval from several levels of authority was required (from the Chancellor to the Vice President of Community Colleges to the State Department of Budget and Finance to the Governor). This process has proven to be time-consuming, entailing multitudes of additional paperwork and a lengthy waiting period. The freeze impacted campus programs tremendously, as it hindered the establishment and filling of vacant positions, even on an emergency basis. Thus, services to the campus, specifically operations and maintenance, were compromised due to limited resources. HR continues to work with the various campus programs to generate alternate means 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. In the latter part of 2010, requests for internal reclassifications were allowed to be submitted. However, this too has proven to be a lengthy process. One request that was made in 2009, is still awaiting final approval. The threat of furloughs and layoffs which occurred in 2009 within State agencies, outside of the UH jurisdiction remained. Due to the layoff of one of its janitors with the least seniority, who was then replaced by another janitor from another State jurisdiction, the campus faced two grievances filed by UPW (the Union representing Unit 1 workers) on behalf of the HCC displaced employee. Both grievances are currently moving through the Step 2 process.

HGEA and UPW collective bargaining agreements expired in July of 2009. In November of 2009, HGEA reached supplemental agreements regarding collective bargaining agreements that had expired in 2009. UPW reached a supplemental agreement in 2010. Essentially, employees represented by HGEA continued to be subjected to a 5% reduction in pay, with UH HGEA employees provided with 13 days of administrative leave with pay. UPW employees were not subject to a reduction in pay; however, they were required to take furlough days without pay. UH Unit 1 employees were provided with the option to take their furlough days during the 2010 winter break (at the same time of campus closure to the public). The 2009-2015 UHPA collective bargaining agreement proved favorable for Unit 7 employees, as described prior. In July of 2011, collective bargaining agreements for UHPA, HGEA, and UPW will expire.

In 2010, discussions ensued regarding the implementation of the new KOALI/CURE program which would merge PeopleSoft and FMIS. Each HR office at each campus was designated with the task of overhauling the current EAC system—moving from numerical codes to alpha codes. Extensive hours were spent in developing these new codes relative to campus programs and disciplines. The date of implementation is awaiting the KOALI/CURE merge.

There are several campus community events that the Personnel office takes a lead on. These events and activities highlight the importance of the role of human resources in bringing focus to social and operational issues that impact our employees:

- This year's "Walk-a-Mile in Her Shoes" was held at the HCC campus on April 5, 2010. This event brings awareness to the community about sexual and domestic violence issues, by having HCC faculty, staff, and students—all male—wear high heeled shoes and walk for one mile around the campus. Like last year, this year's event received media attention.
- On June 21 and 22, 2010, the UH system held its first annual Security Lokahi training. HCC hosted this entire event. The Lokahi training brought together UH security officers across the ten UH campuses for training and camaraderie. The initial Lokahi training in 2010 focused on issues of the active shooter (armed assailant) regarding intervention strategies, evacuation, communication, and interfacing with law enforcement; conflict resolution to identify the roots of conflict, tools to anticipate conflicts, timely intervention, and preventative measures; communication skills to deal with basic communication and perception versus reality; and team scenarios that allowed participants to exercise the knowledge attained throughout the day. The success of the 2010 Lokahi training resulted in the development of the UH Campus Security Advisory Council (UHCS). The UHCS Advisory Council is comprised of Brian Pactol (VPCC), Sharene Moriwaki (HCC), Wayne Ogino (UHM), Donald Dawson (UHM), Mark Lane (LCC), and Faye Chambers (VPCC).

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 are compromised. HR has made numerous requests for additional space—albeit by being provided with an additional office or being moved as an entire unit to another area or building. These requests have been denied and/or met with the threat of having the Chief Personnel Officer remain where she is at, but with the rest of the HR office (inclusive of all file cabinets) moved to a different location. This is not a feasible or efficient option to ensure the quality of service that HR maintains and continually strives to attain. Recruitment for the third personnel officer is ongoing.

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, oftentimes, department heads have difficulty in time management and the hiring process is rushed to ensure hiring at the beginning of each semester. This has placed HR in a fragile position. 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 further potential layoff or RIF.

In regards to HR comparable measures, FY 2009-2010 saw an increase in the number for Form 6 transactions (from 1018 to 1203), increase in the number of leave cards processed (from 3121 to 3521), slight increase in the number of grievances filed (from 8 to 11), and a slight decrease in faculty/staff headcount by four. There was a decrease in the number of PNF transactions (from 1242 to 1074), increase number of lecturer PNF documents processed (from 304 to 350), but decrease in the number of new appointments (from 56 to 10).

In comparison to the other CC campuses, HCC ranked in the top three in the areas of: number of Form 6 transactions, number of leave cards processed, number of grievances/investigations, 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 and lecturers. There is discussion that the Personnel office will track this number in future semesters to ensure that actual workload can be determined.

In regard to EEO/AA comparable measures, FY 2009-10 saw an decrease in number of training and workshops presented on campus (from 53 to 23), slight increase in the number of EEO related training and workshops attended (from 5 to 6), significant increase in number of formal EEO complaints filed (from 3 to 23), and significant increase in the number of campus EEO investigations (from 9 to 25), with the number of EEO/AA Officers remaining the same at one.

Human Resources Comparable Measures FY 2009-2010

MEASURE	HON	KA P	LEE	WI N	HAW	MAU	KA U	VPC C
Number of PNF Transactions processed (fiscal year)	1074	2007	1234	643	1129	1231	516	67
Number of New Appointments processed (fiscal year)	10	33	22	14	23	21	9	5
Number of Lecturer PNF documents processed (fiscal year)	350	827	371	220	568	560	154	0
Number of Form 6 Transactions	1203	1360	918	296	359	491	184	11

processed (fiscal year)								
Number of Leave Cards processed (fiscal year)	3521	3005	3032	1593	2058	4888	1471	450
Average number of work days required for SF-1 to be approved (APT positions)	7	8	1	3	11	10	3	4
Average number of work days for position description to be approved (APT Positions)	15	10	5	9	14	12	38	5
Average number of work days to fill faculty/APT positions	65	90	13	3	14	38	7	16
Number of Grievances/Investigations filed (fiscal year)	11	7	1/6	2	5	16	2	0
Human Resources FTE	4*	5*	4*	2*	3*	4	2*	4
Faculty/Staff Headcount	317	398	338	166	208	247	144	39

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

EEO/AA Comparable Measures:

Description	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Honolulu CC					
1. Number of training and workshops presented on campus (fiscal year)	30	32	20	53	23
2. Number of EEO related training and workshop sessions attended (fiscal year)	6	11	14	5	6
3. Number of EEO complaints formally filed (fiscal year)	10	3	4	3	23
4. Number of campus EEO investigations, including campus initiated investigations (fiscal year)	15	14	22	9	25
5. Number of campus EEO Officers	1*	1*	1*	1*	1*

*The Campus Personnel Officer also serves as EEO/AA Coordinator; not a full or dedicated position

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) Develop a web-based orientation program for new employees.
- 4) Continue to provide training to employees for program and staff development.
- 5) Continue efforts to recruit and fill the vacant Personnel Officer PBA.
- 6) 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.
- 7) 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 692 (FY 2010), 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.

The new on line 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

- 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. 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.
- Replacement of broken or obsolete equipment.
 - Furniture.
 - Older state vehicles.
- Complete work orders within 5 working days while working within the parameters given.
- Improve 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.

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.

At present, the College Security Office is comprised of 4.0 officers who are assisted by one APT budgeted under the business office. 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. This was made possible through a FY 2007 legislative appropriation of \$50,000. The augmentation of security services has allowed the College to provide escort services to students, faculty and staff during peak evening hours and to provide security services for the incinerator parking lot, the campus' largest parking area.

In FY 2009 the College received a general fund appropriation to acquire one full time Security Officer, install blue light phones, and improve its emergency communications system. This program change request was the College's and UH systems' number one priority for the 2008 Legislature. Moreover, it has allowed us to meet Objective 6 of the Community College Strategic Plan-Develop and Effective, Efficient and Sustainable Infrastructure to support student learning and teaching. Unfortunately, due to the Governor's restrictions on hiring new Civil Service employees, the College was unable to hire the UH Security Officer's position, however, this restriction is expected to be lifted in FY 2011.

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

- Increased and improved training for security officers
- 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

Mission Statement

- Ensure that all of Honolulu Community College's telephone systems are operating efficiently and effectively to provide uninterrupted 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 the last island wide power blackout. The College's wireless telephone system worked during this same blackout.

One concern for the telephone services unit is that it remains a one person operation. This position would benefit greatly if supported by trained secondary back-up personnel, such as IT specialists. Because the employee is rarely, if ever, able to sit at his desk it

will be important to ensure that he has the equipment necessary to maintain communications contact with the rest of the campus.

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.
- Provide the telephone services specialist with communications equipment (laptop or tablet, cell or smart phone, and internet capability).
- Transferring this function to the ITC group in order to consolidate and improve ITC type services.

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.