

SANTA BARBARA CITY COLLEGE

February 6, 1984

ANNOUNCEMENT: To DCC/CPC



SUBJECT Modification of Assignment for David Williams, Jr.,  
Professor of Earth and Planetary Science

Dave Williams is completing his 28th year of teaching at S.B.C.C. During his tenure at this college, he has taught math, social science, chemistry, geology and art courses. In addition, he served several years as a Teacher-Coordinator, working out of the Instruction Office.

The past six to eight years Dave has experienced a number of set-backs related to his health. For these reasons his faculty teaching responsibilities will be reduced to half-time. The balance of his load will be released time assigned to the Instruction Office. The assignment will be as a staff resource position, reporting directly to the Dean of Instruction. The responsibilities will include data and statistical collection and analysis related to such areas as classroom utilization, enrollment projections, faculty and staff productivity, attrition and retention studies, budget projections, readiness, etc. i.e., most of those tasks he performed in his role as teacher-coordinator.

This assignment is intended to extend for a period of two and one-half (2½) years. Dave has indicated his intent to retire in June, 1986.

PH/jdm

CPC  
2/7/84

DEPARTMENT  
: FIVE-YEAR PLAN I-III  
' PERSONNEL DEPARTMENT

- I. OVERVIEW: A brief description of the department's major goals, significant factors influencing the department's plans, and implications of these factors with regard to these plans over the next five (5) years:

Due to the District's continuing fiscal constraints, it is anticipated that this five year period will be one marked by increased litigation, labor relation problems, and personnel activities with the Personnel Office experiencing a corresponding increase to its workload and responsibilities. During this five year period, it will be the objective of the Personnel Office to provide a professional personnel management program and to meet the changing legal and personnel needs of the District. Achieving this objective will require a responsive and knowledgeable personnel staff and the ability to increase its productivity. Essential to this process will be vastly improved data processing services, adequate Personnel Office staffing and a commensurate budget to operate the office at a professional level. Increased activity and responsibility will be seen primarily in the following areas:

1. COLLECTIVE BARGAINING

During this period, at least one multi-year contract and two salary/benefit "openers" will be negotiated. Attention will be given to these areas: Negotiations and preparation for negotiations; unfair labor practices; impasse procedures, training; PERB decisions regarding scope of representation, organizational security; positive communication with CSEA.

2. LEGAL

Litigation (writ of mandate)  
Superior court  
Disciplinary actions (certificated and classified)  
Workers' compensation (hearings, preparation, litigation)

3. LAYOFF/REDUCTION IN - FORCE

Legal review  
Preparation of accurate and legal layoff/seniority lists  
Hearings/legal representation  
PERB and court decisions

4. DATA PROCESSING

Implementation of Pertaine Personnel Data Base system  
On-line access and input  
Training  
New equipment

5. AFFIRMATIVE ACTION

- a. Increase in discrimination complaints as a result of reduction-in-force and limited job opportunity.
- b. Development of utilization and work force analysis and new affirmative action goals and timetables in accordance with Chancellor's office requirements.
- c. Investigation of discrimination complaints in accordance with AB803 requirements and development of appropriate procedures.
- d. Development of affirmative action District statistics and revision of hiring policies.

6. SALARY AND BENEFIT NEGOTIATIONS

Committee recommendations  
Staff survey support and analysis  
Open enrollment  
Training

7. RETIREMENT INCENTIVE PROGRAM DEVELOPMENT

Retirement counseling (Bishop)  
Legal updates and policy development  
Benefits for retirees

8. TRAINING EFFORTS

Supervisory training (collective bargaining/legal/EEO)  
Data processing  
High technology

9. JOB CLASSIFICATION STUDIES

Organizational change

10. OTHER ITEMS

In response to legal needs of the District.

DEPARTMENT

FIVE-YEAR PLAN

PERSONNEL DEPARTMENT

II. STATISTICS: Summarize data which you believe support your departmental five-year plan.

Personnel Services will be required to meet the needs of a large and continually changing faculty and staff (e.g. hiring, processing, disciplinary actions, grievances, data processing.) This workforce and related statistics are attached.

SANTA BARBARA COMMUNITY COLLEGE DISTRICT

	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
<b>COLLEGE PERSONNEL: *</b>							
Administrative/Management	31	29	29		31	31	31
Faculty, Contract Full-time	185	181	176	172	172	168	163
Faculty, Part-time, Credit	190	98	119	186	208	218	275
Faculty, Part-time, NON-Credit	403	347	359	386	417	415	407
Classified	185	176	171	160	186	183	171 **

**COLLEGE ENROLLMENT, FALL (CREDIT):**

Day	6,337	5,770	5,955	6,956	7,113	7,731	7,626
Evening	2,247	2,037	2,159	2,779	2,748	3,092	3,145
					2,894*		
<b>TOTAL</b>	<b>8,584</b>	<b>7,807</b>	<b>8,114</b>	<b>9,735</b>	<b>12,755</b>	<b>10,823</b>	<b>10,771</b>

\*Non-credit conversion

**COLLEGE ENROLLMENT, FALL (NON-CREDIT):**

<b>TOTAL</b>	<b>16,110</b>	<b>12,786</b>	<b>14,225</b>	<b>15,411</b>	<b>19,861</b>	<b>12,104</b>	<b>N/A</b>
--------------	---------------	---------------	---------------	---------------	---------------	---------------	------------

**AVERAGE DAILY ATTENDANCE (ANNUAL REPORT):**

<b>TOTAL</b>	<b>8,541</b>	<b>6,715</b>	<b>7,696</b>	<b>8,723</b>	<b>8,954</b>	<b>8,699</b>	<b>8,482</b> (projected)
--------------	--------------	--------------	--------------	--------------	--------------	--------------	-----------------------------

**CURRENT EXPENSE PER STUDENT (PER ADA):**

	<b>\$ 1,406</b>	<b>\$ 1,738</b>	<b>\$ 1,677</b>				
<b>TOTAL</b>	<b>\$12,010,718</b>	<b>\$11,672,689</b>	<b>\$12,908,588</b>				

Represents number of employees; "Administrative/Management" category number represents positions authorized.  
Current hiring freeze - 10 unfilled positions

DEPARTMENT  
FIVE-YEAR PLAN  
PERSONNEL DEPARTMENT

III. SPECIFIC PLANS

A. 1984-85

Provide a brief, but specific description of objectives, and, if applicable, describe changes in requirements for personnel, equipment, facilities, or other budgetary categories. As appropriate include new courses, or programs, new delivery methods, new scheduling concepts, or inter-departmental activities. Be as specific as possible. This information will serve as the basis for developing the 1984-85 budget, and the College's educational master plan.

- (1) Negotiate annual 1984-85 CSEA Collective Bargaining Agreement re-opener. Develop contract proposal and conduct negotiations. Handle all related matters such as unfair labor practices and impasse procedures.
- (2) Coordinate legal actions for District (Little, Harkins, etc.)
- (3) Update seniority lists for classified and certificated employees.
- (4) Continue implementation of Personnel Data Base System. Provide in-service training to Personnel staff as needed.
- (5) Update and review District's affirmative action goals and timetables as required by the Chancellor's Office.
- (6) Coordinate all layoffs and reduction-in-force actions initiated by the District: legal counsel, procedure, preparation of documents, hearings.
- (7) Provide staff assistance to Superintendent-President in annual faculty and staff salary and benefit discussions.
- (8) Prepare for and coordinate District's Open Enrollment Personnel Benefits period. Advise on changes to Personnel Benefits Program and implement adopted changes. Provide in-service staff training as appropriate.
- (9) Administer Affirmative Action Recruitment and Selection program: advertising, committee procedures, EEO, etc.
- (10) Develop Management Training Program (Ad Hoc Committee)

RESOURCE REQUIREMENTS: 1984-85

- Data Processing printer (letter quality)
- Data processing terminal (HP150)
- Management training fund \$1,500

DEPARTMENT  
FIVE-YEAR PLAN  
PERSONNEL DEPARTMENT

III. SPECIFIC PLANS - continued:

B. 1985-86

- (1) Negotiate 1985-86 Salary and Benefit re-opener for CSEA contract. Handle all related matters such as unfair labor practice changes, impasse procedures, etc.
- (2) Coordinate District's legal actions and issues.
- (3) Continue implementation of Personnel Data Base System. Provide in-service training to Personnel staff as needed.
- (4) Coordinate all layoffs and reduction-in-force actions initiated by the District.
- (5) Provide staff assistance to Superintendent-President in annual faculty and staff salary and benefit discussions.
- (6) Prepare for and coordinate District's Open Enrollment Benefits period. Advise on changes and implement adopted changes. Provide staff training as appropriate.
- (7) Administer affirmative action recruitment and selection program.

C. Subsequent three years (1986-89)

- (1) Negotiate CSEA salary and benefit re-opener.
- (2) Prepare and negotiate multi-year CSEA contract in 1986-87. Handle all related matters such as unfair labor practice changes, impasse procedures, etc.
- (3) Coordinate District's legal actions and issues.
- (4) Continue implementation of personnel Data Base System. Provide in-service training to Personnel staff as needed.
- (5) Coordinate all layoffs and reduction-in-force actions initiated by the District.

- (6) Provide staff assistance to Superintendent-President in annual faculty and staff salary and benefit discussions.
- (7) Prepare for and coordinate District's Open Enrollment Benefits period. Advise on changes and implement adopted changes. Provide staff training as appropriate.
- (8) Administer affirmative action recruitment and selection programs.

December 1983



JANUARY 10, 1984

TO: COLLEGE PLANNING COUNCIL  
FROM: DANIEL OROZ  
SUBJECT: PERSONNEL OFFICE SELF-EVALUATION



As requested by the College Planning Council (CPC), I conducted a self-evaluation of the District's Personnel Office and its assigned duties and responsibilities. The self-evaluation consisted of a review of several elements previously approved by the CPC: statistical data such as number of faculty and staff, college enrollment, ADA, staffing patterns, assigned duties and responsibilities, and accomplishments. This information is provided in summary form only and will be described in detail as desired by the CPC.

In addition to this self-study, the Personnel Director and Personnel Specialist underwent a comprehensive client survey and self-evaluation in the Fall of 1983 as part of the Superintendent-President's Management Evaluation Program.

I. STAFFING PATTERNS

**PERSONNEL OFFICE STAFF  
1975-1976**

FTE

1.0	D. Oroz, Director of Personnel/AAO	FT 12 Mo.
1.0	G. Castleberg, Asst. Dir. Personnel	FT 12 Mo.
1.0	F. Parker, Classified Personnel Clk.	FT 12 Mo.
.5	S. Castellanos, Typist Clerk, Int.	FT 12 Mo.
1.0	J. Woodward, Certificated Technician	FT 12 Mo.
0.75	N. Aiches, Credentials Clerk	3/4 12 Mo.

5.25 Total FTE

**1982-1983**

FTE

1.0	D. Oroz, Director of Personnel/AAO	FT 12 Mo.
1.0	J. Tobin, Personnel Specialist	FT 12 Mo.
1.0	S. Castellanos, Class. Personnel Clk.	FT 12 Mo.
1.0	B. Bartels, Certificated Technician	FT 12 Mo.
0.62*	S. Timm, Credentials Clerk	5/8 12 Mo.

4.62 Total FTE (12.0% decrease in staff size)

\* increased to 5/8 in 1983-84 with departmental hourly funds

cc: Dr. MacDougall

**TOTAL NUMBER OF EMPLOYEES/ENROLLMENT/ADA**  
(Sample Years)

<u>COLLEGE PERSONNEL</u>	<u>1975-76</u>	<u>1977-78</u>	<u>1982-83</u>	<u>1983-84</u>
Admin/Management	31	31	31	29
Faculty Contract	180	185	168*	163
Faculty PT Credit	146	190	218	275
Faculty PT Non-Credit	367	403	415	407
Classified Regular	151	185	183	165**
<u>ENROLLMENT</u>				
Fall Credit	9,080	8,584	10,823	10,771
Fall Non-Credit	22,130	16,110	12,104	N/A
<u>ADA</u>	8,669	8,541	8,699	8,482 (projected)

<u>EMPLOYMENT</u> (Hires)	<u>1977-78</u>	<u>1978-79</u>	<u>1979-80</u>	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>
------------------------------	----------------	----------------	----------------	----------------	----------------	----------------

**REGULAR FACULTY**

Females	2	1	4	1	2	1
Minority	1	1	0	0	0	0
Total Hires	5	2	4	2	8	6

**REGULAR CLASSIFIED**

Females	19	16	14	34	17	13
Minority	9	7	5	12	10	9
Total Hires	34	27	24	56	26	27

**HOURLY CERTIFICATED**

Hires are reflected in the above summary of total number Employees/Enrollment/ADA.

**HOURLY CLASSIFIED**

Total hires - approximately 800 hourly classified employees were processed and Board approved in 1982-83.

- \* Plus 22 Temporary Instructor contracts
- \*\* Hiring Freeze as of 11/21/83

SANTA BARBARA COMMUNITY COLLEGE DISTRICT

	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84
<b>COLLEGE PERSONNEL: *</b>							
Administrative/Management	31	29	29	28	31	31	31
Faculty, Contract Full-time	185	181	176	172	172	168	163
Faculty, Part-time, Credit	190	98	119	186	208	218	275
Faculty, Part-time, NON-Credit	403	347	359	386	417	415	407
Classified	185	176	171	160	186	183	171 **

<b>COLLEGE ENROLLMENT, FALL (CREDIT):</b>							
Day	6,337	5,770	5,955	6,956	7,113	7,731	7,626
Evening	2,247	2,037	2,159	2,779	2,748	3,092	3,145
					2,894*		
<b>TOTAL</b>	<b>8,584</b>	<b>7,807</b>	<b>8,114</b>	<b>9,735</b>	<b>12,755</b>	<b>10,823</b>	<b>10,771</b>

\*Non-credit conversion

<b>COLLEGE ENROLLMENT, FALL (NON-CREDIT):</b>							
<b>TOTAL</b>	<b>16,110</b>	<b>12,786</b>	<b>14,225</b>	<b>15,411</b>	<b>19,861</b>	<b>12,104</b>	<b>N/A</b>

<b>AVERAGE DAILY ATTENDANCE (ANNUAL REPORT):</b>							
<b>TOTAL</b>	<b>8,541</b>	<b>6,715</b>	<b>7,696</b>	<b>8,723</b>	<b>8,954</b>	<b>8,699</b>	<b>8,482</b> (projected)
<b>CURRENT EXPENSE PER STUDENT (PER ADA):</b>	<b>\$ 1,406</b>	<b>\$ 1,738</b>	<b>\$ 1,677</b>				
<b>TOTAL</b>	<b>\$12,010,718</b>	<b>\$11,672,689</b>	<b>\$12,908,588</b>				

Represents number of employees; "Administrative/Management" category number represents positions authorized.

\*\* Current hiring freeze - 10 unfilled positions

11/5, 83

## II. GENERAL SUMMARY OF ASSIGNED DEPARTMENTAL RESPONSIBILITIES

### 1. **Collective Bargaining (SB 160)**

- preparation of contract language
- contract administration
- legislation/PERB rules
- negotiations
- impasse procedures (mediation, fact finding, PERB)
- grievance administration
- unfair labor practices
- training

### 2. **Affirmative Action**

- Title 7 and Executive order 11246
- sets/updates AA goals and timetables
- discrimination complaints - case preparation & response
- adverse impact valuation studies (Uniform Guidelines On Employee Selection, EEOC 1978)
- legal action and litigation
- district representation - EEOC, FEH
- selection process - committees, questions, criteria, training
- records/EEO-6
- recruitment
- AA Committee
- work force utilization analysis

### 3. **Title 9 - Non-Sex Discrimination**

- reports
- evaluations
- grievances
- compliance officer

### 4. **504 Regulations - Handicapped**

- evaluations
- reports
- grievances
- compliance officer

### 5. **Legal Counsel/Assistance**

- Education Code
- EEO-6
- SB 160
- County Counsel

### 6. **Litigation**

- coordination of legal process
- writs of mandate (superior court)
- case preparation

**7. Employment**

- recruitment
- testing
- credentialing
- records processing
- orientation

**8. Salary Administration**

- salary/benefit surveys/analysis
- negotiation support data
- contracts
- salary plan reviews & recommendations for change
- payroll/recordkeeping

**9. Personnel Benefit Administration**

Overall responsibility for administering personnel benefits program including:

- 2 medical plans
- 2 dental plans
- life insurance plans
- tax deferred annuity plans
- STRS & PERS
- open enrollment
- troubleshooting

**10. Employee Processing & Reports Maintenance**

- appointments
- salary increments - annual, longevity
- resignations/terminations/leaves of absence
- profession growth
- files/records update
- data processing input
- medical exams/TB testing
- FBI fingerprinting/rap sheet analysis
- employee evaluation
- employment verification
- personnel file maintenance
- payroll coordination

**11. Training & Staff Development**

- in-service training
- supervisory training
- professional growth

**12. Job Classification**

- job analysis/audits
- position classification program maintenance
- policies development/implementation

13. **Employee Evaluations (Plans)**
  - classified
  - faculty
  - administration
14. **Reduction in Force (Layoff)**
  - seniority rosters update
  - legal counsel
  - administration/coordination of layoff process
15. **Grievance Procedures**
  - assistance
  - counseling (both employees and managers)
16. **Disciplinary Action**
  - suspensions/demotions/terminations
  - case preparation
  - counseling
  - litigation
17. **Board of Trustees**
  - agenda items
  - closed sessions
18. **Studies & Reports**
19. **Liaison & Committees**
  - Superintendent/President
  - President, Academic Senate
  - President, CSEA
  - Professional Standards Committee
  - Sabbatical Leave Committee
  - College Council - CPC
  - Affirmative Action Committee
20. **Personnel Policies and Procedures**  
(Faculty, Administrators, Classified employees)
  - legal research
  - preparation
  - updates  
distribution
21. **Notice of Employment (Contracts)**
22. **Working Schedule Development (Faculty)**
23. **Academic Title/College Catalog updates**
24. **Position Control Program**
25. **Special Administrative/Analytical Studies**

### III. ACCOMPLISHMENTS

Immediately following is a summary report taken from the Institutional Self-Study submitted to the Accreditation Commission on March 1, 1981. Also attached are annual activity reports submitted to the Superintendent-President which update the accreditation report. These reports have been altered as appropriate to maintain confidentiality.

## VII. INSTITUTIONAL STAFF

Santa Barbara Community College District, in Fall, 1980, has a full-time faculty of 183 persons, including fourteen who are on leave. This number includes sixteen non-teaching faculty, such as counselors, librarians, and the college nurse. Forty-six of the full-time persons also teach on hourly overload assignments totalling about eleven full-time equivalents. This faculty is augmented by sixteen temporary contract faculty (thirteen F.T.E.) and 184 part-time hourly instructors (57 F.T.E.) in the credit program and approximately 375 instructors (80 F.T.E.) in the non-credit program.

The faculty is supported by a Classified staff of 172 persons, 57 of whom are directly involved in instructional support activities, and a management and supervisory staff of 27 persons, fourteen of whom hold Certificated positions.

### Collective Bargaining

At this writing, only one of the employee groups--the Classified Employees--has elected to enter into collective bargaining with the District. Three years ago this group petitioned for recognition of the California School Employees Association as its exclusive bargaining agent.

Other groups continue to "meet and confer" annually with the Superintendent to discuss salary and benefits. This procedure has generally been congenial, although in 1980-81 the discussions have been drawn out. Uncertainties in the level of funding from the State caused the start of discussions to be delayed until October. By the end of 1980, all groups had reached agreement with the Board on salary and benefit questions for 1980-81.

Negotiations with CSEA went to impasse proceedings in October. Negotiations were re-opened in late November and settlement was reached just prior to the holiday break in December.

The District maintains a comprehensive personnel and affirmative action program, which is administered by a centralized personnel department. All employee groups are covered by appropriate written personnel policies, which provide guidance in the areas of employee recruitment, safety, classification and pay, manpower planning, employee benefits, training and staff development, employee-employer relations, teaching credentialing, collective bargaining, disciplinary action and other functions related to the personnel area.

The District maintains an affirmative action program consistent with federal and state mandates. The District has a Personnel Director/Affirmative Action Officer who is a member of the Superintendent/President Cabinet and is responsible for administering and evaluating the District's Affirmative Action Program. The Affirmative Action Officer also serves as the District's compliance officer for Title IX and 504 Handicapped Regulations.

### Major Events Since 1976

Since the last accreditation report, several major accomplishments and developments have taken place relating to Personnel and Affirmative Action. Several of these items are listed below in summary format.



1. Development of District Affirmative Action Goals and Timetables  
The Affirmative Action Officer worked with the District's Affirmative Action Committee, the Board of Trustees Subcommittee, and the Chancellor's Office to develop local guidelines for conducting a utilization study and establish appropriate Affirmative Action Goals and Timetables. On June 8, 1978, the Board of Trustees approved the District's Affirmative Action Goals and Timetables. The submitted Goals and Timetables were subsequently approved by the Chancellor's Office in 1980. Implementation of
2. 504 Handicapped Regulations  
The staff worked with the ad hoc 504 Handicapped Committee and coordinated the implementation of the required policies and practices for self-evaluation study and development of program accessibility and transition plans for District facilities. The self-evaluation study project was completed with the report submitted to the Superintendent-President.
3. Development of a Certificated Policies Manual  
The Personnel Director worked with the Superintendent-President and the Administrative Deans and developed an official District Personnel Policies Manual. On February 23, 1978 the Policy Manual was adopted by the Board of Trustees.
4. Development of District Safety and Accident Prevention Program  
A written District Safety and Accident Prevention Program was developed in cooperation with the District Safety Committee. The program met the new CAL-OSHA requirement (3203) for an accident prevention program, which was effective October 1. A District safety brochure was developed and sent out to employees as part of the new safety program.
5. Collective Bargaining Contract Negotiations  
The District has negotiated two collective bargaining agreements with its CSEA unit members. The District has made a relatively smooth transition to a collective bargaining environment. The District's staff is now adequately trained to deal with issues relating to collective bargaining on an on-going basis. The District is a member of a consortium providing professional legal services and consulting in the area of collective bargaining.
6. Affirmative Action Program Requirements  
The District has complied with the numerous changes to the Personnel Program required by Affirmative Action and EEO Regulations (i.e., job classification studies, application forms and procedures, EEO data collection and record-keeping, complaint procedures, recruitment and advertising, employee training, insurance policy revisions, etc.).
7. Development of Job Classification Program  
The District was one of the few school districts in the State that voluntarily undertook to change its method of classifying jobs for

classified employees. It had been suggested that the method being used reflected sex discrimination in the job market when comparable salary survey data was used in establishing salaries.

The District engaged the services of a Consultant to perform a Classification and Salary Survey for classified employees. The consultant reviewed all job specifications and wrote new ones reflecting the current duties and responsibilities of the positions. Inequities in salaries paid men and women for comparable work were eliminated. Job titles have been "de-sexed" and job qualifications were reviewed as to their job relatedness.

8. Title IX - Sex Non-discrimination

The District named the Affirmative Action Officer the District's compliance officer for implementing Federal Title IX Regulations pertaining to sex non-discrimination against employees or students. Meetings were held with all appropriate administrators and the required self-evaluation was completed on time. The District also established a Sex Non-Discrimination Policy and Student Grievance Policy in accordance with Title IX. Notification of these policies was widely distributed by poster and the student newspaper.

9. Implementation of Formal New Employee Orientation Program

A new formal classified employee orientation was developed and classified employees now participate in a structured program. All new classified employees receive an organized orientation program. The program involves participation by the Assistant Personnel Director, the Personnel Technician, the Personnel Director and respective department heads.

10. Revision of Employee Performance Evaluation Program

The classified employee evaluation program was updated and revised with input from faculty and staff.

11. Development of Separate Rules and Regulations for Classified Bargaining Unit Members and for Non-Represented Employees

On January 27, 1978, the Board of Trustees adopted Classified Policies for non-CSEA members.

12. Revision of Classified Disciplinary Action Procedure

On January 12, 1978 the Board of Trustees approved a revised Classified Disciplinary Action procedure.

13. Improvement of Use of Data Processing for Personnel Recordkeeping in the Following Areas

- a. Career Longevity Increments
- b. Annual Salary Increments
- c. Performance Evaluations
- d. Workforce Survey (i.e., status reports, turnover)

This improved utilization of data processing services has resulted in monthly reports supplied by EDP, providing data in the listed areas. A complete on-line Personnel data system is currently under development.

14. Development of a Program of Supervisory Training in the Following Areas
  - a. CSEA Contract Orientation for Faculty Supervisors
  - b. Affirmative Action and Upward Mobility Sessions
  - c. Performance Evaluation Training
  - d. Employee Assistance Program
  - e. Disciplinary Action

15. Upgrading of Employment Interview Training

Interview committees have been trained in proper interviewing techniques and EEO considerations. A new booklet, "Orientation for Interview Committees," has been developed for both classified and certificated committees.

All employee selection is done through committees which screen and interview candidates. Minority and female representatives must sit on all selection committees. In the case of faculty appointment, initial selection is generally made by the department, subject to review and approval by the Dean of Instruction and the Superintendent.

#### Faculty Survey

The accreditation study committee on institutional staff elected, in the Spring of 1979, to survey faculty and administrative personnel to ascertain certain facts and opinions regarding recruitment, staff development, morale, governance, and evaluation. Timing of this survey corresponded with the contingency planning analysis which was carried out prior to the Proposition 9 vote, and to some extent, the results reflect the attitudes that developed under the strained circumstances of that period.

A questionnaire was designed to elicit facts regarding administrative and faculty staff members, and attitudes and opinions they have regarding their duties, working conditions, and compensation. The question of faculty/staff morale was paramount in the committee's investigation, and since morale results from the quality of the recruitment, development, governance, and evaluation processes, the questions were structured and arranged so as to reflect the influences of elements in these categories upon each other, but primarily on morale. A tabulation of responses to the survey is provided in a Research Memo.<sup>11</sup>

#### Staff Development

There are a number of staff development programs in existence. One of the most significant for faculty is the sabbatical leave program. Each year 1.67 percent of the budget is set aside to support sabbatical leaves of one or two semesters for qualified contract faculty. Leave applications are carefully reviewed by a committee of peers before they are submitted to the Board for final approval. Even during the especially austere period of 1978-79, the college managed to maintain the sabbatical leave program.

## DEPARTMENT

## FIVE-YEAR PLAN

PERSONNEL DEPARTMENT

## III. SPECIFIC PLANS

## A. 1983-84

Provide a brief, but specific description of objectives, and, if applicable, describe changes in requirements for personnel, equipment, facilities, or other budgetary categories. As appropriate, include new courses, or programs, new delivery methods, new scheduling concepts, or inter-departmental activities. Be as specific as possible. This information will serve as the basis for developing the 1983-84 budget, and the college's educational master plan.

- (1) Negotiate multi-year CSEA Collective Bargaining Agreement. Develop contract and conduct negotiations. Handle all related matters such as unfair labor practices and impasse procedures.
- (2) Coordinate legal actions for district (Little, Harkins, etc.)
- (3) Update seniority lists for classified and certificated employees.
- (4) Begin implementation of Personnel data base system. Provide training as appropriate for Personnel Office staff.
- (5) Continue review of faculty hiring procedures. Implement any new procedures approved by Board of Trustees.
- (6) Implement a new Management Evaluation Program and provide appropriate in-service training to supervisors.
- ~~(7) Review EEOC and other Sexual Harassment legal requirements and develop a Sexual Harassment Policy for consideration by the Affirmative Action Committee and Board of Trustees.~~
- (8) Update and review district's affirmative action goals and timetables as required by the Chancellor's Office.
- (9) Coordinate all layoffs and reduction-in-force actions initiated by the district: legal counsel, procedure, preparation of documents, hearings.
- (10) Provide staff assistance to Superintendent-President in annual faculty and staff salary and benefit discussions.
- (11) Prepare for and coordinate district's Open Enrollment Personnel Benefits period. Advise on changes to Personnel Benefits Program and implement adopted changes. Provide in-service staff training as appropriate.
- (12) Administer Affirmative Action Recruitment and Selection program: advertising, committee procedures, EEO, etc.
- (13) Study and develop new district policies in the following areas:
  - Faculty Due Process/Grievance Procedure
  - Certificated Employee Disciplinary Action Policy
  - Certificated Personnel File - derogatory information. 11/22/82

SANTA BARBARA COMMUNITY COLLEGE DISTRICT

PERSONNEL OFFICE

Activity Report - 1982-83

1. 1982-83 CSEA Contract Salary and Benefit Agreement negotiated and settled.
2. Provided legal coordination in termination action of Tenured faculty member (i.e., documentation, hearings, preparation)
3. Early Retirement Program developed including provisions for medical premium payments, Emeriti bonus, post retirement employment contracts. Implemented by Superintendent/President in faculty/administration negotiations. In addition, developed compensation guidelines/sample post employment contracts.
4. Outstanding Classified Employee Award implemented with appropriate committee recommendation, award ceremony and Board action.
5. Developed District Sexual Harassment Policy after review and coordination with legal counsel, Affirmative Action Committee, Representative Council, CSEA. Approved by Board of Trustees.
6. After review of faculty hiring procedures, developed a major revision to faculty procedures incorporating new state legal requirements and internal procedural changes. Worked with the Affirmative Action Committee and Representative Council regarding the changes prior to Board of Trustees approval. In addition provided closer Affirmative Action monitoring and improved committee orientation.
7. Began implementation of new PERTAINE Personnel data base computer system. Several meetings with the CCCP regarding the data base conversion process and training.
8. Provided legal and personnel assistance regarding various personnel, legal and collective bargaining issues:
  - Custodial shift change: CSEA challenge based upon PERB and Unfair Labor Practice charge.  
Preparation for advisory arbitration.
  - Enabler position: Legal opinion regarding categorically funding designation.  
Preparation of legal documentation for dismissal.
9. Developed and implemented new Faculty Emeritus Status policy providing for recognition of outstanding retiring faculty members. Policy provides for Emeritus recognition and special benefits for designation of such status. Approved by the Board of Trustees.

10. Developed and provided faculty and department head orientation program for new faculty members and department heads.
11. Developed new Management Evaluation Program for all certificated and classified administrators. Program provides for a self evaluation component and client survey. Approved by the Board of Trustees.
12. After lengthy departmental and legal consultations, dismissed a probationary classified employee and demoted a district for misconduct.
13. Developed and implemented a new Faculty Retirement Seminar. Seminar conducted by retired faculty members.
14. Developed new Faculty Sick Leave reporting policy. Drafts reviewed by Representative Council and approved by the Board of Trustees.
15. In conjunction with the Santa Barbara Industry Education Council, developed and implemented a Faculty Exchange Program with private industry (summer employment, part-time work, plant tours, equipment lists). Program is under-way with vacant positions advertised in College Memo.
16. Developed a district organization chart showing all administrative departments and incumbents.
17. Administered the Personnel Benefit Open enrollment period providing special attention to the transition from INA medical to Blue Cross for district employees.
18. Conducted study of current District due process (grievance procedures) for possible changes. Reviewed over 20 other district procedures. Proposed drafts of possible revision to the districts current procedures. Further legal review is planned. In addition, the current policies regarding faculty derogatory information/personnel files and disciplinary action studied with new policies drafted for consideration. Further legal review is planned.
19. Affirmative Action Program Recruitment and Selection for: (Note: detailed report to follow in Annual Affirmative Action report to Board of Trustees)

Tentative Figures

MALE

15 (51.7%)

CLASSIFIED

FEMALE

14 (48.3%)

MINORITY

9 (31.0%)

NEW EMPLOYEES (29)

PROMOTIONS (7)

4 (57.1%)

3 (42.9%)

1 (14.3%)

TRANSFERS (3)

0

3 (100.0%)

CERTIFICATED

MALE

FEMALE

MINORITY

5

1 (16.6%)

0

20. Reclassification Studies:

Principal Clerk to Laboratory Technician, Sr. (Dupart)

Typist Clerk, Sr. to Tutorial Advisor (Pelizzoni)

Testing Technician to Assessment Technician (Williams)

21. Developed Classified Position Control Program, working with Payroll, to establish and monitor Salary Savings due to staffing changes during the fiscal year.

22. Classified Seniority Lists updated.

23. After legal review, updated district's Classified Employee Rules and Regulations manual. Draft is currently in word processing for final copy. Revision includes changes due to legal requirements, Ed Code numbering and minor procedural changes.

24. As part of effort to develop and expand no-cost employee benefit program improvements, obtained a employee discount ticket program from Metropolitan Theatres (1,000 tickets sold first month to employees ... \$1,500 employee savings).

1981-82 ACTIVITY REPORT - PERSONNEL OFFICE

1. Acting as ex-officio consultant to the Board of Trustees, coordinated the Presidential Search and Selection process for the Superintendent/President. This included development of selection procedures, questions, criteria, recruitment, advertising, confidential interviews, references, scheduling, general advise and counsel.
2. 1981-82 Reopener to the CSEA Contract negotiated.
3. District procedures developed to implement requirements of AB803 (grievance) district non-discrimination procedures. Process included attending Chancellor's office workshops, Affirmative Action Committee review, and final Board of Trustees policy approval. District AB803 procedures reviewed and approved by Chancellor's office.
4. Coordinated selection process for selection of Administrative Dean of Student Activities.
5. Litigation regarding settled out of court. Litigation regarding alleged salary misclassification was initiated on May 10, 1980. Total district accumulated exposure to district at time of settlement was \$17,000 plus. Settled case at \$2,882.
6. Provided personnel services to implement Student Services reorganization: CSEA negotiations, affirmative action, selection procedures, legal counsel with County Counsel and John Liebert (PERB requirements), advertisement, etc.
7. New Certificated orientation process developed and implemented. Procedure includes orientation check list with coordinated topic meeting with Personnel Office, Instruction Office and department head. Designed to provide general information and avoid misunderstandings and litigation regarding district personnel and pay policies.
8. Early Retirement Incentive Program Plan developed. Plan includes provision for personnel benefits for retirees at \$1,000/year for retired employees age 55-65 with 15 years of service. Plan also provides method of hiring retirees on contract limited to dollar amount stipulated in Education Code.
9. Fee-for-Service Dental Plan added to districts cafeteria plan for 1982-83. The Personnel Benefits Committee tried last year, without success, to find a carrier willing to offer a fee-for-service dental plan to district. The new plan requires a minimum of 10 enrollees.
10. A new Position Classification Policy was developed and adopted by the Board of Trustees. The new plan eliminates the policy of having an outside classification consultant study all district classified positions every 3/4 years and substitutes a plan whereby the Personnel Office conducts internal studies on as needed basis. The new policy was developed after a study of prevailing classification programs in the State and development of proposed policies and options. New policy incorporates PERB negotiating provisions.



11. Represented district and manager in CSEA grievance and unfair labor charge regarding alleged supervisory harassment and other illegal supervisory practices. After several meetings and exchange of memorandum with the CSEA field Rep. (Bonilla), the grievance/Unfair Labor Practice was not pursued.
12. Developed a formal district policy to recognize and award Outstanding Classified Employees of the District on an annual basis. Effective 1982-83; supported by CSEA.
13. Developed formal hearing procedures to be used in classified disciplinary action hearings. Consulted with County Counsel and Superintendent/President in drafting the procedures.
14. Provided staff assistance to Superintendent/President in reviewing and drafting various district policies and position statements:
  - "Legal Guidelines on Use of Professional Consultants"
  - "Statement of Professional Responsibilities for Faculty Members" (Survey)
  - "Participation by Faculty in State Professional Organizations"
  - "Faculty Due Process Policy Revision"
15. On February 4, 1982 a proposal was developed and submitted to the Superintendent/President to revise and simplify the current faculty hourly salary schedule. The proposal eliminates salary classes but retains steps; collapses the salary classes to Class IV; incorporates "Bonus hours" into the existing salary schedule. The proposal contains estimated cost to the District.
16. The AAO and AA Committee reviewed the new EEOC procedures regarding sexual harassment. Various sample policy statements were presented by the AAO to the committee as well as general orientation regarding new EEOC procedures. In accordance with these new federal guidelines, in-service training workshops on Sexual Harassment were presented on May 25, 1982 to faculty, staff and managers of the college.
17. Various drafts of the new Chancellor's Office Affirmative Action Regulations were analyzed with appropriate district comments sent to the Chancellor's Office.
18. Conducted a review of the district's hiring procedures (administrator, classified, faculty) for possible changes as a result of a grievance submitted regarding the selection of the Dean of Student Services. Upon completion of study, the AA Committee recommended no change in the hiring procedures.
19. Conducted a review of Faculty hiring statistics between the years 1970-71 to present, showing number and percentage of minorities and females hired. A Faculty Applicant Flow Analysis/Adverse Impact Study of faculty hiring between the years of 1979-80 to 1981-82 was completed showing numbers of applicants, minority applicants, number interviewed, minorities interviewed and minorities hired for each position filled. Appropriate comments and recommendations were made to the AA Committee and Superintendent/President.
20. Conducted study and analysis of Data Processing needs and requested new Personnel programs (e.g. seniority list, and position control) and program modifications (e.g. certificated contracts).

21. Effected legal separation of data processing employees from SBCC to CCCA after several meetings with City Schools, CSEA, and County Counsel.
22. Conducted classification studies and surveys as follows:

CLASSIFICATION STUDIES

EOPS/Financial Aids Specialist	(Student Services Reorg.	Jeter)
Comm. & Admin. Services Supervisor	(Student/Bus.Services Reorg.	Schmidt)
Secretary, Administrative	(Cont. Education Reorg.	Douglas)
Typist Clerk, Senior	(Student/Bus.Services Reorg.	McKeone)
Department Aide	(New Position, E.S.L.	Huglin)

CLASSIFICATION SURVEYS

Bus Driver  
 Coordinator, Publications

23. After several departmental and legal counsel consultations, effected formal disciplinary action procedures leading to the 5-day suspension of a permanent classified employee.

#### IV. CONCLUSIONS

In 1974-75, all personnel related functions, certificated and classified, were consolidated into a centralized Personnel Office. In 1975-76, the Personnel Office was staffed at 5.25 FTE. Current staffing of the Personnel Office is 4.62 FTE which represents a 12.0% reduction in the size of the Personnel staff.

While the Personnel Office has decreased in size over the years, assigned responsibilities have continued to grow. Major new responsibilities added include Collective Bargaining (Rodda Act), Title 9, and 504 Regulations.

The Personnel Office has successfully and professionally carried out its assigned responsibilities since its consolidation in 1974-75. It has negotiated and adjusted various collective bargaining agreements, represented the District in various cases of litigation, disciplinary action and EEO discrimination complaint cases. It has developed and maintained a comprehensive affirmative action program consistent with federal and state laws and has maintained a strong recruitment effort. The office has provided all segments of Santa Barbara City College with appropriate assistance and counsel and the office has developed appropriate written personnel policies which provide guidance in various crucial areas such as employment, classification, pay, benefits, training, collective bargaining, credentialing, grievances, disciplinary action, and other related areas.

As a result of the quality of the personnel program, the District has been able to carry out its assigned teaching mission without personnel related disruptions.

SELF-EVALUATION - METHODOLOGY (President's Office)

Elements

1. Statistical Data Review
  - Historical/Trends
  - Number Clients/Employees
  - Number Staff:
    - Adm/Mgt FTE
    - Classified FTE
2. Function - Responsibilities
3. Accomplishments/Summary
  - Historical
  - Reports to Board of Trustees
4. Client Survey (Confidential) Mgt Evaluation Process

Memorandum  
January 5, 1984

To: College Planning Committee  
From: Burt Miller

Subject: Review of Planning and Research Office

### History

The Office of Research and Grants was created in 1973 as an outgrowth of the resignation of Administrative Dean Tom MacMillan and upon the recommendations that came out of the Goals, Objectives and Organization Study. Initially, responsibilities centered on grants and institutional research, with primary emphasis on grants.

In subsequent years there has been both a shift in emphasis and an expansion of scope in the office. Initially, there was no clerical or paraprofessional staff in the office. As the demand for research data expanded, it soon became apparent that some clerical assistance was needed to gather and assimilate the data. A half-time statistical clerk position was created. Before this position was filled it was combined with a similar half-time position in the Instruction Office and the Research Office assumed responsibility for maintaining all data on instructor loads, chairperson stipends, and related functions that had been in the Instruction Office.

Emphasis began to shift from grants to research in response to several external factors:

- 1) Increasing demand from the state for institutional data input to the Uniform Statewide Reporting System.
- 2) Increasing demand from campus sources for data needed in planning and evaluation.
- 3) General drying up of many of the sources of grants that had been most fruitful for grants to community colleges.
- 4) Formation of the Foundation for SBCC as an alternate source of supplemental funds.

Another change that began to affect the office was the increasing use of the computer for data retrieval and data processing. This required a new type of capability on the part of staff. While we had been fortunate to be able to recruit persons with some background and experience in this area, there was no requirement in the job description of the statistical clerk. As a result of the general study of classified positions by Employment Management Services, the statistical clerk position was upgraded to statistical technician.

With the elimination, in 1978, of the position of Director, Facilities Development, the office was asked to take on the additional duties of Facilities Planning. Shortly thereafter, with the resignation of the Asst. Superintendent, Business Services, responsibility for Data Processing was also shifted to the Research and Grants Office. These added responsibilities were assimilated with no increase in staff or budget. In recent years, there has been an increasing emphasis on long-range planning and this office has assumed a significant role in providing co-ordination and data resources. Reflecting these changes, the name of the office was recently changed to Planning, Research, and Data Processing.

CPC  
2/7/84  
II-2.

The addition of these new responsibilities has further shifted emphasis in the office. At present, the areas of responsibility and activities under each are as follows:

- 1) Planning
  - a. Resource to College Planning Committee
  - b. Summarize institutional five-year plan
  - c. Work with Instruction Office to integrate program evaluation into five-year planning
- 2) Data Processing
  - a. Work with DP staff at CCCA to assure continuing smooth transition to HP 3000 system
  - b. Chair two administrative DP advisory committees
  - c. Act as liaison between SBCC and CCCA
  - d. Chair CCCA Executive Committee
  - e. Develop proficiency in HP 3000 databases and methods of extracting data. Train others in these areas.
  - f. Master use of microcomputers and assist others in developing facility with these administrative tools.
  - g. Determine needs for hardware - terminals, microcomputers, and printers - and assist in selection of appropriate devices.
  - h. Assist in determining data communication needs and work with CCCA to provide for these needs
- 3) Institutional Research
  - a. Work with appropriate staff to carry out research and evaluation projects as needed. Current projects are:
    - 1 - Evaluation of student readiness/assessment
    - 2 - Evaluation of SBCC transfer program
  - b. Provide input to Chancellor's Office Uniform Statewide Reporting System. (while much of this is computerized, significant parts have yet to be adapted to the computer. An ongoing priority is to make more use of the computer.)
  - c. Develop and distribute resource data for institutional planning
  - d. Respond to numerous federal, state, and independent requests for institutional data.
- 4) Facilities Planning
  - a. Chair Facilities Planning Committee
  - b. Analyze facilities utilization and make recommendations for improved facilities scheduling.
  - c. Conduct annual facilities inventory
  - d. Submit necessary applications and documents to the state - five-year plans, PPG's, PPP's - and work with consultants and on-campus groups to develop these documents
  - e. When necessary, conduct environmental reviews of proposed projects and submit necessary applications to Coastal Commission and other governmental agencies.
- 5) Accreditation
  - a. Submit annual updates to Accrediting Commission
  - b. Attend scheduled workshops
  - c. Chair institutional self-studies and prepare draft reports
  - d. Co-ordinate arrangements for team visits

6) Grants

- a. Assist in the preparation of grant proposals by critiquing, assisting with budget development, processing through Board of Trustees, and occasionally writing proposals
- b. Publicize to the campus community opportunities for submitting grant applications
- c. Followup on administration of grants received

Evaluation

I am not sure what criteria to apply to the evaluation of the above activities. It is clear that the expansion of work in the office over the years with no increase in resources has forced choices regarding priorities. As a result, not all of the functions listed above are well-covered. Mandated requirements of the state are being met on time. Significant effort in the past two years has gone into the Data Processing function because of its potential long-term payoff to the entire college. Recently, quite a lot of effort has gone into Facilities Planning because of the Board's desire to update the Master Plan and to proceed with the design of a new Learning Resource Center. Research activity has been almost entirely delegated to the statistical technician. Grants support has become very minimal.

The last accreditation self-study was conducted in 1979-80, and the team visit was in 1981. This means that another will be conducted in 1984-85, i.e., starting next Fall. This will demand a considerable amount of effort from the Planning and Research Office (along with many others) over the year. Sometime during the succeeding year we will be visited by a validation team.

Some of the activities of the office require, for quality results, the ability to mount a fairly sustained, intensive effort. However, such opportunity is rarely available because of the highly varied demands of the above functions. Priorities have generally gone to those activities mandated by government, Board, Superintendent, and administration, and to areas where the perceived long-term payoff to the college is greatest. Most effort goes into meeting demands of the moment, and the long-term projects requiring sustained effort just don't get addressed very much.

FIVE YEAR PLAN  
DEPARTMENT SUMMARY  
INSTRUCTION OFFICE  
February 1984

DIVISION CONTINUING EDUCATION

1984-85	1985-86	1986-87
<p>The intensity of student participation, comprehensiveness of program and responsiveness to the community will continue.</p>	<p>The intensity of student participation, comprehensiveness of program and responsiveness to the community will continue.</p>	<p>The intensity of student participation, comprehensiveness of program and responsiveness to the community will continue.</p>
<p>A diversified program will be offered during the summer of 1984</p>	<p>A diversified program will be offered during the summer of 1985. In addition at least one residential program will be offered during the summer of 1985.</p>	<p>Summer and certificate programs will be offered based upon previous evaluations.</p>
<p>One or more programs leading to a certificate such as counseling will be introduced.</p>	<p>More certificate programs will be considered.</p>	
<p>Because of the expanded workload of the Division, it will be necessary to add one full-time program planning assistant and one full-time intermediate typist clerk.</p>		

CPC  
2/7/84  
II-4.