

Non-Instructional Program Review Template

What is a Non-Instructional Program?

Non-instructional programs represent all Administrative and Business Services, Student Services, and non-instructional Academic Affairs areas at BCC.

Non-Instructional Program Name

Please indicate the program name: Human Resources & Payroll

Academic Year: 2025-2026

Name(s) of Submitter(s): Rocio Chavez, Lakiesha Lewis, Paulette Pereira, Barbara Rose, Martha Avalos, Sijuan Cantrell

I. Area Description

The purpose of this section is to provide the reader and/or reviewer with a brief snapshot of the area. This section should be kept short, a few paragraphs at the most, and address the following:

A. What is the area mission and how does it support the institutional mission?

Our mission is to attract, develop, support and retain a diverse and talented workforce that reflects the communities we serve and advances student success. We support BCC's mission by attracting and retaining qualified employees ensuring equitable and accurate compensation, promoting practices that create a welcoming environment that includes training and professional development opportunities, while ensuring compliance and fair practices, meeting contractual and legal obligations, and promoting a healthy work culture.

B. What is the area vision and how does it support the institutional vision?

Our vision is to be a trusted, strategic partner and a model of excellence in human resources and payroll services. We envision a workplace culture rooted in equity, integrity, collaboration and continuous growth that supports the success of employees and students.

C. Please provide a short area description:

We provide comprehensive services that support the recruitment, development, and retention of a diverse workforce. We oversee recruitment and selection processes, labor & employee relations, collective bargaining, benefits, payroll, classification and compensation, professional development, compliance, leaves, unlawful discrimination complaints and other related services.

Our team is committed to excellence and to foster an inclusive and supportive work environment.

D. How does your area align to and/or support one or more of the following BCC Strategic Priorities?

We align to and support BCC Strategic Priorities by implementing inclusive hiring practices, supporting professional development, promoting a workplace culture that prioritizes respect, ensuring fair and timely compensation and by utilizing data to identify opportunities to improve workforce diversity and equity. We support access to relevant learning opportunities and coordinate the completion of performance evaluations. We promote operational excellence through effective communication strategies, including cross-training employees, conducting annual process audits, and holding departmental meetings to foster accountability within the team. We maintain an open-door policy that encourages employees to voice their employment-related concerns, ensuring a supportive and transparent work environment.

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- Innovate to Achievable Equitable Student Success
 - Ignite a Culture of Learning and Innovation
 - Build Community
 - Achieve Sustainable Excellence in all Operations
-

II. Area Effectiveness

The purpose of this section is to evaluate the area holistically by reviewing and analyzing data within the context of serving the area's internal and external customers, helping students reach their goals, and furthering the mission of BCC.

For each item below, review the data provided. As you examine the data, be on the lookout for trends and outliers.

Provide a short analysis (2-3 sentences) for each item. If data are not available (i.e., student satisfaction surveys), please indicate that on the form.

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Customers

Demographics of internal and external customers – who do you serve?

Internal Customers: all employees

External Customers: applicants, and the community at large

Policies and Process Response

What recent changes in policies, procedures and processes have impacted or will impact your Service Area or Administrative Unit (BCC BP/AP; Federal, State & local regulations; guidelines). Describe the effect the changes or updates in policies and processes have had on the unit.

New Equal Employment Opportunity Certification effective 2024 – use disaggregated applicant data to identify barriers and improve EEO efforts.

Changes in Title IX – review Title IX procedures and work with Student Services to ensure compliance with changing regulations.

AP 7261 Remote Work <https://go.boarddocs.com/ca/bccd/Board.nsf/goto?open&id=DFM2KV029D0A> - implementation

Workplace Violence Prevention Plan (SB 553) – once the plan is finalized by the Safety Committee, HR will incorporate the plan into new employee orientation and ongoing training.

CalPERS and CalSTRS reporting and audits – continuous training for staff for staff who handle employment status changes and special assignments.

What in-house policies, procedures, and processes need to be updated, created, or deleted?

Human Resources Administrative Policies and Procedures need to be updated

HR and Payroll processes need to be reviewed, streamlined and automated, including leave entry, timecards, application review, contract generation which all require heavy manual work.

Collaboration with Other Areas Response

What areas and/or administrative units are integral to the work of your area and why? Please provide examples of collaborating with other areas on projects, process improvement, etc.

Academic Affairs, Student Services, Administrative Services. Examples include:

Working on streamlining and updating processes and forms and consulting with stakeholders to receive input for improvement, e.g.,

Bi-monthly meetings with HR, Payroll, Fiscal Services, President's Office and Budget to ensure approved board items are promptly implemented.

What other areas have you worked with? Please provide examples of collaborating with other areas on projects, process improvement, etc.

Research (planned climate survey in fall 2025)

Bargaining Units (MOUs with CSEA and BCFA)

Hiring Managers (recruitment, evaluations, training, employment related concerns)

What other areas do you want or need to work with more and why?

We would like to work with Application Services and prioritize HR and Payroll projects such as BDM, timesheets and forms.

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Staffing

Area Organization – state any changes in past few years

Payroll has recently merged with the human resources department.

Please list any professional development that staff has participated in (Standard 3.2)

ACHRO, NeoGov, Chronicle of Higher Education, DISC Training, internal procedures training, CASBO Payroll Essentials, CalPERS, CalSTRS and COMPASSedu and County of San Bernardino training.

Please list any professional development staff would benefit from (Standard 3.2)

Office Suites training, CASBO, ACHRO, NeoGov, County of San Bernardino Training for different applications, legal compliance, internal office procedures training.

Do staff receive an annual employee evaluation on a regular basis (Standard 3.3)? If no, please explain.

There has been high turnover in the VP of HR position which prevented the staff being evaluated regularly. HR has been back on track with evaluations starting 2025.

Is the staffing within the department sufficient to meet all responsibilities in a timely manner and support internal and external customers adequately (Standard 2.7)?

As there have been multiple changes within the last year, resignations, retirements, new employees, it appears that once all positions are filled, staffing may be sufficient to maintain essential operations. Temporary assistance may be needed in specific areas to meet strategic goals.

Area Effectiveness Data and Analysis

Satisfaction Surveys

A Campus Climate Survey is scheduled to take place during fall 2025. It will include staff and students.

Audits, project tracking, etc.

Yearly audits occur in the Fiscal Services department which include payroll and human resources audits. Pay items, backup documents, I-9s, salary placements, leaves, etc. HR also is in charge of the EEO Plan and Professional Development plan which have yearly goals to meet.

Student Equity Data

Specifically discuss any equity gaps that have surfaced in the data. What innovative plans or projects will help to close these gaps?

n/a

Institution-set Standards

If applicable, reflect on how the department/unit assists the college in reaching the institution-set standards and stretch goals. What innovative plans or projects will help to address any deficiencies.

Click or tap here to enter text.

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Other Supporting Data (Qualitative or Quantitative)

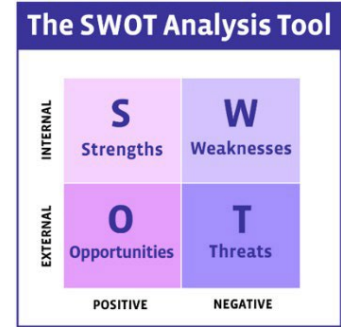
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SWOT Analysis

Conducting a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) is another tool that can help areas evaluate themselves. The SWOT Analysis not only looks internally, but externally as well.

The SWOT Analysis provides a way for areas to highlight their accomplishments and also identify possible gaps or issues that need to be addressed.



	Positive/ Helpful	Negative/ Harmful
Internal	STRENGTHS Dedicated, resourceful and knowledgeable employees Centralized HR and Payroll coordination Commitment to DEI Responsive to legal mandates and operational changes Service oriented mindset	WEAKNESSES Manual processes and workflows that need improvement Lack of integrated onboarding and performance management systems Limited capacity for specialized functions Inconsistent processes, documentation and data tracking
External	OPPORTUNITIES Regulatory changes EEO support from CCC system Technology upgrades (document management, time cards, absence reports, contracts, etc.) Collaborate with internal and external agents for continuous improvement, including recruitment, retention, compliance and training	THREATS Regulatory uncertainty Growing legal complexity Recruitment challenges High turnover (particularly administration) Not all operations are standardized Changing employee expectation Private space needed for confidential issues such as: interviews, investigations, etc.

III. Goals and Service Area Outcomes (SAOs)/Administrative Unit Outcomes (AUOs)

The purpose of this section is to use data to develop goals, expected SAOs/AUOs for the next three years,

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and to reflect upon goals and outcomes from the previous cycle

You should reflect on and incorporate the responses from all the previous questions and the SWOT analysis into this section.

As you develop goals and outcomes:

- a. formulate **two to three goals with an expected outcome for each** that will help maintain or enhance program strengths or will act as an intervention to an identified weakness (cite evidence from assessment data and/or other area effectiveness data).
- b. indicate the **status** of the SAO/AUO (ex: is the goal or outcome new, a carry-over from the previous program review cycle, etc.)
- c. indicate how each goal and outcome are **aligned** with the College's [Strategic Priorities](#).
- d. indicate how each goal and outcome are **aligned** with the [Pillars of Guided Pathways](#).
- e. List at least one **action/strategy** for each goal/outcome.
- f. Explain how you will **measure** the goal/outcome.
- g. List any **resources** that will be needed to achieve the goal/outcome

GOAL #1

NeoGov – Implementation of onboarding and evaluation modules

Expected Service Area Outcome/Administrative Unit Outcome

The expected outcome is to improve onboarding efficiency, enhance new employee experience, increase compliance, record accuracy and reduce administrative workload.

A. This Goal/Outcome is

- ☐ New
- ☒ Continued
- ☐ Modified

If modified please list how and why.

Click or tap here to enter text.

B. Alignment to BCC Strategic Priority (Select at least one but choose all that apply)

Strategic Priority 4: Achieve Sustainable Excellence in all Operations

Choose an item.

Choose an item.

Choose an item.

C. Relationship to Guided Pathways

- ☐ Clarify the Path
- ☐ Entering the Path
- ☒ Staying on the Path

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☐ Support Learning

D. Please list actions/strategies for achieving this goal/outcome.

HR to meet with NeoGov to review steps for implementation, including training, responsibilities and timeline for completion under the guidance of a NEOGOV customer service manager.

E. Briefly explain how you will measure the goal/outcome.

New employees will complete onboarding online in a timely manner and evaluations will be completed more consistently and on time. We will measure the number of onboarding packets completed within a specific number of days and time-on-task comparison before and after automation. We will measure the number of evaluations submitted by the due dates, and availability of records for each evaluation cycle.

F. Please list resources (if any) that will be needed to achieve the goal/outcome.

NEOGOV to provide service and guidance for implementation, assistance from programmers and possible temporary employee to assist with data cleanup.

GOAL #2

Banner Document Management – Personnel Files

Expected Service Area Outcome/Administrative Unit Outcome

Comprehensive document management system

G. This Goal/Outcome is

☐ New

☒ Continued

☐ Modified

If modified please list how and why.

Click or tap here to enter text.

H. Alignment to BCC Strategic Priority (*Select at least one but choose all that apply*)

Strategic Priority 4: Achieve Sustainable Excellence in all Operations

Choose an item.

Choose an item.

Choose an item.

I. Relationship to Guided Pathways

☐ Clarify the Path

☐ Entering the Path

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☒ Staying on the Path

☐ Support Learning

J. Please list actions/strategies for achieving this goal/outcome.

Employee personnel files will be securely stored and maintained electronically in accordance with legal requirements. We will review and update inventory of paper documents and documents that have been scanned, categorize documents, work with the applications team to create a timeline for project, hire short-term assistance to append a records retention and document retrieval practices.

K. Briefly explain how you will measure the goal/outcome.

The goal would be to have all active files digitized (100%). It would be measured by the percentage of active personnel files that will be digitized and accessible.

L. Please list resources (if any) that will be needed to achieve the goal/outcome.

Assistance from Application Services is needed for set up and to ensure proper titles and security of the documents. Internal training will be needed to update the process of storing and retrieving documents. Temporary help would be needed to scan files.

GOAL #3

Automate Timesheet Reporting

Expected Service Area Outcome/Administrative Unit Outcome

Implement automated timesheets

M. This Goal/Outcome is

☒ New

☐ Continued

☐ Modified

If modified please list how and why.

Click or tap here to enter text.

N. Alignment to BCC Strategic Priority (*Select at least one but choose all that apply*)

Strategic Priority 4: Achieve Sustainable Excellence in all Operations

Strategic Priority 4: Achieve Sustainable Excellence in all Operations

Choose an item.

Choose an item.

O. Relationship to Guided Pathways

☐ Clarify the Path

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- ☐ Entering the Path
- ☒ Staying on the Path
- ☐ Support Learning

P. Please list actions/strategies for achieving this goal/outcome.

Conduct needs assessment and review with Application Services to select and configure automated timesheets. Pilot timesheets before launching. Develop instructions for supervisors and employees. Review for accuracy, and make any necessary adjustments to the workflow.

Q. Briefly explain how you will measure the goal/outcome.

Accuracy of completion, reduce number of error, reduce processing time, improve employee satisfaction.

R. Please list resources (if any) that will be needed to achieve the goal/outcome.

Internal project lead, support from IT/Application Team, possibly consultants, software system that integrates with payroll systems.

Previous Goals/Outcomes

Were any outcomes discontinued or completed? Please speak to outcomes you are not carrying forward from the previous program review cycle and discuss why.

[Click or tap here to enter text.](#)

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IV. Resource Requests

Did you receive any resources over the last cycle? Did the funding of resource(s) have the positive changes the discipline or program was looking for?

n/a

What does the area need to meet its goals and outcomes? Resource requests should be evidence-based and tied to goals and objectives stated above.

Resources may be requested from the following categories:

- a. Personnel/Staffing*
- b. Technology Resource*
- c. Facilities Resource*
- d. Professional Development*
- e. Other*

For all resource requests departments/areas should utilize the Budget Allocation Proposal form and submit with their program review.

Goal/ Outcome #	Resource Required	Estimated Cost	BAP Required? Yes or No	If no, indicate funding source
1	NEOGOV assistance and short-term assistance	TBD	No	EEO funding
2	Short-term assistance	TBD	No	General
3	Software	TBD	No	\$6,0000-\$18,000 yr (estimate)
4	Facilities Resource (Conference Room/Meeting Space)	TBD	No	General

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