



**Internal Program Review  
Self-Study Report**

**Program Name**

Human Resources

**Credentials Offered**

NA

**Self-Study Completed by:**

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**Date Completed:**

October 2, 2015

## **A. Introduction**

In support of Helena College's students, faculty and staff, the human resources department provides the human capital, policies and programs to enable Helena College to accomplish its mission. During the past five years there have been numerous changes to the human resources department. In 2012 Helena College hired its first Human Resources Director. Additionally in 2012, the human resources department introduced a new employee evaluation form and a formal onboarding system to help with employee development and retention. In 2013, the human resources department ceased using NEOGOV for recruitment and applicant tracking, and began targeting potential hires in a variety of forums to include HigherEd, Indeed, Monster, The Independent Record, the Helena College Human Resources Webpage and trade publications. The following year the department introduced New Employee Orientation to establish a common baseline for new employees and arm them with tips/tools to make them more successful and help retention. During 2015 we continued to look for ways to improve recruitment, hiring, procedures, and involving respective divisions in the hiring process. We have revised hiring committees to make them more inclusive and transparent. In summary, we continue to strive to administer benefits, policies and programs to make our employees and Helena College successful.

## **B. Alignment with Mission, Strategic Goals and Core Themes**

Over the last five years, Helena College's human capital needs continue to grow and evolve. The Human Resources department continues to support this growth by providing the highest quality personnel possible, given the below market average salary structure. It does this by concentrating on targeted human capital populations, emphasizing generous well-being programs, and administering necessary and supportive policies. However, the below market average salary does significantly hurt retention. The majority of Helena College employees have less than six years of service. Exit surveys indicate most employees leave for higher wages offered in the Helena area by state and federal government agencies.

Human resources department mission: In support of Helena College's students, the Human Resources Department provides the human capital, policies and programs to enable Helena College accomplish its mission.

The human resources department supports Helena College's core theme of "strengthen the community" in the following ways. It promotes and administers the college's professional development fund by ensuring scarce resources maximize the nexus to the individual's position and the activity supports the college's mission, core themes and strategic goals. The department also tries to ensure all community members have the opportunity to participate and activities are included in annual performance evaluations. In support of retention of college

employees, the human resources department works with the University of Montana to make compensation plans as attractive as possible, ensures our onboarding program is enforced, works with supervisors to ensure employees receive performance counseling and evaluations on a timely basis, and finally, works to ensure our policies and programs promote a positive work environment. Lastly, the human resources department supports employee engagement and satisfaction with the campus community and working environment by ensuring benefit entitlements, policies and hiring/advancement policies are clearly communicated and transparent. Additionally, we brief employees and supervisors in one-on-one session where they have the opportunity to ask questions for greater understanding and clarity.

The human resources department supports the strategic goals of “attain excellence” and “develop resources” through the promotion and administration of the college’s professional development funds as mentioned above, employee evaluation processes and attracting the necessary human capital. Currently, Helena College uses four different forms to evaluate faculty, staff and administration. The human resources department has recently initiated a review of our evaluation process to ensure its meeting stated objectives and to determine if we can eliminate and simplify the forms and process. Additionally, we maintain and evaluate annual professional development plans for all personnel ensuring compliance with collective bargaining agreements. Further, we closely monitor the timely submission of evaluations and inform key leadership and bi-monthly meetings. Regarding, “develop resources”, the human resources department endeavors to attract the best qualified human capital on a timely basis. We achieve this by timely announcing vacancies, properly advising hiring committees, and targeting recruitment advertising in career specific trade publications, HigherEd, local and state job boards, and social media. This has resulted in a quality pool of applicants for vacancies and provides the college choice.

### **C. Student Participation and Success**

Human resources have a direct impact on student success. It is an enabler that provides qualified instructors and necessary support staff that provides the human capital means to attain the instructional strategy. The human resources department has been able to hire all required faculty and support staff, many on short notices. All positions have been filled within 30 days of announcement, except when specific guidance has been provided to extend the announcement. The personnel turnover rate has consistently been maintained at less than 10%. In sum, human capital requirements have not negatively impacted student instruction or success.

### **D. Program Outcomes**

Program outcomes identified in 2014-2015 Annual Assessment Plan:

- Continue to develop and maintain consistent HR practices, policies, and procedures related to recruitment, onboarding, discipline, safety, compensation, and all other areas of the employment of staff/faculty.
- Develop streamlined processes for data entry for personnel and position data.

- Develop recruitment/retention strategies that place Helena College as an employer of choice in the community.
- Continue to provide appropriate training opportunities for faculty/staff of mandatory and optional subjects through SafeColleges and wellness programs.

### **E. Faculty/Staff Profile**

Helena College currently employs:

One full-time Director of Human Resources who duties are, but not limited to:

- Planning, organizing and directing activities of the HR office
- Policy development and advisor to Helena College leadership on compliance issues
- Administration and oversight of recruitment, retention, compensation, benefits, performance management and employee relations programs
- Serves as Helena College's OSHA, EEOC, Affirmative Action, and ADA compliance officer

One full-time recruitment specialist who duties are, but not limited to:

- Execution of faculty and staff recruitment and hiring process
- Faculty and staff processing and benefits administration
- Manage on-boarding process for all new hires
- Faculty and Staff Payroll
- Banner HR

The current HR Director possesses a B.S. in Business Administration, MPA, and Master's in Strategic Studies. Additionally, he has over 30 years' experience in human resources management for the Department of Defense and State of MT. Our Recruitment Specialist has over 10 years' human resources management experience in the private sector, as well as three years at Helena College. She currently is one semester shy of receiving her B.S. in Human Resource Management.

During the summer months, we normally hire a summer-hire to assist with filing and general administrative duties.

HR holds as needed meetings. During these meetings we cover various topics of emphasis usually centered on recruitment, compensation, and policy/procedure issues.

The human resources department is a very small department with little, to no depth and the institution is assuming some risk with any long-term absences. Additionally, because it's two employees are engaged full time in customer service and daily operations, there is little, to no



time to look up and make any in-depth assessment of current operations and due any planning, other very short-term.

#### **F. Fiscal and Physical Resources**

Over the last five years, the Helena College Human Resources Department has endeavored to automate and simplify procedures through the use of fillable forms, SharePoint, web-based links, and scanning documents to electronic files. In recruiting, we have maximized the use of our website, HigherEd and the Montana Job Service electronic job boards, and social media.

Our budget of \$12,600 is adequate to provide for necessary office supplies, background checks, printing, training, and recruitment costs.

#### **G. Recommendations and Preliminary Implementation Plan**

- 1) Continue to move to automated procedures, self-help procedures, and electronic records.
- 2) Align wages to market rates.
- 3) Hire an additional HR staff member to provide necessary depth and allow for proper planning.

All of these required additional funding through legislation or reallocation of current funds through the Montana University System.