

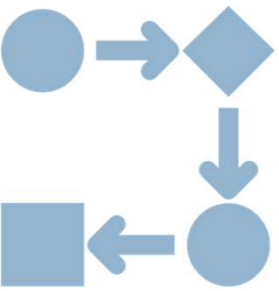
South Orange County Community College District

From Train Wreck to High Speed Rail

Rebuilding an HR Department in 5 Years

South Orange County Community College District

1




Why Reorganize?

- We must re-engineer our HR Departments throughout the state to meet the growing demands we face and the complex and ever-changing legal landscape that is forced upon us.





2

Why Reorganize South Orange?

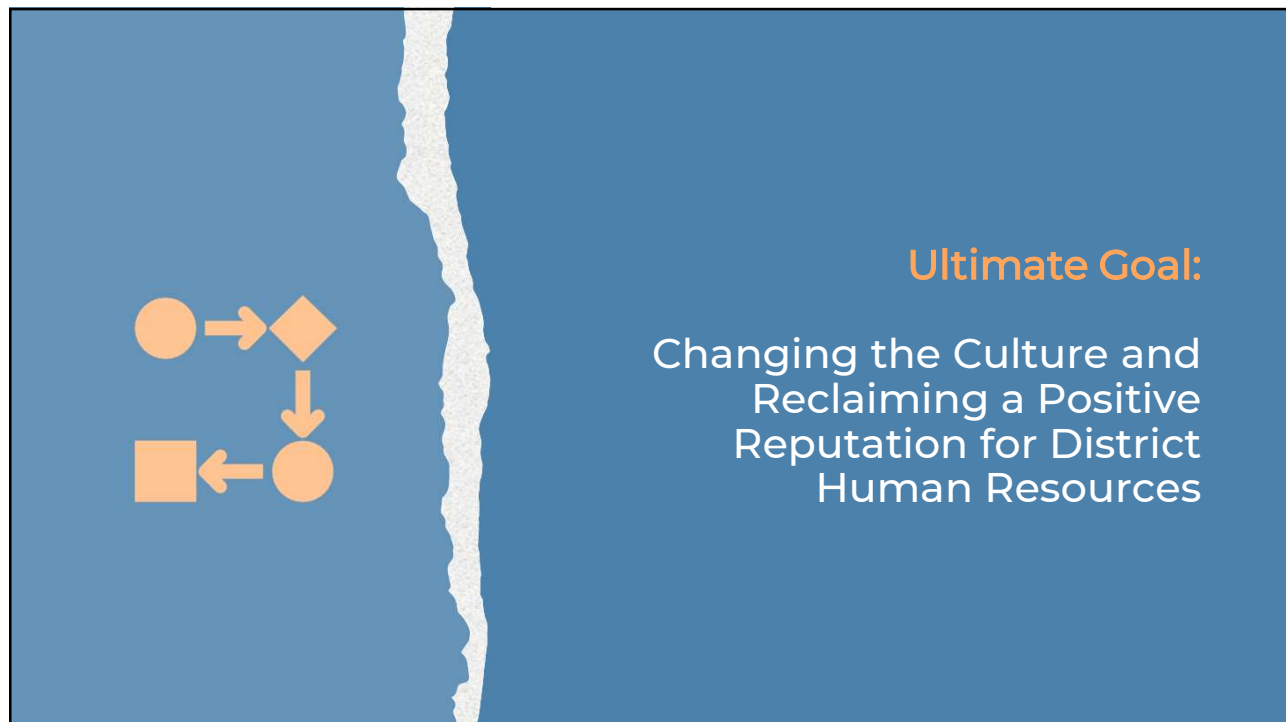
-  Address 2017 audit issues
-  Provide more effective service to colleges
-  Link HR more directly to the resolution of personnel matters before they rise to complaints
-  More effectively respond to the needs of management district-wide

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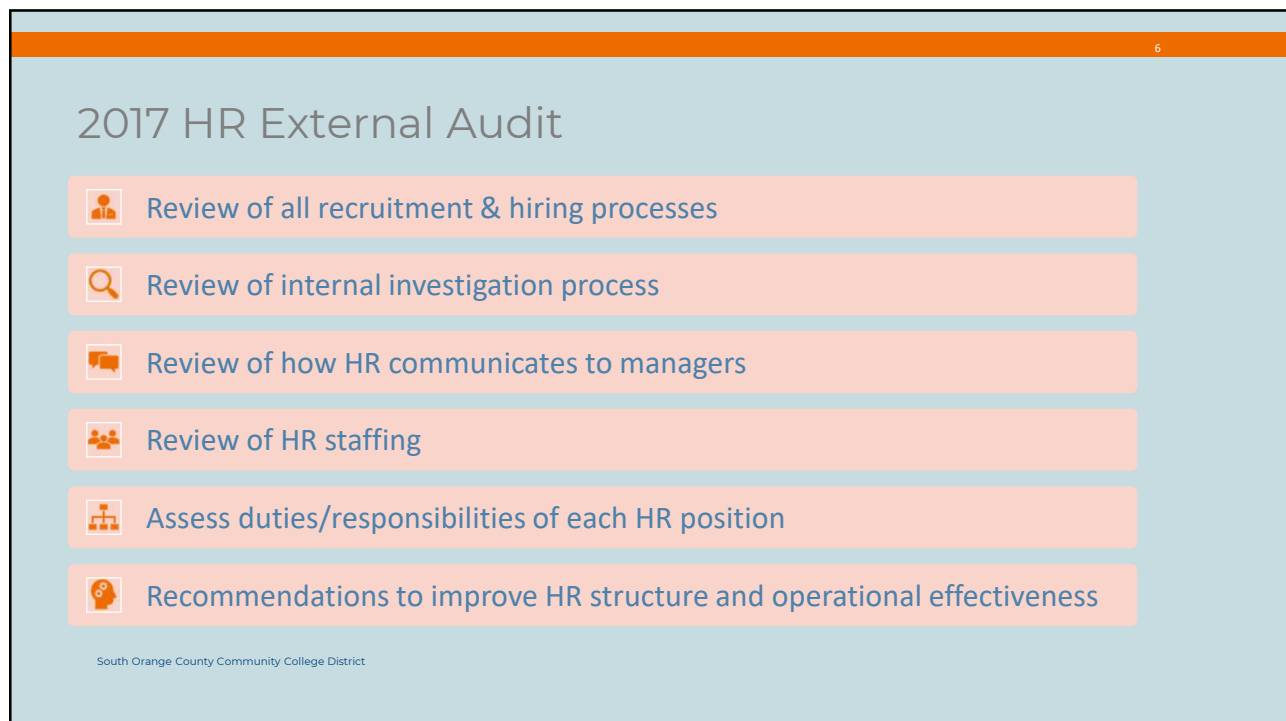
What Needed To Be Changed

-  More narrowly focus HR management roles and responsibilities
-  Place a more formal emphasis on employee/employer relations and early intervention
-  Conduct more internal investigations
-  Place greater emphasis on customer service

4



5



6

Issues Leading to the HR Audit

- Customer service complaints
- Lack of timely responses at all levels of HR
- Lack of accountability of HR employees
- No communication to presidents and managers
- Employees lacking experience or skills to do their jobs
- No cross-training of HR work
- Negative culture of complaining/strife/yelling
- Violations of confidentiality by HR employees
- Lack of any oversight related to employee evaluations



7

What Does a More Modern HR Operation Look Like



Highly responsive to employee/employer relations matters



Timely processing of HR data/information/evaluations



Greater oversight of compliance issues to reduce District liability



Direct/timely assistance and support to colleges and management team

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8

9

And...Best In Class HR Support and Service



Compliance and supervisory training and tracking



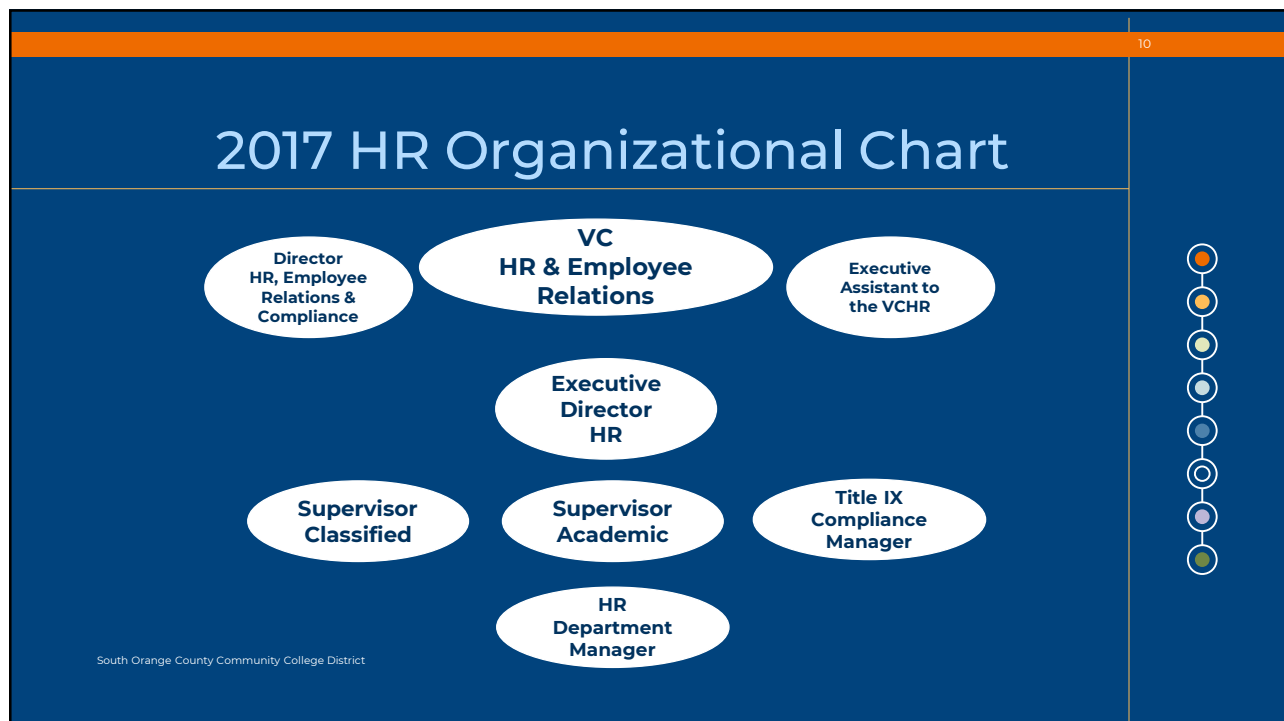
Sufficient allocation of HR resources based upon District-wide priorities



Hire, develop, train, retain, high level HR professionals who are competent, ethical, and experienced

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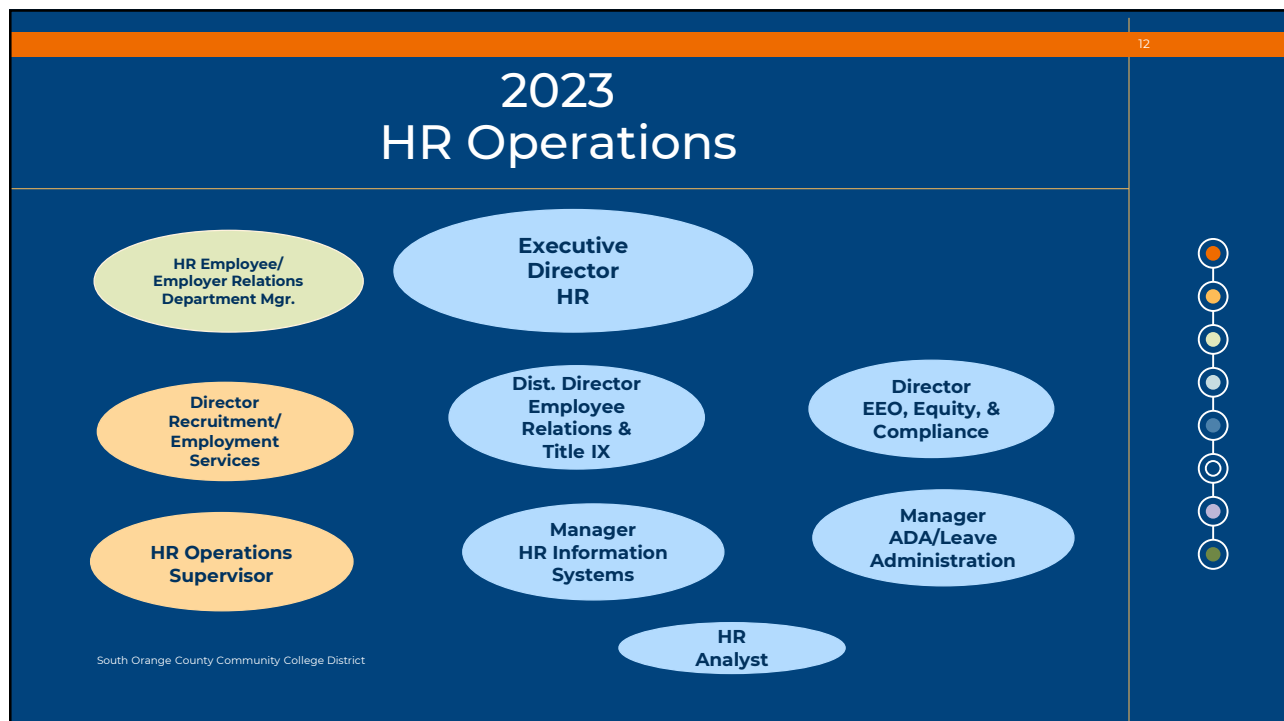
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13



14

Negotiation with CSEA

- Eliminate 1 HR Specialist
- Upgrade 2 HR Specialists to Analysts
- Use the eliminated HR Specialist position to create a Recruitment/Employment Services Operations Supervisor

15

What's Missing?

Professional Development Manager

16

17

Succession Planning

Ensuring that South Orange County Community College District had the HR management positions needed to create successful pathways for succession

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17

18

Experience Needed for CHRO Role

For Purposes of Succession Planning

- Employee/Employer Relations**
 - ADA Interactive Process
- Negotiations**
 - Investigations
- Litigation/Settlements**
 - Formal/Informal Complaint Resolutions
 - Recruitment and Employment Services

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18

19

New Position

- **District Director of Employee/Employer Relations and Title IX Officer** – Range 18
 - Provides oversight to all employment related litigation
 - Conducts internal investigations
 - Handles employee relations matters
 - Oversees informal/formal resolutions
 - Has oversight of POA negotiations
 - Handles employee relations matters at Saddleback College

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19

20

New Position

- **Director of EEO, Equity, and Compliance** – Range 17
 - EEO/DEIA District Committee Chair
 - Oversees the District's EEO Plan
 - Conducts internal investigations
 - Oversees compliance related trainings
 - Employee relations matters at Irvine Valley College
 - Handles informal/formal resolutions
 - Assists with negotiations

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20

21

New Position

- **Director of Recruitment and Employment Services – Range 18**
 - Oversees all aspects of recruitment & employment services
 - Directly Supervises:
 - HR Operations Supervisor
 - 2 HR Analysts
 - HR Operations Supervisor oversees:
 - 7 – HR Specialists
 - 2 – HR Assistants
 - Oversight of all recruitment & employment protocols/processes/compliance




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21

22

New Position

- **ADA Compliance and Leave Administration Manager – Range 16**
 - Manages all ADA interactive meetings throughout the District
 - Oversight of employee leaves and leave uses
 - Coordinates with Risk Management and Workers Comp on leaves related to work comp matters



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22

23

Return to Work Savings

- **ADA Compliance and Leave Administration Manager**
– Range 16
 - Direct savings to the District from 2019 – 2023 attributed to this new management position

\$187,734



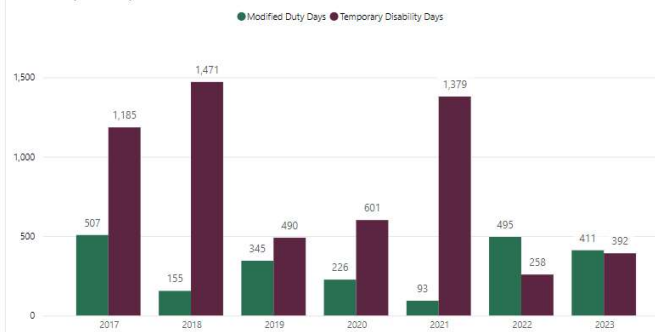
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23

24

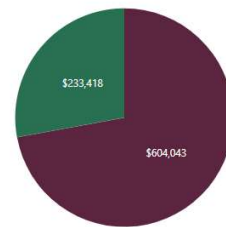
Return to Work Analysis

RTW - MD Days vs. TD Days



7 Yr. TD Paid vs. Modified Duty Savings

● Temporary Disability Paid ● Modified Duty Soft Savings

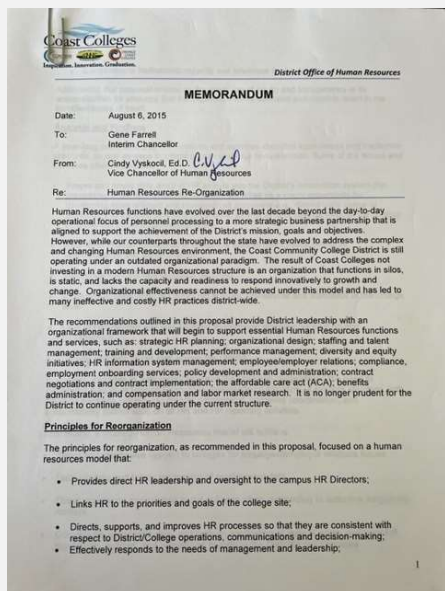


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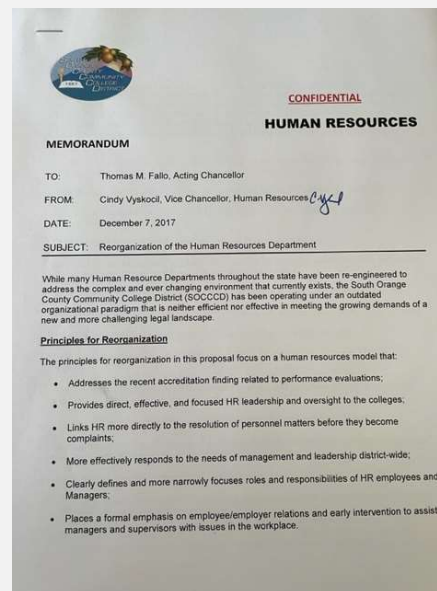
Fiscal Year	Mod Duty Days	Days Lost	TD \$ Paid	Avg. Daily TD Rate	Mod Duty Soft Savings
2017	507	1,185	\$105,719	\$89.21	\$45,232
2018	155	1,471	\$130,360	\$88.62	\$13,736
2019	345	490	\$34,762	\$70.94	\$24,475
2020	226	601	\$78,273	\$130.24	\$29,434
2021	93	1,379	\$180,979	\$131.24	\$12,205
2022	495	258	\$50,665	\$196.37	\$97,206
2023	411	392	\$23,286	\$59.40	\$24,414
Grand Total	2,232	5,776	\$604,043	\$104.58	\$233,418

24

25



Materials Supporting Reorganization



25

26

Other Tips:

- Gaining trust and rapport with union leadership
- Hiring the best talent at all levels
- Creating the culture you want to see
- Adding an HR management presence at the one college that had none
- Thorough reference checks – include recent supervisor, non-listed references

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26