

Departmental Program Review Report

The information below is required to be completed for all departments for the Departmental Program Review Report.

- 1. Provide a brief summary of your department's operations and any significant changes since the last Program Review. Highlight the major duties and responsibilities of your staff in servicing the district and the colleges, along with the number and types of staff in your office. State how your department supports other administrative and academic units. Include a link to your department's current organization chart.**

The Office of Human Resources (HR) continues to play a pivotal role in advancing the mission of the Chabot-Las Positas Community College District (CLPCCD) through responsive, equitable, and transparent human resources services. HR supports Chabot College, Las Positas College, and District Services by leading recruitment, classification and compensation, benefits administration, labor and employee relations, and compliance initiatives across the organization.

The department remains focused on fostering an inclusive and supportive workplace culture that upholds diversity, equity, inclusion, accessibility, and belonging (DEIAB).

Key Functions:

- Recruitment, selection, and onboarding of employees across all classifications.
- Classification, compensation, and HRIS data management.
- Labor and employee relations, including negotiations and contract administration.
- Benefits, leaves, and workers' compensation.
- Equal Employment Opportunity (EEO), Title IX, and complaint resolution.
- Training, professional development, and compliance oversight.

Organizational Structure:

The Office of Human Resources is led by the Vice Chancellor of Human Resources, supported by an Executive Assistant and two directors, the Director of Human Resources and the Director of Employee and Labor Relations, each staffed with specialized classified professionals – Human Resources Technician (1), Human Resources Specialist (1), Human Resources Analyst (2), and Benefits Specialist (2). As of the September 2025 payroll records, the Office of Human Resources supports approximately 1,765 District employees with 10 HR FTEs, resulting in a ratio of roughly 1 HR employee per 177 employees. This reflects a lean HR structure compared with national benchmarks (commonly 1 HR per 75–100 employees per Bloomberg BNA and SHRM analyses), highlighting the department's efficiency and workload intensity.

Significant Change for 2025–2026:

A key development is the establishment of a new Internal Investigator position, adopted by the Board of Trustees on October 21, 2025, and anticipated to be filled in early 2026. The role strengthens the District's capacity to manage internal investigations related to discrimination, harassment, retaliation, and Title IX matters with impartiality and timeliness. This addition is expected to reduce external legal investigation costs, staff time and consequential costs, and shorten case resolution timelines.

<https://www.clpccd.org/hr/files/docs/misc/HrOrgChart04012025.pdf>

2. Discuss generally the way in which the department serves and contributes to achievement of the District Mission and Vision, including academic excellence and student success (directly and/or indirectly).

The Office of Human Resources (HR) advances the Chabot-Las Positas Community College District's mission and vision by building and sustaining an equitable, inclusive, and high-performing workforce that directly supports student success. In alignment with the 2025 Strategic Leadership Team Goals, HR operationalizes the Vice Chancellor's annual goals across all HR functional areas, ensuring the District's human capital strategy drives excellence, accountability, and access.

HR supports student achievement and educational equity indirectly by recruiting, developing, and retaining a diverse workforce that reflects and serves the District's communities. By ensuring compliance with the District's Equal Employment Opportunity (EEO) Plan and maintaining up-to-date DEIAB practices, HR helps foster inclusive hiring processes and equitable treatment of employees—key elements that strengthen the student learning environment and institutional culture.

The department's commitment to continuous improvement and compliance aligns with remaining current on legal, procedural, and contractual updates and to ensure institutional adherence to state and federal requirements. HR provides proactive and on-going guidance to administrators to mitigate risk, support equitable decision-making, and enhance operational transparency.

In addition, HR contributes to the District's fiscal integrity and accountability through careful oversight of compensation structures, position control, and personnel budgeting, ensuring that staffing decisions are strategic, data-informed, and sustainable.

Through professional development, policy compliance, and the implementation of modernized systems (such as Banner Self-Service), HR enhances the employee experience and operational efficiency. This integration of people, systems, and equity practices positions the Office of Human Resources as a foundational partner in the District's academic and strategic priorities.

3. State how your department has supported the Board Priorities.

The Office of Human Resources strategically aligns its operations and initiatives with the 2025–2026 Board Priorities, emphasizing equity, workforce excellence, and responsible stewardship across the District.

Priority #1 – Diversity, Equity, Inclusion, Accessibility, and Belonging (DEIAB)

HR leads the implementation of the District's Equal Employment Opportunity (EEO) Plan and supports DEIAB initiatives district-wide. This includes mandatory anti-bias and inclusive hiring training, diversifying applicant outreach, and maintaining procedural fairness and timeliness in investigations and grievance processes.

Priority #2 – Workforce Development and Skillset Advancement

HR supports professional growth by expanding leadership, compliance, and equity-based training programs for administrators, faculty, and classified professionals. The department's modernization efforts which include the use of the State Chancellor's Office Vision Resource Center and Keenan Safe Colleges platform equip employees with skills for continuous improvement and efficiency.

Priority #3 – Student Basic Needs

HR partners with the colleges to reinforce staffing and evaluation structures in an effort to improve support plans that meet the basic needs of all students.

Priority #4 – Fiscal Stewardship and Resource Equity

HR ensures cost-effective management of salary, benefit, and labor expenses through data-informed position control and process automation.

Priority #5 – Attraction, Retention, and Mentorship

Through equitable recruitment practices, streamlined hiring processes, and professional development programs, HR strengthens the District's capacity to attract and retain a workforce that reflects the diversity of its student population and community.

Priority #6 – Student Success and Academic Excellence

By building a high-performing, inclusive workforce and improving operational transparency, HR directly supports the District's mission to promote student access, persistence, and achievement. Every initiative creates opportunities for reviewing and assessing policies, procedures, and collective bargaining agreements which result in enhancing college and district services and the student learning experience.

4. Identify key internal and external environmental factors and expectations, including those from funders and regulators, which impact the department's operations.

HR operations are shaped by several dynamic factors:

- Legal and Regulatory Expansion: Increased state and federal compliance obligations (Title IX, FEHA, ADA).
- Operational Volume: Over 10,300 personnel actions processed in FY 2024–2025 and complex case management.
- Labor Relations Complexity: Ongoing negotiations, grievances, and policy updates with multiple bargaining units.
- Technology Modernization: Continued rollout of Banner Self-Service and data modernization.
- Equity and Transparency: Continued emphasis on DEIAB and data-driven analysis through EEO report data.

5. Identify areas for improvement, and any areas of change or growth.

The Office of Human Resources remains committed to continuous improvement and strategic transformation to meet the District's evolving needs. As the HR landscape becomes increasingly complex with heightened regulatory requirements, DEIAB integration mandates, and workforce

modernization expectations, the following areas have been identified for focused improvement and growth in 2025–2026:

- **Embed DEIAB Across All HR Systems:** Expand integration of DEIAB principles into recruitment, onboarding, evaluation, and retention processes to ensure fair and inclusive employment practices. Continue monitoring and reporting on the District's EEO Plan implementation and outcomes.
- **Redesign HR Operations for Responsiveness and Accountability:** Modernize internal workflows, documentation, and communication to promote timely service delivery, transparency, and consistency. Build a stronger culture of trust and accountability across the District through predictable processes and clear follow-through.
- **Enhance Recruitment and Retention Strategy:** Align job analyses, outreach, and candidate assessment with Board diversity goals. Strengthen the District's ability to attract and retain top talent through proactive succession planning, equitable hiring, and professional development pathways.
- **Develop Leadership and Mentorship Pipelines:** Continue the CLIP cohorts and expand professional growth opportunities for employees to support professional success, leadership readiness, and succession planning.
- **Strengthen Evaluation and Performance Management Systems:** Partner with the colleges and district services to ensure evaluation cycles are timely, consistent, and aligned with institutional goals for continuous improvement and student success.
- **Maintain Compliance and Operational Integrity:** Continue full compliance with labor law, Title 5, and state and federal regulations to maintain alignment with current legislation.
- **Enhance Employee Communication and Engagement:** Expand HR communication channels, including HR roadshows, newsletters, and committee engagement, to strengthen transparency, collaboration, and understanding of HR processes district-wide.

These improvement areas collectively position HR to strengthen institutional capacity, uphold equity and compliance, and sustain a supportive environment that attracts, retains, and develops a workforce dedicated to advancing the District's mission of educational excellence and student success.

6. **Discuss two or three projects/activities that you are planning to undertake that promote innovation and productivity, and overall service improvements. Briefly outline the steps you are going to take to get there, and how these projects consider best practices associated with improved quality.**

Project 1: Internal Investigations Program

Objective: Establish a centralized, consistent, and transparent process for employee and workplace investigations.

Steps:

1. Onboard the Internal Investigator.
2. Develop standardized protocols for intake, tracking, investigating, and reporting.
3. Conduct district-wide training in an effort to alleviate complaints.

Outcomes: Enhanced communication, reduced reliance on external investigative resources, and improved resolution timelines.

Project 2: Inclusive Recruitment and Retention Initiative

Objective: Advance equitable hiring and retention practices that reflect the district's DEIAB goals and strengthen workforce diversity and engagement.

Steps:

1. Assess job postings and outreach materials to ensure inclusive language and targeted recruitment in underrepresented communities.
2. Partner with district-wide stakeholders to embed DEIAB into screening, interview, and evaluation processes.
3. Partnering with the colleges and district services, develop a retention toolkit which incorporates professional development opportunities and programs, employee surveys, and data tracking to monitor employee satisfaction and trends.

Outcomes: Increased workforce diversity, improved employee retention, and alignment with the board priorities.

Project 3: Leadership Development and Organizational Culture Enhancement

Objective: Build leadership capacity and strengthen a culture of trust, communication, and accountability district-wide.

Steps:

1. Continue CLIP cohorts and expand professional development offerings for employees.
2. Implement professional development opportunities that support leadership succession and role readiness.
3. Conduct district-wide "HR Roadshows," publish HR newsletters, and facilitate cross-departmental dialogues to increase transparency and engagement.

Outcomes: Enhanced leadership readiness, improved morale, and a more connected organizational culture that supports innovation and continuous improvement.

Personnel Resource Request [Acct. Category 1000 and 2000]

Use this section only to request new or augmented personnel resources for administrative or classified professionals. Do not include requests for professional development, contract services, or other non-personnel costs.

Purpose: Identify and explain additional staffing needs to advance your service area's goals and improve service delivery beyond current funded levels.

- 1. Position Request and Rationale: Provide details, including job title, classification, percentage of FTE, whether the request is new or an augmentation of existing resources, and the relative cost of the position.**

Position: Internal Investigator (New Classified Management Position)

Appointment: Early 2026

Reporting To: Vice Chancellor of Human Resources

Rationale: The District's investigative workload requires specialized expertise to ensure fairness, neutrality, and compliance. Establishing an Internal Investigator will reduce the District's dependence on external investigators, resulting in ongoing cost savings and faster case resolution.

In-house capacity also improves consistency, preserves institutional knowledge, and strengthens the District's ability to manage workplace and Title IX complaints efficiently and equitably.

Estimated Cost: \$203,068 (salary + benefits)

Funding Source: General Fund

- 2. How does your request align with the information provided in your Departmental Program Review? Explain how this request supports your program goals, student success, service delivery, or other outcomes noted in your Program Review.**

This position directly supports college and district goals for equity, compliance, and accountability, strengthening alignment with Board Priorities. It enhances HR capacity to manage sensitive complaints internally and ensures fairness, timely resolution, and institutional trust.

Supplies Augmentation Request [Acct. Category 4000]

Please list additional/augmented funding requests for categories 4000. Do NOT include conferences and travel, which are submitted in the next section. Justify your request and explain in detail the need for any requested funds beyond those you received this year.

NOTE: Only use this form to add new requests to augment the current department budget.

- 1. Supplies Request and Rationale:**

Office build for the new Internal Investigator position within the identified HR Team Room. The build will include a desk module, chair, and standard office setup consistent with existing HR and District Office designs. This one-time office build utilizes existing space, with an estimated cost derived from overall savings achieved by establishing an Internal Investigator position to conduct investigations in-house rather than through external contracts.

Estimated Total Cost: \$7,800 for new furniture, or \$2,000 or less if existing furniture is relocated and repurposed.

- 2. How does your request align with the information provided in your Departmental Program Review?**

This request supports the addition of the Internal Investigator position outlined in the Program Review and ensures adequate workspace within HR to maintain efficiency, confidentiality, and accessibility. The office build aligns with departmental goals to modernize operations, improve workflow, and strengthen HR's capacity to manage internal investigations and compliance functions effectively.

Contract Services, Conference & Travel Augmentation Requests [Acct. Category 5000]

Use this section to request augmented funding for contracts & services and conference attendance. List or describe proposed contracts and services. For conferences/training programs, include available specific information on the name of the conference and location. Your rationale should discuss connection to the District Strategic Plan goal.

NOTE: Do not include existing Contract Services, Conference & Travel within your department budget on this form. Only use this form to add new requests to augment the current department budget.

1. Listing/Description and Rationale for Contracts and Services:

N/A

2. Listing and Rationale for Conferences and Travel:

N/A

3. How do these requests support the results and future directions in your departmental program review?

N/A

Technology Requests [Acct. Category 6000]

Please list computer and technology hardware and software requests including instructional technology and infrastructure, as relevant.

IN ADDITION TO THE TECHNOLOGY PURCHASE COSTS FOR THE HARDWARE AND SOFTWARE, INCLUDE ANNUAL MAINTENANCE COSTS AS A SEPARATE LINE ITEM TO PROVIDE THE "TOTAL COST OF OWNERSHIP" (TCO).

NOTE: Do not include existing Technology within your department budget on this form. Only use this form to add new requests to augment the current department technology, infrastructure, and budget.

1. Summary of request and rationale. Explain how this request correlates with the findings of your departmental program review:

Technology resources are needed to support the new Internal Investigator position, including a computer/laptop, webcam, speakers, and standard peripherals for secure virtual meetings and case documentation. In addition, installation of a flat-screen monitor in the Office of the Vice

Chancellor of Human Resources will improve efficiency and clarity during collaborative meetings and labor relations and negotiation activities.

This technology request aligns with the department's goals to enhance operational efficiency, compliance, and service delivery through modernization and automation. The Internal Investigator position directly supports HR's commitment to equity, accountability, and timely resolution of employee matters, as outlined in the Program Review. Providing appropriate technology ensures the investigator can securely conduct virtual interviews, manage digital case files, and uphold confidentiality in accordance with DEIA and legal standards.

The flat-screen monitor for the Vice Chancellor's office will further strengthen collaboration and communication during meetings with labor partners and employees. It will facilitate clearer presentation of data, contract language, and case materials during negotiations and consultations, promoting transparency, informed decision-making, and consistent application of policies.

These one-time technology investments are offset by anticipated cost savings resulting from conducting investigations in-house rather than contracting with external investigators, improving turnaround time, confidentiality, and overall service delivery.

Estimated Total Cost: \$5,000