



**Support Services Administrative Review  
2001-2002**

**Affirmative Action  
Human Resources  
Payroll**

**David Andrus**

*Affirmative Action,  
Human Resources,  
Payroll*

**From:** David Andrus [dandrus@delmar.edu]  
**Sent:** Wednesday, October 02, 2002 11:30 AM  
**To:** Theresa Cox  
**Cc:** Vickie Natale  
**Subject:** Support Services Administrative Review report

*Year of Review 2001-2002*

Hello Theresa,

I called and left a message with your secretary, Delia, on September 26 asking you to call me. I wanted to visit with you about the 2001-2002 Support Services Administrative Review report documents for your area (Equity/Human Resources). The original target for submitting this report to the President's office was April 1, 2002. I was given a copy of a three-page preliminary report that Dusty provided in August.

The notes I have indicate that you had suggested that you would expand on Dusty's draft and submit a more complete version. I am hoping that this is still in the works and that it will be ready to be submitted to President Valadez soon.

Darlene Roberts mentioned to me that she had provided you with copies of two examples of completed reports that you requested. If you need additional materials or any other help, please let me know. I am eager to do whatever I can to help you complete this project.

Thanks very much.

David

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*9/04/02*

*Per David,*

*No follow-up meeting was scheduled  
and per Vickie, the attached document would  
be the final report.*

10/7/2002

## Administrative Review

### Office of Equity/Human Resources/Payroll

#### **Section I. Mission**

The Office of Equity/Human Resources/Payroll derives its unit mission from the Section of the Del Mar College mission statement that reads:

*The College affirms that excellence in instruction and institutional support services at reasonable student cost is its highest priority and that it will fulfill its mission within the limitations of its physical and financial resources.*

From that statement arises the purpose of the Office of Equity/Human Resources/Payroll:

*To provide benefits and services that will assist the College to attract and retain a qualified, diverse, and committed workforce; and, to encourage employee excellence, promote fair and equitable treatment of employees, value and recognize employee achievement.*

#### **Section II. Service Unit Goals:**

As an administrative support unit of Del Mar College, the Office of Equity/Human Resources/Payroll established goals and objectives in its Unit Goals for 2000 and for each goal objective, quantifiable measures were constructed. For the academic years 2000-2002, the following goals and objectives were established for the Office.

- 1. Goal:** Establish an automated Human Resources data tracking, hiring, benefits, and payroll process in response to the institutions ever growing need for a more efficient and effective system.
- 2. Goal:** To promote the retention of and recruitment of well-qualified and diverse faculty.
- 3. Goal:** To create Human Resources and Payroll environment that supports and encourages excellence in teaching, administration, and support services.

#### **Section III. Assessment:**

**(Goal 1.A)- *Development of an automated Human Resources process: in collaboration with the College's Administrative Services and Information Technology Departments.***

**- Status:** in conjunction with the Information Technology Department, the automated Human Resources Information System (HRIS) was implemented October 2002.

The Human Resources staff received systems training. The HRIS is being operated parallel with the previous human resources and payroll system to ensure continuity and successful interchange. New portions of HRIS, e.g., applicant tracking, are being used.

***(Goal 1.B)- Customize the paperless Human Resources system in a manner that reduces the un-timeliness caused by an existing redundant and laborious manual process.***

- **Status:** the Information Technology Department plans to use Lotus Notes/Domino to automate current personnel forms. An initial briefing and training session was conducted by the Information Technology Department and vendor systems specialists. Flowcharts of the existing paperwork flow of personnel forms have been prepared and will be used in the conversion process.

The Information Technology Department initiated a pilot project to automate a common use form, the Employment and Change of Status Form, PER 101. A flow chart for an automated form and electronic routing of the form was developed and coordinated with users. The pilot form is now in the test mode where users will electronically generate and route the form and test its effectiveness.

**(Goal 1.C)- Develop training and coaching programs for system users**

- **Status:** an existing Human Resources position has been used to prepare operating instructions and forms for the Human Resources staff engaged in input of data to HRIS. The position will be reprogrammed in 2002 to provide full time support of HRIS.

**(Goal 1.D) - Access the departments customer satisfaction on a regular basis**

- **Status:** this will be accomplished as the departments are brought on-line and use the HRIS.

**(Goal 2.A) - Hire a Compensation Analyst to review the competitiveness of salaries and benefits**

- **Status:** recruitment for this position was on going since 2000 with few qualified applicants. A qualified Human Resources Specialist currently performs the position classification functions of this position. Recruitment was again initiated in 2002 for this position.

The College Board of Regents has obligated funds for a contracted study of compensation and classification policies and procedures; the parameters and specifications of the study are being developed by the Equity/Human Resources/Payroll Office and the Purchasing Division to for administration and Board approval and issuance of a request for proposals.

**(Goal 2.B) - Hire a Training Coordinator to enhance professional development opportunities**

- **Status:** a Human Resources Specialist was hired in 2001 to develop and present training for employees and supervisors. Several training events have been completed in 2001 and 2002 (list attached). The Equity/Human Resources/Payroll Office will coordinate its future employee training and development activities with the College's Teaching and Learning Center and the Professional Development Program administered by the College's Administrative Services Division.

**(Goal 2.C) - Creation of selection guidelines and processes for Adjunct faculty**

- **Status:** an open continuous recruiting advertisement was issued by the College in 2001 for adjunct faculty. The process for acceptance and forwarding of adjunct instructor applications to faculty Chairs is under current review and development. This portion of the goal will be carried forward.

**(Goal 2.D) - Assess the effectiveness of the recruiting process regarding its contributions to racial and ethnic diversity**

- **Status:** the College has maintained a diverse applicant pool through the advertisement of vacancies in our state market through newspaper advertisements and in national journals such as the Chronicle of Higher Education. By May 2003, the Equity/Human Resources/Payroll Office will conduct an assessment of the diversity of its current workforce, and adjust the recruiting program to address any areas where improvement may be needed.

**(Goal 3.A) - Work through department chairs to identify the need for improved services on an annual basis.**

- **Status:** meetings with Department Chairs were held in 2001-2002 to review existing selection processes and procedures and other Human Resources procedures to identify areas for potential improvements. Targeted areas are new procedures for development, maintenance, and evaluation of job descriptions, revised screening committee procedures, additional employee training, and development of a comprehensive Human Resources operating manual for supervisors and employees. Recruitment of an additional Recruitment & Employment Specialist and a Classification & Compensation Specialist in the fall of 2002 will further the accomplishment of this goal.

**(Goal 3.B) - Develop training programs for all employees**

- **Status:** A list of training conducted through 2002 is attached. The Equity/Human Resources/Payroll Office will coordinate its future employee training and development activities with the College's Teaching and Learning Center and the Professional Development Program administered by the College's Administrative Services Division.