

**South Texas College
2005-2008 2nd Mid-Cycle
IE Report and Update of IE Plan for Year 3
Human Resources**

Guiding Principle **1. South Texas College will be a premier learning-centered higher education institution where student and community success are paramount.**

Strategic Outcome *1.1 Build a learning organization by cultivating a culture of evidence that demonstrates mission-focused, data-driven decision making*

Performance Indicator 1.1.7:	The human resources staff will make personnel and payroll decisions based on data through the successful implementation of the Human Resources modules in the Banner system.		Comments: Implementation was successful; use of new HR modules is an ongoing process with continuous upgrades
Action Plan: 1	HR Staff will train with Banner systems experts to learn new Banner system.	Status: IP	HR staff will meet with BANNER consultants to train on new HR process' on BANNER
Action Plan: 2	HR Staff will implement processes and procedures of Banner system to ensure capability of system change.	Status: Y	HR staff met with BANNER consultants to assess current procedures and suggest improvements
Action Plan: 3	HR Director will require two additional staff members and resources to ensure successful conversion to Banner system.	Status: N	Current staff handled conversion due to complexity of payroll and benefits
Action Plan: 4	HR will require additional staff to provide specialized training for faculty/staff.	Resources:	
Action Plan: 5	HR will utilize additional modules on BANNER to streamline all information	Resources: Additional training	
Action Plan: 6	Implement Workflow in BANNER to allow easier data access and data entry	Resources:	

Strategic Outcome *1.5 Exceed community and SACS expectations of a Level II baccalaureate degree granting institution*

Performance Indicator 1.5.2:	Human Resources will ensure quality documentation for faculty credentials.		Comments: Implementation of new software/system in process
Action Plan: 1	Faculty credentials will be reviewed and verified to ensure quality documentation.	Status: IP	Continuous process in HR
Action Plan: 2	Monitor that required official transcripts are received.	Status: IP	Continuous process in HR
Action Plan: 3	Ensure faculty roster meets prescribed requirements	Status: IP	Continuous process in HR
Action Plan: 4	XITRACS-new information management system for accreditation and compliance management will be	Resources: Additional training; data conversion	

implemented

Guiding Principle

2. South Texas College will serve as the cornerstone for the economic vitality of South Texas.

Strategic Outcome *2.1 Develop quality workforce education, innovations, and economic development, designed to exceed local industry standards and expectations.*

Performance Indicator 2.1.3:	Human Resources will work with the Partnership to implement effective written employment qualification standards for trainers.		Comments: In progress
Action Plan: 1	Constant review with the Partnership to ensure compliance with implemented standards and procedures.	Status: IP	New procedures are being implemented to require orientation attendance
Action Plan: 2	HR will work with Partnership to include Partnership hiring procedures in the hiring manual.	Status: IP	Procedures are being revised and are under review
Action Plan: 3	HR Benefits will implement online new hire orientation	Resources:	

Strategic Outcome *2.2 Actively partner in economic and community development*

Performance Indicator 2.2.2:	Continue to actively partner with United Way to promote partnership and community development.		Comments: Achieved Highest Contributions in RGV in 2006
Action Plan: 1	Actively campaign for charitable contributions to promote community development.	Status: Y	Strive to achieve greater contributions each year

Strategic Outcome *2.3 Demonstrate excellence in fiscal responsibility and accountability to the public and taxpayers*

Performance Indicator 2.3.1:	Auditing standards will be met by implementing the recommendations of the fraud and detection study.		Comments: Developed and implemented Policy and guidelines
Action Plan: 1	Human Resources will be pro-active in meeting auditing standards by implementing the recommendations from the fraud and theft detection study performed by consultant.	Status: y	
Action Plan: 2	Human Resources take corrective action on the recommendations from the internal auditors in the fraud survey report.	Status: y	
Action Plan: 3	Human Resources will complete the activities in the Action Plan developed to comply with SAS 99 recommended procedures regarding ethics and anti-fraud processes and controls.	Status: y	Developed and Implemented Policy and guidelines; respond to third party hotline
			Required ethics training is in

Action Plan: 4	Ethical standard training will be included in new hire orientation.	Status: IP	progress to be offered online as a second form of training
Performance Indicator 2.3.2:	Strengthen fiscal accountability by ensuring that the scope of services and areas to be audited are identified for the internal auditors and audits are performed on a timely basis with corrective actions implemented by Human Resources.		Comments: Audit requests are completed timely
Action Plan: 1	Human Resources will comply with all audit requests in a timely manner.	Status: Y	
Action Plan: 2	Audit recommendations will be reviewed and corrective actions necessary will be taken.	Status: Y	
Action Plan: 3	Fiscal year-end audits of leave will continue to ensure accurate reporting of leave	Resources: Timely reporting on TIMEFORCE	
Performance Indicator 2.3.3:	HR staff will support the enrollment audit by continuing to provide accurate reporting and maintain compliance with State reporting.		Comments: State reports are reviewed and completed timely
Action Plan: 1	HR staff will continue to adhere to careful review of all data entry, data output, and accurate reporting.	Status: y	
Action Plan: 2	IPEDS report will be prepared and completed in an accurate and timely manner.	Status: y	
Performance Indicator 2.3.5a:	Human Resources will be fiscally responsible by securing assets and data with inventory control and password access to data and reports.		Comments: BANNER generated employee ID numbers are used instead of SSN on HR documents.
Action Plan: 1	HR Staff will secure data with Banner systems' implementation of generated Employee ID's for employee records.	Status: NA	
Action Plan: 2	Benefits information will also comply with secured data.	Status: y	All benefits file labels have been revised to BANNER ID's instead of SSN's
Action Plan: 3	New medical ID cards with state-issued employee ID's will be issued to all benefit-eligible employees.	Status: NA	
Action Plan: 4	HR staff will continue to utilize the scanning software/system to reduce paper copy, and secure data on database with password protection.	Status: IP	
Action Plan: 5	HR will implement self service through employee portal which requires log-in to view payroll check stubs, w-2, leave balances	Resources: BANNER training	
Action Plan: 6	HR Benefits will implement online benefits information for new-hire review prior to attending required orientation	Resources:	
Performance Indicator 2.3.5b:	Human Resources will be fiscally responsible by implementing a time clock system for non-exempt employees college wide.		Comments: TIMEFORCE reports are generated and reviewed and verified against approved leave forms submitted

Action Plan: 1	HR staff will work with Business Office in implementing a timekeeping system which will ensure accurate reporting of time for non-exempt employees.	Status: Y
Action Plan: 2	HR staff will review TIMEFORCE capability for leave reporting of exempt employees	Resources: Training; Collaboration with Business Office

Performance Indicator 2.3.5c:	Human Resources will be accountable for implementing the retention periods and properly destroying records based on the records retention plan with the policy and procedures established by the College.	Comments: HR complies with retention periods of STC retention plan
Action Plan: 1	HR staff will continue to adhere to the records retention plan.	Status: y

Guiding Principle **3. South Texas College will foster an environment for the students and community to achieve a better quality of life.**

Strategic Outcome *3.3 Strengthen the personalized, student-centered environment*

Performance Indicator 3.3.3:	The quality and accessibility of student information throughout the College will be improved by developing and implementing a mandatory cross-training module for staff at all levels within the HR department.	Comments: Cross training is ongoing
Action Plan: 1	HR staff will set up cross-training sessions to improve quality and accessibility of information.	Status: IP HR is participating in the Ambassadors Cross-Training Program implemented by Professional Development Office
Action Plan: 2	An operating manual will be developed by each staff member.	Status: IP
Action Plan: 3	A cross-training session schedule will be developed and followed.	Status: IP
Action Plan: 4	Congratulatory email is sent to personnel who have experienced a position change.	Status: NA
Action Plan: 5	HR Orientation will continue to be required for all direct wage and workstudy employees	Resources: Additional HR staff
Action Plan: 6	HR will encourage educational advancement by implementing online departmental approvals of tuition waiver and tuition reimbursements	Resources: BANNER modules; Collaboration with IT, Admissions, and Financial Aid

Guiding Principle **4. South Texas College will nurture a culture where collaboration is valued and achievement is recognized.**

Strategic *4.2 Value one another*

Outcome

Performance Indicator 4.2.1:	Human Resource director will demonstrate appreciation and promote staff morale by recognizing contributions, performance and service of the employees.		Comments: Employee recognition is continuous
Action Plan: 1	Employee appreciation activities and special celebrations within the HR department will continue.	Status: IP	This is an ongoing activity
Performance Indicator 4.2.2:	An increasing percentage of faculty and staff will attend the Employee Recognition Ceremonies and will report greater levels of satisfaction with the College due to receiving a recognition award celebrating their accomplishments.		Comments: Collaborative effort that promotes goodwill and employee recognition
Action Plan: 1	Each department's staff will attend Employee Recognition Ceremonies and report greater satisfaction as a result of including more recognition awards to celebrate accomplishments.	Status: y	
Action Plan: 2	The Human Resources department will plan and conduct the Employee Recognition Ceremony to recognize and celebrate faculty and staff accomplishments.	Status: Y	2007 ERC scheduled for Nov'07
Performance Indicator 4.2.3:	HR Staff staff will foster a harmonious work environment and organizational culture by demonstrating and encouraging mutual appreciative respect, collaboration and collegiality.		Comments: Scheduled dates for team meetings completed; Banner meetings in progress
Action Plan: 1	HR team meetings have been implemented to discuss Banner.	Status: IP	
Action Plan: 2	Banner Team leaders will continue to keep staff informed.	Status: IP	
Action Plan: 3	Each staff member will refer to Banner Manuals available from Team Leader or on Banner Bookshelf.	Status: Y	Updates are loaded periodically by IT
Action Plan: 4	Team meetings will be scheduled on a monthly basis to review peer tasks and collaborate HR information.	Status: IP	
Action Plan: 5	HR "KUDOS" program will be implemented to recognize nominated faculty/staff for a job well done	Resources: Additional HR staff	
Performance Indicator 4.2.4:	Human Resources will work with the taskforce to develop recommendations for the faculty salary plan and identify resources necessary.		Comments: Completed
Action Plan: 1	HR will work with the taskforce to develop recommendations for the faculty salary plan.	Status: y	
Performance	Human Resources will initiate a feasibility study to incorporate		

Indicator 4.2.5:	incentives in salary plans for staff completing higher degrees, licenses, and certifications to be implemented by FY 06-07.		Comments: In progress
Action Plan: 1	Survey other community colleges to review their processes.	Status: IP	
Action Plan: 2	Analyze process for possible implementation.	Status: IP	
Action Plan: 3	Form a committee and develop recommendations.	Status: N	Under consideration pending review
Action Plan: 4	Compose another general compensation study for administrators, prof support, and classified staff	Resources:	

Strategic Outcome

4.3 Encourage and provide up-to-date professional development and skill enablement for faculty and staff

Performance Indicator 4.3.1:	Faculty and staff priorities and needs for professional development will be met by providing college wide training to each employee group.		Comments: Supervisor trainings are offered; HR How-To's in progress
Action Plan: 1	Human Resources will participate in professional development by obtaining speakers/trainers for all employee groups.	Status: N	Professional Development staff appoints speakers; HR may suggest speakers for break-out sessions
Action Plan: 2	Performance Evaluation training will be developed with specific Supervisor training on staff evaluations.	Status: y	
Action Plan: 3	Expand benefits training - implement Employee Assistance Program to assist Faculty/Staff	Resources:	
Performance Indicator 4.3.2:	The amount of time for faculty and staff to be made aware of changes in procedures will be reduced by providing awareness sessions or alert notices from Human Resources.		Comments: Ongoing process
Action Plan: 1	Faculty and staff will be made aware of changes in procedures by planning and conducting awareness and collaboration sessions and sending alert notices, email distributions, and mail outs as necessary.	Status: y	
Action Plan: 2	Employee Handbooks and Benefits Handbook will be revised as necessary and distributed to all employees.	Status: Y	Handbooks are revised as needed and provided in hard copy as well as online
Action Plan: 3	Banner training will be provided for all HR users.	Status: IP	
Action Plan: 4	Implementation of employee self-service module on BANNER; online NOES; implement Employee Assistance Program	Resources:	Additional training
Action Plan: 5	"Benefits Tidbits"-email updates of benefit information will be sent monthly to keep faculty/staff informed	Resources:	
Action	HR will provide annual or bi-annual "HR How-To"		

Plan: 6	sessions for employees	Resources:	
Action Plan: 7	Alert notice will be sent to Dept program chairs and faculty secretaries at beginning of each semester to stress due dates for all Overload and Adjunct NOE forms.	Resources:	
Performance Indicator 4.3.3:	Human Resources will conduct training sessions for supervisors on personnel issues, code of ethics, fraud awareness and procedures for reporting fraud.		Comments: Trainings have been implemented; ethics/harassment online training implemented
Action Plan: 1	Ethics training and fraud awareness will be implemented in the new-hire orientation.	Status: Y	Trainings have been implemented
Action Plan: 2	Ethics training will be implemented annually.	Status: IP	Training dates in progress
Action Plan: 3	IE training will be implemented in New Hire orientations.	Status: y	
Action Plan: 4	Ethics training will be expanded; implement specialized training for search committees; implement online NOE, online personnel requisition	Resources:	Additional HR staff
Performance Indicator 4.3.4:	Human Resources will conduct orientation sessions for new faculty and staff on College procedures, benefits, fraud awareness, ethics, safety, and other topics.		Comments: Benefits orientation continues to be offered for all new hires
Action Plan: 1	Continue and improve on new hire orientation with purchase of new training videos and materials.	Status: y	
Action Plan: 2	Continue to provide training annually for all benefit-eligible employees during open enrollment for benefits.	Status: y	Health carrier representatives attended Summer enrollment benefits presentations
Action Plan: 3	Implement online training sessions on harassment and online benefits information to better serve faculty/staff	Resources:	
Action Plan: 4	Implement additional benefits training and invite insurance representatives to present	Resources:	
Performance Indicator 4.3.5:	Human Resources will encourage professional development by processing requests for tuition reimbursements as per guidelines and policy.		Comments: Continuous collaborative review with Business Office
Action Plan: 1	Continue careful review and processing of tuition reimbursements in a timely and accurate manner.	Status: Y	Collaboration with Business Office accounting staff to ensure accurate tracking of reimbursements
Action Plan: 2	Track reimbursement maximums by keeping a separate database of reimbursements processed.	Status: y	Continuous process in HR
Action Plan: 3	HR will implement online department approvals of tuition reimbursement applications to assist in facilitating process	Resources:	Collaboration with other departments

*Strategic
Outcome*

4.4 Continuously improve faculty and staff satisfaction with the work environment

Performance Indicator 4.4.2:	HR Director will continue constructive feedback to employees to improve the quality of work in the form of oral and written communications or formal recognitions.	Comments: Continuous process
Action Plan: 1	HR Director will provide written communication directly to HR employees, via email, of constructive feedback and recognition.	Status: IP
Performance Indicator 4.4.3:	HR Director will continue to provide a quality work environment through team work and through recommendations developed in collaboration with each work unit.	Comments: HR continues to provide a quality work environment
Action Plan: 1	HR Staff is encouraged to provide suggestions for improvement for review by the HR Director.	Status: y
Performance Indicator 4.4.4:	Results from the faculty/staff surveys will indicate improved satisfaction with Human Resources and/or indicate areas that need improvement and will be included in the planning for the next biennium.	Comments: HR continues to provide excellent 'customer service'
Action Plan: 1	Human Resources will continue improvement of customer service. Staff will attend appropriate trainings.	Status: IP
Action Plan: 2	Encourage staff attendance of specialized training/conferences to expand knowledge in all areas of HR	Resources: Increased budget/Add'l HR Staff