Helena College Non-Academic Program Review

| Year: | 2022-23 | Review: | Human Resources 2022-23 | Author | Fiscus, Tricia | Status: | Published |

Section 1: Mission, Goals, Objectives

Narrative:

The human resources department provides support of Helena College's students, faculty and staff.
In the past 2 years there have been a several changes to the Human Resources Department. In February of 2020 the Human Resources Director resigned, evolving Helena College HR to consist of one full-time Human Resources Generalist. Currently HC HR works under the joint leadership of Tricia Fiscus/Assistant Dean of Administrative Affairs and Terri Phillips/Associate Vice President for Human Resource Services (University of Montana). HC HR is technically a satellite for the UM HR department.

Mission:

HR Mission

In support of Helena College's students, the mission of the Human Resources Department is to provide an organizational framework to recruit, select, develop and reward the college's outstanding faculty, staff and administrators, while ensuring an environment that is fair, consistent and legally appropriate.

Helena College provides equal employment opportunities to applicants and employees without regard to race, color, national origin, age, physical or mental disability, marital status, religion, creed, sex, sexual orientation, or political beliefs.
The HC HR mission in alignment HC mission is to provide quality faculty, staff and administrators to assist learners to achieve educational goals.

Recommendations:

2015 Program review for HR 3 recommendations below:
1) Continue to move to automated procedures, self-help procedures, and electronic records. 11/2022 a few HC departments met to discuss Electronic Records Storage. Continued campus group meetings will occur to discuss timeline for implementation, how to move forward with scanning current paper documents to electronic archiving system, Cari shared a link regarding records retention guidelines.
HR Banner, Trisha attended an HR Affiliate Meeting meeting 9/14/2022 with Sarah Brethauer/Business Systems Analyst/IT UM, regarding HC HR moving to Banner Document Management electronic submission of hire paperwork, and other supporting HR paperwork. HR Generalist/Personnel Officer will be in upcoming meetings with UM HR department on this new process, which will ultimately eliminate HR file cabinets. Missoula HR is currently completing document and security mapping identifying custom applications (electronic filing cabinets).
2) Align wages to market rates. Montana University System (MUS) Staff Compensation Plan. The Office of the Commissioner of Higher Education (OCHE) has approved an adjustment to the entry rates assigned to the classifications listed within the MUS Staff Compensation Plan. This change is scheduled to take effect on July 2, 2022. As a result of this adjustment to the entry rates assigned within the MUS Staff Compensation Plan Title Index, any classified staff member who is currently being paid at a base rate below the newly implemented minimum entry rate associated with their position's current classification will receive an upward adjustment to their base rate of pay to make this equivalent to the updated minimum entry rate. Classified staff members currently receiving a base rate of pay greater than or equal to the minimum entry rate listed within the updated MUS Staff Compensation Plan Title Index will not see a change to their hourly wage as a result of this update to the plan. The complete version of the MUS Staff Compensation Plan Title Index (which lists the minimum and maximum entry rates assigned to each of the current classifications included in the MUS Staff Compensation Plan) can be accessed through the HRS website. Additionally, a link has been provided below to the Compensation Management website. Look for "MUS Compensation Plan Position Title Index and Entry Pay Scale.
MUS Staff Compensation Plan Title Index

3) Hire an additional HR staff member to provide necessary depth and allow for proper planning.
6/24/2015-6/22/2018 Mathew Richards / HR Director
11/4/2013-6/24/2018 Therese Collette / Recruitment Specialist
11/1/2018-2/29/2020 Therese Collette / HR Director
6/17/2019 hired Mary Twardos / Recruitment Specialist
7/1/2020 Mary Twardos/ Career Ladder / Personnel Officer (working title HR Generalist)
10/25/2021 hired Tricia Fiscus / Assistant Dean of Administrative Affairs / oversees HR

Strategic Goals:

2020-2021 AWP 3 year
1) Participate in regular meetings and trainings with the UM HR department in order to continue to build knowledge of Human Resources policies, procedures, and regulations. Aligns to SG5.2. Completed 20-21 and ongoing.
2) Provide professional development/training opportunities for HC employees related to self-improvement, supervisor training, professionalism, and other topics relevant for overall development of employees in this industry. Aligns to SG5.2. Completed. LinkedIn Learning offerings in each biweekly HR Wednesday Newsletter.

Strengths:

Please highlight your department's current strengths. It is recommended that you focus on 3-5 strengths.
1. Collaboration with UofM HR with meetings, trainings and processes. HC HR works under the joint leadership of Tricia Fiscus and the Associate Vice President for Human Resource Services (University of Montana). The collaboration with UM HR with weekly meetings with UM HR and Western HR, monthly trainings with Marcie Briggs/Recruitment and Shawn Blair/Director, Employee & Labor Relations and an always open door with any questions/ concerns.
2. Following through. Insuring once HR is notified of a situation, the situation is resolved.
3. Consistency in application of policies. SHRM Society for Human Resource Management, membership & training attended by HR Generalist/Personnel Officer June 2022. Materials received to be used as reference, and always the leadership of Tricia Fiscus, Terri Phillips and UM HRs with questions or concerns in processes.
4. Open door, welcoming environment to always share and listen. Paying attention to surroundings providing a space of comfort for conversations.

Successes:

In June of 2021 Helena College joined with UofM using Silkroad, a three year contract, a platform for recruitment. Which established a smooth process for recruiting with expert guidance from UM HR office. Documentation of procedures to allow for continuity of operations.

Challenges:

The human resources department is a very small department with some risk with any long-term absences. HC HR works under the joint leadership of Tricia Fiscus and the Associate Vice President for Human Resource Services (University of Montana). HC HR is technically a satellite for the UM HR department, with the backup of the UM HR department which will assist with all HC HR needs in any unforeseen long term absence of the HR Generalist/Personnel Officer.
Because it's HR Generalist is engaged full time in customer service and daily operation, there is little, to no time to look up and make any in-depth assessment of current operation and do any planning other than very short-term.
Learning all the processes of HR is ever evolving, each situation is individual. A new Operations Director will be hired to assist.

Section 2: Procedure for Operation

Procedures:

Many responsibilities procedures are in the HR drive. Other resources that guide the operations of our department are the collaboration between UofM HR and HC HR. If policy is not on HC web, HC will refer to UofM policy. There is a plan for creating HR procedures into a manual with a completion goal of June 2023.
There are many types of employees, faculty, staff, temp, professional, so much to learn within the MUS regarding different union CBA's.
I feel the majority of HR is Recruitment and hire paperwork with all its processes. Another HR function is tracking trainings completed, reaching with reminders to employees in addition to the auto populated reminder emails provided by many stakeholders (for example: Vector sends reminders weekly for required trainings)
The HR Generalist has created a prioritized list of processes for HR, which consists of 15 considered to be most important to process to keep the campus HR functions running. HC HR is technically a satellite for the UM HR department, with the backup of the UM HR department which will assist with all HC HR needs in any unforeseen long term absence of the HR Generalist/Personnel Officer.
The HR Generalist has a goal to have a manual of HR procedures completed in 2023. Encompassing all HR procedures, with resources of UM HR.

Section 3: Staff Profile

Staff:

Name	Title	FTE	Years	Highest Education
Mary Twardos	Human Resource Generalist	1.00	3.00	Some Coll
Kelley Turner	Executive Director of Operations	0	0	

Changes in Staffing Needs:

January 2020 HR was a department of two, the Director of Human Resources and Recruitment Specialist.
February of 2020 the Director of Human Resources resigned. The restructuring of the department moved the HR Recruitment Specialist to HR Generalist, via Career Ladder.
Human Resources Generalist reported to the Dean of HC Sandy Bauman and Terri Phillips @ UofM , also with collaboration with all HR @ UofM.
October 2021 Tricia Fiscus/ Assistant Dean of Administrative Affairs joined Helena College. The Human Resources department was moved to report to the Assistant Dean of Administrative Affairs Tricia Fiscus and Terri Phillips/ Associate Vice President of Human Resources Services @ UofM, continuing with collaboration with all HR at UM.

Staff Professional Development:

Mary Twardos
May 18-20, 2022 SHRM Conference Remote

Kelley Turner

Section 4: Organization context and Impact

Collaborations & Dependencies:

Human Resources collaborates with all departments on campus.   Helena Collage also collaborates with both University of Montana all HR departments & legal and UMWestern HR department. OCHE meetings & committees, some of which are Workman's Comp & HC Safety Committee. There are so many scenarios of collaboration within the campus community, in regards to policy compliance inquiries or simple CBA information location.
HC HR is technically a satellite for the UM HR department, with the backup of the UM HR department which will assist with all HC HR needs in any unforeseen long term absence of the HR Generalist/Personnel Officer. The HR Generalist/Personnel Officer is in weekly comp/recruit meetings with UM HR, monthly training meetings with Marcie Briggs/Recruitment, month meetings with Shawn Blair/ Director, Employee & Labor Relations.
HC HR Generalist is on HC campus committees: Quality of Work life, Teams Directors/Joint Directors, Budget Committee, Safety Committee.
Tricia Fiscus: Budget Committee,
Each campus HR is on the Workman Compensation committee, with weekly meetings.

New Collaboration:

Onboarding Process:
 DCAC Committees minutes discussing 2/23/22 & 3/23/22
https://helenacollege.edu/campus_facilities/committees/leadership/default.aspx
Wednesday, January 26, 2022
The Dean's Campus Advisory Committee (DCAC) is discussing employee onboarding and looking to create a workgroup to help focus on improving onboarding for all groups (staff, faculty, and directors) at HC. It was suggested in the meeting that the QWL committee may be a good group to focus on onboarding as it is representative of all groups and employee onboarding is directly related to quality work life for all employees.
Is this something that you think the committee would be interested in discussing? The committee can discuss whether or not it is a good fit for the committee. If they decide it is, we can start the discussion about what that would actually look like moving forward. If not, that's fine. Either way, I'll report the committee discussion and decision back to the DCAC by the next meeting on February 23rd.
3/4/2022
Regarding the Dean's Campus Advisory Committee (DCAC) Onboarding request:
After a discussion QWL members felt that the DCAC would be the better committee to create overarching goals and processes.
QWL is very interested in participating, but we don't feel that our committee should be making those decisions.
Members would like to respectfully encourage the DCAC to take this on as one of their first projects since they also have representatives from all employees on the committee.
The Staff Senate had very good discussion about how to improve Onboarding.

Tricia has ideas about onboarding 11/2022: Western is working on their onboarding process and will share with HC their updated practices, Western currently has a PP Orientatin on their HR web https://www.umwestern.edu/wp-content/uploads/2018/03/New-Employee-Presentation-2018.pdf . Maybe a recording the employee can watch multiple times if forgotten certain information. Maybe a tabbed binder the HR meets with the new employee daily to discuss each tab. UM has a monthly session with a PP for their "new" Orientation. Attached is their PP.

Section 5: Stakeholders, Data, and Assessment

Primary customers/stakeholders:

Faculty, Staff, Volunteers, Work-Studies, hiring managers & applicants. Continued partnership with the University of Montana Human Resources office, this includes weekly
o comp/recruit meetings,
o monthly HR Training Workshops with UM HR Sheila Wright
o monthly meetings with Marcie Briggs/Recruitment Manager
o And Shawn Blair/ .
New partnership with UofW HR in their creation of employee 790#'s for Helena College.
With all the above mentioned associates I am able to answer our internal and external campus with well-informed information.
Weekly and quarterly meetings with:
? Work Comp/Leah Tietz committee and sub committees,

Weekly meetings with MUS Labor and OCHE / Jackie Salveson & Kevin McRae connecting with MUS HR's on current matters and updates and attend Union meetings as scheduled by Jackie Salveson.

Service to stakeholders/customers:

Services to the above listed campus community include but are not limited to, ADA Processes, Administrator of Vector Safe Colleges, Annual Contracts Directors/Facutly, Background Checks, Benefits documentations for employee files, Bulletin Board required postings, Campus HRWMM Bimonthly, Campus information emails through the year, Committees, Employee Questions, Ergonomic Accommodation Processes, FMLA processes, FLS Forgiveness Paperwork, Hire Paperwork, HR files, I'9s Processing, Lists as requested, Meetings, New Employee Onboarding HR folder, Payroll Processes, Performance Reviews tracing & filing, Projects as assigned, Records Retention, Recruitments, Resignation Processes, Retirement Paperwork, Safety Smart funds reports, Set up campus training MFPE Retirement, Sick time donations, Silkroad platform for recruitment, tuition waivers, unemployment claims for hc, VOE's for Helena College, Wellness MMM once a month, Work comp Froi's for HC.
How assess your department's effectiveness: no data collected, do receive emails of thanks and understanding answer to their questions. No assessment on who opens the HR newsletters, not sure of a way to assess that. Silkroad candidate submissions tracks how they heard about the vacancy posting (Linked In, Higher Ed, etc.), to assess is the hiring of employee for the vacancy posting.

Decision Making Support:

The HR department makes decisions guided by Federal Law, CBA's, Terri Phillips in UM HR, UM Legal, Montana Code Annotated.
Last survey: College Employee Satisfaction Survey 2021.
https://helenacollege.edu/abouthc/institutional_research/institutional_surveys.aspx

Section 6: Budget and Efficiencies

Changes in revenue and expenses:

February of 2020 the Director of Human Resources resigned. Leaderships review of the department moved to not rehire a Director of HR, rather to retain the HR Recruitment Specialist in the department with an updated Role Description implementing a Career Ladder, HC HR Generalist/Personnel Officer, who works under the joint leadership of Tricia Fiscus and the Associate Vice President for Human Resource Services (University of Montana). An agreement between the campuses of HC & UM Western,
HC Human Resources has incurred the expense of a UofM Western HR employee's salary for Kelly Graham. And UM Western has incurred the full salary of Tricia Fiscus/Assistant Dean of Administrative Affairs.

Improved Efficiency:

Continued partnership with the University of Montana Human Resources department, to effectively implement compliance, these give specialized training:
o weekly comp/recruit meetings with UM HR & Western HR.
o monthly HR Training Workshops with Sheila Wright
o monthly meetings with Marcie Briggs/Recruitment Manager
o And Shawn Blair/Director, Employee & Labor Relations

New partnership with UMW HR in their creation of employee 790#'s for Helena College. This speeds up the process for HC IT to add the new employee into all on boarding accesses per the departments needs.
With the above mentioned associates I am able to answer our internal and external campus with well-informed information.

Resource Needs:

The Cosmetology area is going to take over the paper boxes of Records Storage for Human Resources. These boxes will be moved to a secure room at the AP campus. Meetings and discussions currently ongoing regarding Electronic Records Storage moving forward and electronic archiving. Timeline also still in discussion, with all departments involved & IT.

Section 7: Recommendations and Preliminary Implementation Plan

Rec #	Title	Recommendations
1	Electronic Records Storage	**Recommendation:** UM has a planned project to include Helena College into Electronic Records Storage. This project was dropped on their priority list due to other projects. HR Generalist will connect with UM HR regarding how this Banner hire paperwork electronic records storage implementation is going. 11/2022 certain HC campus departments met to discuss the implementation, timeline, records storage guidance, IT needs, and scanning paper documents currently housed. Implementation goal winter 2022 **Rationale:** The Banner uploading of hire paperwork electronically will enable access for UM of documents with central document access. The electronic storage of documents will also eliminate paper use, storage and shredding needs. **Success Target:** The Electronic Records Storage timeline is in progress with UM Banner for hire paperwork, and HC IT to create a Drive for HC Departments to store documents. **Success Strategy:** The goal is all documents will be stored electronically. Still in discussion for compliance to records retention guidelines. They will be stored in an HC Drive, each department will have a file to store in FY. Access to the HC Drive is controlled by IT, only departments with Electronic Records Storage will have access. **Success Resource:** I do not believe HC will incur any cost from UM for this implementation. **Resp. Party:** Human Resources **Cabinet Feedback:** We agree with this recommendation. Moving to electronic records management will help with the efficiency in this department with a very small staff. Helena College HR does a very good job of staying connected to UM HR to ensure we are up to date on the plans and projects that are underway, so if the decision is made to utilize Banner record storage we can pivot this recommendation to utilize that system.

2	Ellucian/Banner ERM/Time Cards	**Recommendation:** Helena College will implement digital times cards in FY24. UM will migrate to the Banner Cloud module of Enterprise Resource Management (ERM) including digital based payroll in November, 2023. The planned implementation includes affiliates under UM Payroll authority. **Rationale:** Banner digital time cards will streamline payroll processing, increase efficiencies and reduce errors. Moreover, cloud-based files will facilitate access for final pay documents through central cloud-based access. Electronic processing will also eliminate paper use, storage and shredding needs. **Success Target:** Measures of Success are: 1) fully trained HR/payroll responsible personnel; 2) fully trained employees; 3) seamless deployment of Banner cloud based ERM module to affiliate and 4) dashboard/reports indexing process accuracy. **Success Strategy:** HC will follow UM lead for strategic success aligned with Ellucian/Banner implementation planning **Success Resource:** Training of all personnel **Resp. Party:** Human Resources **Cabinet Feedback:** The implementation of this process will be very beneficial to the functioning of the HR Department and HC as a whole. While we are dependent on UM HR making the change, we are well positioned to move forward quickly due to our close working relationship.
3	Onboarding Process	**Recommendation:** Review and improve onboarding process **Rationale:** No formal orientation Key component of employee retention **Success Target:** Establish and Implement new process **Success Strategy:** **Success Resource:** **Resp. Party:** Human Resources **Cabinet Feedback:** This goal was added during conversation with the cabinet during the program review process. Onboarding was discussed as a need in the review so adding it as a recommendation formalizes the goal setting to move forward with the work.

Cabinet

Cabinet Overall Feedback:

The Human Resources department has made some very good strides in establishing consistent process and a solid relationship with the University of Montana HR Department. This connection should be maintained and strengthened in order to achieve our goals of electronic record storage and electronic timesheets. Their expert support also continues to be important to keep us in compliance with required policy, law, and procedure.

File Attachments

Attachment #	Attachment Title	Attachment URL
44	AWP 3-year Summary	http://hc-curriculum.helenacollege.edu/ViewAttachment.aspx?id=44
45	AWP 3-Year Summary HR(1).xlsx	http://hc-curriculum.helenacollege.edu/ViewAttachment.aspx?id=45
51	Operating Statement 20 21 22	http://hc-curriculum.helenacollege.edu/ViewAttachment.aspx?id=51

Plan Developer	Year	Goal #	SGO	Goal Status	Action Item	Indicator(s)	Results	Future Actions
Bauman, Sandra	2019-20	1	SG4.1	Completed	Make sure all hiring committees take the implicit bias training Make sure position justification/Hiring plan is put together before recruitment has started.		In person bias training was held on campus, and was recorded. We currently send the bias training video to all people who are participating in hiring committees. The hiring plan process is consistently followed by HR office. Prior to any job opening being posted, all documentation must be submitted.	Continue processes for consistency.
Bauman, Sandra	2019-20	2	SG5.1	Completed	Support CampusTraining and Professional Development. Take an active role on AIMA, and Diversity Committee	By embracing diversity we will attract a wider range of candidates to our vacancies.	HR has taken the lead to ensure all employees are made aware of the requirement to complete the Indian Education for All training through the state AIMA council. Completion records are housed in HR.	Next year, we will continue this work by reaching out to adjunct faculty and holding an informational session during IDD.
Bauman, Sandra	2019-20	3	SG5.1	Completed	Revamp, outline the hiring process for managers. Be consistent with using it. Maintain constancy with salaries when hiring.	Developing effective process that will aid in unbiased hiring, and salary calculations.	Hiring process forms have been created and all managers are expected to use for each vacancy. Helena College HR Recruitment Specialist sends all role descriptions to UM HR Compensation Specialist for review prior to posting any position for hire. The HR processes are now very consistently applied to all openings for all departments.	Continue these processes.
Bauman, Sandra	2020-21	1	SG5.2	Completed	Participate in regular meetings and trainings with the UM HR department in order to continue to build knowledge of Human Resources policies, procedures, and regulations.	Successful completion will be measured by documentation of attendance in meetings and trainings and the documentation of how knowledge gained has been incorporated into practices at HC. The documentation will be delivered to the Dean/CEO during year-end review.	This goal is complete. HR Generalist position (Mary Twardos) regular standing meeting with UM HR office for training. She is developing a process manual for her office, and reports regularly to the Dean.	continue with regular trainings and meetings with UM HR
Bauman, Sandra	2020-21	2	SG5.2	Completed	Provide professional development/training opportunities for HC employees related to self-improvement, professionalism, and other topics relevant for overall development of employees in this industry.	Beginning January 2021, at least one opportunity for professional development will be selected and promoted to HC employees each month.	Final review: Safecolleges and Teachpoint fully implemented. Five trainings were assigned to all employees this spring. Midyear update: Working with Valerie Curtin to implement Safe Colleges. Once implementation is complete, training opportunities will be emailed to employees each month. This will allow us to track training very easily as well, as Safe Colleges is connected with our TeachPoint system.	Continue with Safecolleges and Teachpoint

Plan Developer	Year	Goal #	SGO	Goal Status	Action Item	Indicator(s)	Results	Future Actions
Bauman, Sandra	2020-21	3	SG5.2	Completed	In order to ensure fair and consistent practices in HC hiring committees, plan and deliver trainings on the expectations for serving on hiring committees and for chairing hiring committees.	Successful completion will be measured by: 1. Creating training and materials to be delivered to all members of hiring committees by January 1, 2021. 2. Creating training and materials to be delivered to all individuals selected to chair a hiring committee by December 15, 2020. 3. Creating procedure for HR Department that individuals must complete training prior to serving on or chairing a hiring committee by December 15, 2020.	Completed: Training arranged and completed by UM Recruitment specialist. Midyear update: Two pages of instructions and a contract are sent to all committee members when they agree to serve on a committee. Mary will continue to work with UM HR on supervisor training.	continue with processes and trainings
Bauman, Sandra	2020-21	4	SG5.3	Completed	Develop a procedure for tracking faculty review schedule and notifying Division Directors each August of yearly schedule.	Successful completion will be measured by: 1. Creating mechanism to ensure all evaluations of tenure-track and tenured faculty are tracked by date to ensure no gaps in cycle of evaluation occur. 2. Create system for notifying Division Directors of annual reviews that need to be performed within academic divisions each academic year.	In HR office, spreadsheet is maintained with all full-time faculty to track evaluation dates. Calendared to send reminder to division directors each August with list of reviews due in the upcoming academic year.	continue with process to ensure faculty evaluations occur on schedule
Bauman, Sandra	2021-22	1	SG5.3	Completed	Once Assistant Dean of Admin Affairs is established at HC, determine whether or not HR as function should continue to report to and be support directly by Dean, or if should move into Administrative Affairs in order to allow for alignment of departmental practices with UMW in order to increase collaboration and efficiency	Determination made and org chart updates made if necessary	Completed, see notes in mid-year update	Update organizational chart to reflect change. HR Generalist will work with Assistant Dean to develop processes for collaboration with UM Western.
Bauman, Sandra	2021-22	2	SG4.1	Completed	Develop and implement plan to align recruitment and hiring procedures with best practices.	Meetings throughout fall semester, final procedures finalized Spring 2022	Successfully completed	Implement a mandatory DEI campus training for all employees at time of hire, and then ongoing trainings assigned through safe colleges.
Bauman, Sandra	2021-22	3	SG5.2	Completed	In order to ensure compliance with rules and regulations, as well as provide best service to employees, HR Generalist will receive training in either ADA or FMLA during this academic year.	Successful completion will be measured by attending training and reviewing current processes for compliance, as well as incorporating information into new HR procedures if applicable.	successful completion of goal	Continue with new processes and stay current with any changes in either law. Continue to use UM HR experts as resource as questions arise.

Count of SGO	Column Labels		
Row Labels	Completed		Grand Total
SG4.1	2		2
SG5.1	2		2
SG5.2	4		4
SG5.3	2		2
Grand Total	10		10

Count of SGO

Human Resources
Annual Work Plan Completion Status and SGO Alignment
AY 2019-20 to AY 2021-22

Goal Status
■ Completed

SGO