

Barstow Community College

Staffing Plan



2015-2018



Purpose of Staffing Plan

The Barstow Community College Staffing Plan provides strategies and processes which identify, plan, and fulfill the staffing needs to meet the Barstow Community College District's mission and goals. This planning is crucial to deal with staffing needs due to growth, reductions, reorganizations, retention, attrition, and succession to avoid an adverse impact on current and future District operations and student success.

Objectives of the Staffing Plan

The objectives of the District's Staffing Plan are to:

- Describe the planning process for the staffing of new and vacant positions.
- Provide guidance for succession planning and retention.
- Show data of staffing history and factors which affect future staffing.
- Assist Management and Academic Senate in identifying staffing needs based on empirical data and program requirements.

Introduction

The Barstow Community College Staffing Plan was adopted by the governing board on May 20, 2015. The plan reflects the District's commitment to institutional planning and identifying the adequate staffing of a diverse workforce necessary for district operations and student success.

The Staffing Plan provides the process for staffing due to: the creation of new positions due to growth; implementing new programs or new technology support; the filling of vacant positions normally due to resignations, terminations, or retirements; or reclassification of positions due to restructuring work or reorganizing departments.

Barstow Community College District is committed to equal opportunity employment and diversity in our staffing and recruitment processes. Strategic Priority 5 states that the College will strive to attract, retain and develop excellent employees. Strategic Goal IX states to sustain that priority is to implement practices to attract a diverse pool of highly qualified applicants for employment opportunities. Strategies and plans to maintain

these priorities and meet these goals are also identified in the District Equal Opportunity and Diversity Plan and in the District's Professional Development Plan.

Staffing Categories

A. Management:

- Educational Administrator: Management who have primary responsibility of directing and evaluating faculty, and who formulate policies and procedures regarding instructional and student services programs.
- Classified Manager: Management who have decision making authority in district/college operations, manage budgets, and supervise support staff.
- Interim Administrator/Manager: Management hired on a temporary interim basis not to exceed 2 years.

B. Confidential: Support staff who have access to district negotiation strategies and information.

C. Faculty:

- Tenured/Regular: Full time faculty who have achieved tenure status.
- Tenure Track/Contract: Full time faculty who are in probationary status and not yet achieved tenure.
- Temporary Faculty: Faculty hired on a temporary one semester or one year basis as full time.
- Adjunct/Part Time: Faculty hired on a temporary semester basis with a teaching assignment not to exceed 67% of a full time assignment.

D. Classified: Full time and part time support staff hired into classified service.

E. Other:

- Temporary Hourly: Employees hired on a temporary substitute or short term basis to perform classified work.
- Professional experts: Employees normally hired for their expertise in a specific area of instruction or special skill which is not certificated or classified work.
- Student worker: Students hired under the Federal Work Study or District Work Study program to assist faculty and support staff.
- Volunteer: A person who performs services for the district on a voluntary, unpaid, basis and is not an employee.

Responsibility and Authority

It is the goal of Barstow Community College District to be fully staffed with highly qualified and trained employees to meet the mission of the District and College, and to ensure student success. The general responsibilities for the effective implementation of this plan are set forth below.

1. *Superintendent/President*

The Board of Trustees entrust the Superintendent/President with the responsibility for the implementation of the Staffing Plan and for leadership in supporting the District's goal of maintaining a highly qualified and trained staff. The Superintendent/President plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution's purposes, size, and complexity.

2. *Chief Human Resource Officer*

The Superintendent/President has delegated responsibility to the Chief Human Resource Officer for the day-to-day responsibility of implementing the Staffing Plan. The Chief Human Resource Officer assists Administrators and department managers in determining staffing needs, development of new positions, assistance in identifying staffing needs due to reorganizing or restructuring work, reviewing vacant positions, and in the proper classification of work.

3. *EEO and Diversity Committee*

The EEO and Diversity Committee assists with the review of staff data and provides recommendations for strategies in ensuring compliance with the District's EEO and diversity goals while executing the Staffing Plan.

4. *Vice Presidents/Department Managers*

Each department manager and vice president are responsible for reviewing, determining and prioritizing the staffing needs of their areas of responsibility. These responsibilities are accomplished through the institutional planning process and the review of vacant positions.

Faculty Staffing Process

During the Program Review process each fall, academic divisions identify and request new positions and/or replacement positions based on program needs. The Institutional Effectiveness Committee (IEC) reviews all Budget Allocations Proposals (BAPs) and

forwards requests for faculty positions to Academic Senate for review and ranking by November each year. The Academic Senate reviews recent enrollment numbers, program needs, and related data before finalizing its recommendation to the Superintendent/President in December. The Superintendent/President makes the final recommendation to the Board of Trustees based on all the information forwarded by Academic Senate and any other pertinent information provided by the educational administrators and administrative cabinet. The goal is to have all faculty recruitments started in January for employment in the following academic year.

FACULTY		
Year	Total Authorized Positions	% Increase
2008–09	40	-
2009–10	40	0.00%
2010–11	39	-2.50%
2011–12	37	-5.13%
2012–13	34	-8.11%
2013-14	35	+2.9%
2014-15	36	+2.9%

PART-TIME FACULTY PROCESS

Student need assessed by placement results, fill ratios, wait-lists, student declared goals, counselor observation, graduation requirements, and budgetary factors are the primary drivers in determining the number and type of course sections offered each semester. After analysis of these data, the course sections are recommended by the deans to the vice president. The vice president reviews and approves the number of sections to be offered in each discipline. The course sections, in turn, drive the number of adjunct faculty hired for the semester. After consultation with lead full-time faculty, adjunct faculty are assigned. If additional adjunct faculty are needed, positions are posted and candidates interviewed. Human Resources will maintain an adjunct pool in each major discipline area to have a ready source of adjunct available for assignment.

CLASSIFIED/CONFIDENTIAL PROCESS

Vacated Positions

When a position becomes vacant, the area vice president determines whether it is in the best interest of the program/service to fill the position, or to establish a different position, or to reorganize the work and eliminate the position. Any decision not to fill a vacancy requires notification to CSEA within 60 days and to negotiate the effects as appropriate. The recommendation is then reviewed by Administrative Cabinet and approved/disapproved by the Superintendent/President.

Any reorganization or reclassification of a position must go through the participatory governance process and requires Board approval.

Proposed New Positions

During the Program Review process, departments identify and request new positions based on program/service area needs. The IEC then develops a ranked list that is determined by how well the department uses qualitative and quantitative data to align its request with the district's mission and strategic priorities. The ranking is then forwarded to the Budget and Finance Committee to determine available funds. Results are forwarded to the President's Cabinet to consider additional data. After the Cabinet completes its deliberations, the information is passed on to the President's Shared Governance Council. The Council makes its recommendation to the Superintendent/President who in turn makes a recommendation to the Board of Trustees if the Superintendent/President's decision is to move forward with the proposed new position.

CLASSIFIED STAFF			
Year	Total Authorized Positions	Total FTE	% Increase
2008-09	53	49	-
2009-10	50	45	-5.66%
2010-11	54	50.175	+8.00%
2011-12	54	50.175	0.00%
2012-13	57	53.425	+5.56%
2013-14	60	55.925	+5.26%
2014-15	55	51.975	-8.33%

Following the guidelines set in Title 5, section 59204 and education code, section 84362, the College uses West Kern CCD, Mendocino CCD, and College of the Siskiyous as our cohort group in the study of small college classified staffing trends. This data is used to determine if Barstow Community College is within the norms established by the cohort group.

MANAGEMENT PROCESS

Vacated Position

When a position becomes vacant, the area vice president makes a recommendation whether it is in the best interest of the department to fill the position, or to establish another position, or to reorganize the work to existing management. The recommendation is reviewed by the Cabinet and approved/disapproved by the Superintendent/President.

A reorganization or reclassification recommended by the Superintendent/President must be forwarded to the Board of Trustees for final approval.

Proposed New Position

During the Program Review process, departments identify and request new positions based on program or service needs. The IEC then develops a ranked list (described above) for consideration by the Budget and Finance Committee to determine available funds. Results are forwarded to the President’s Cabinet to consider additional data. After the Cabinet completes its deliberations, the information is passed on to the President’s Shared Governance Council. The Council makes its recommendation to the Superintendent/President who in turn makes a recommendation to the Board of Trustees.

MANAGEMENT/CONFIDENTIAL		
Year	Total Authorized Positions	% Increase
2008–09	23	-
2009–10	21	-8.70%
2010–11	20	-4.76%
2011–12	25	+25.00%
2012–13	22	-12.00%
2013-14	21	-5.54%
2014-15	23	+9.52%

Following the guidelines set in Title 5, section 59204 and education code, section 84362, the College uses West Kern CCD, Mendocino CCD, and College of the Siskiyous as our cohort group in the study of small college administrative staffing trends. This data is used to determine if Barstow Community College is within the norms established by the cohort group.

MODIFIED PROCESS DUE TO REORGANIZATION, LACK OF FUNDS, AND/OR LACK OF WORK

When a management or classified vacancy occurs during a period of reorganization, or there is a lack of work or funds, the area vice president will review the department need and make a recommendation to Administrative Cabinet and the Superintendent/President on how to proceed. The following are possible options:

Option 1: Work is reassigned to another area/employee under the scope of the vice president. CSEA must be notified and provided an opportunity to negotiate the effects if the reassignment of work is permanent and it is a classified position.

Option 2: Work is completed by a short-term professional expert or interim manager for a period not to exceed two years for management positions. For classified vacancies, contract language must be followed which states that vacant positions can only use substitutes for 60 days unless an extension is mutually agreed upon with CSEA or otherwise defined in the CSEA CBA.

Option 3: Work is discontinued. CSEA must be notified within 60 days if a vacant position is eliminated due to lack of work.

Option 4: Position is reduced due to lack of work or funds. The decision to reduce a vacant classified position requires notification to CSEA and an opportunity to negotiate the effects.

Option 5: Reorganize the work. Move the work previously performed by this position to other existing positions or new positions through a reorganization and/or reclassification. Any reorganization which effects classified positions must be negotiated with CSEA.

REORGANIZATION

Reorganizations must be done whenever there is a significant change in organizational structure, function, or responsibility.

Reorganizations are normally initiated by the department manager who has identified a need to restructure his/her department based on the work that needs accomplished and to keep current with the changes in higher education. As some examples, this need could be to move certain positions around in or out of the department, reclassify the work due to a change in department responsibilities, or simply to align functionality where it is most efficient and effective.

A reorganization plan consists of a summary description, rationale, effects on current staff, budget impact, and proposed organizational chart. New positions as part of a reorganization will require a job description.

STAFFING PLAN REVIEW

The EEO & Diversity Committee will evaluate the Staffing Plan each fall to ensure it is meeting the goals and strategic priorities of the District. The Committee receives from the Institutional Effectiveness Committee trends in staffing and staffing requests from the annual Program Reviews and uses this information in considering recommendations. Also, the review will identify the strengths and weaknesses of the plan and the committee will recommend appropriate adjustments. Any revision to the Staffing Plan must go through the participatory governance process.

NOTES

The approval of the Board of Trustees must precede the establishment of and recruitment to fill any new position, per Board Policies 7110 and 7120. A Position Request form and Position Justification form must be completed and have the appropriate approval signatures before proceeding with the recruitment process. The posting of existing vacant positions does not need Board approval.

An exception to the program review process is allowed for new management positions established through categorical/grant funding or in an emergency fill situation, however, the positions must still be Board approved.

The Board recognizes that diversity in the academic environment fosters cultural awareness, promotes mutual understanding and response, and provides suitable role models for all students. The Board is committed to a hiring and staff development process that support the goals of equal opportunity, diversity and provide equal consideration for all qualified candidates. Board Policy 7100.