PROGRAM REVIEW

HUMAN RESOURCES DEPARTMENT

2007-08

Committee Members:
Wm. Marty Kelsey, Chair
Crystal Deibner
Colleen Thomas
Bret Zerger
Evelyn Merrell
Section I: Overview of the Program

Mission
The mission statement of the Human Resources Department is as follows:

The Human Resources Department’s mission is to effectively and impartially administer human resources programs through its commitment to recruit and select qualified individuals, to ensure that all employment-related decisions are based on the principles of equal employment opportunity, to advocate for competitive salaries and benefits, to establish and maintain policies and procedures that ensure the equitable treatment of College employees and to otherwise ensure that the highest ideals of professionalism, honesty, and integrity are applied in all endeavors of the Department.

Services
The Western Wyoming Community College Human Resources Department is a service entity dedicated to providing human resources services to employees, students, and selected publics. The work of the department is multi-faceted and often operates in a legal or quasi-legal environment. The Human Resources functions are largely handled by three individuals: The Vice President of Administrative Services, who serves as the Director of Human Resources; the Human Resources Specialist, who is responsible for most of the day-to-day operations of the Department; and the Executive Assistant to the Vice President, who performs a variety of functions primarily associated with, but not limited to, leave processing and performance evaluations.

The Department’s major responsibilities include the administration of federal and state laws, the administration of college policies, affirmative action, recruitment and selection, compensation and benefits, records, employee relations, performance evaluations, employee classification, merit-based advancement, unemployment and workers compensation, training and new employee orientation.

Guiding Principles
The Human Resources Department supports the guiding principles of Learning is Our Purpose and Students are Our Focus by conducting periodic workshops for employees covering HR topics and providing pertinent education via mailings, e-mails, and website links. The student employment program, administered by the Department, provides a great opportunity for students to learn about the world of work by applying for jobs, interviewing and so forth.

The Department is a champion for fair and competitive salaries and benefits and a safe, supported workplace, all in support of the guiding principle Employees are Our Most Important Resource.

The Department works with local employers and employment agencies on a regular basis in furtherance of promoting partnerships to achieve common goals as
exemplified by our annual salary survey work. This work promotes the guiding principle “The Community is our Partner.”

The Department keeps abreast of emerging developments in the human resources profession and makes adjustments as necessary to abide by changes in HR laws and commonly-accepted protocols. This effort supports the guiding principle, “Adapting to Change Defines our Future.”

The Department strives diligently to support the guiding principle Ethical Standards Guide our Actions by being an advocate for fair resolutions of HR issues as they arise from time to time, as opposed to merely legally-permissible resolutions.

**Section II: Program Goals**

The Human Resources Department has goals, objectives and tasks to ensure effective departmental operation.

The broad, overall goals of the Department are as follows:

1. Advocate for a work environment whereby employees are comfortable and supported.
2. Provide a systematic employee evaluation process.
3. Help new full time employees adjust to the College’s work environment and assist in providing all employees needed training.
4. Provide a fair and competitive compensation program for College employees.
5. Coordinate recruitment and selection functions professionally, fairly, and in a timely manner.
6. Maintain Human Resources records in an effective and legal manner.

**Goals for Student Success**

The Western Wyoming Community College Goals for Student Success relate to the operation of the Human Resources Department primarily in the area of student employment. The Department provides a listing of student vacancies and what is required of the student to obtain a position on campus. Completing the application, I-9, W-4, I-20, etc. enhances the student's written communication skills. Verbal communication skills are enhanced when the students actively apply and interview for positions. Dealing with problems encountered in the application process and on the job further enhance communication skills.

**Section III: Assessing Program Goals**

The discussion below focuses on various types of assessments which were made to evaluate goal attainment. The first section addresses the survey responses from full time College employees. (See Appendix for survey instrument.) Other assessment results apart from the survey responses will also be included as appropriate. Other sections address different types of assessments that were made.

The H.R. survey instrument was sent to 202 full time employees. One Hundred and Thirty Six (136) responses were received for a response rate of 67.3%.
Regarding the survey of full time College employees, a (somewhat arbitrary) benchmark was initially established for each survey question to gauge success. Moreover, results are depicted based on those employees expressing an opinion on the subject matter of the survey question, and based on total responses, which include those who responded “don’t know.” The percentages listed below for the first three questions depict the percentage of survey respondents who indicated an “excellent” or “satisfactory” response. For the remaining questions, the percentages listed below depict the percentage of survey respondents who indicated they “strongly agree” or “generally agree.”

**Level of Service**

**Knowledge Level of HR Personnel**
- Benchmark: 85%
- Of Those Expressing an Opinion: 78%
- Total Responses: 77%

**Courtesy of HR Personnel**
- Benchmark: 85%
- Of Those Expressing an Opinion: 70%
- Total Responses: 69%

**Responsiveness of HR Personnel**
- Benchmark: 85%
- Of Those Expressing an Opinion: 64%
- Total Responses: 63%

**Quality of Service**

**The HR staff effectively works with employees to answer HR questions**
- Benchmark: 70%
- Of Those Expressing an Opinion: 87%
- Total Responses: 86%

**The HR staff effectively works with employees to resolve problems with pay and benefits**
- Benchmark: 75%
- Of Those Expressing an Opinion: 78%
- Total Responses: 66%

**The HR staff works with employees to resolve complaints or grievances when called upon to do so**
- Benchmark: 75%
- Of Those Expressing an Opinion: 75%
- Total Responses: 49%

A large number of employees indicated “Don’t Know” to this question, likely indicating they have never used the services of the HR Department to resolve a complaint or grievance or had no real knowledge of this matter affecting other areas on campus.
The HR staff works with supervisors to help administer HR policies fairly and consistently

<table>
<thead>
<tr>
<th></th>
<th>Benchmark:</th>
<th>Of Those Expressing an Opinion:</th>
<th>Total Responses:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>75%</td>
<td>83%</td>
<td>55%</td>
</tr>
</tbody>
</table>

Again, a large number of employees indicated “Don’t Know” to this question. The objective of this question was to assess how supervisors of full time employees felt about this matter. Unfortunately, the filter for supervisors was too broad and did not ask respondents if they supervised full time employees; thus, some employees responded who only supervise work study employees. Of the “supervisors” who expressed an opinion on this question, 81% strongly or generally agreed with this statement.

The HR staff works with supervisors to provide requested training on HR-related topics for College employees

<table>
<thead>
<tr>
<th></th>
<th>Benchmark:</th>
<th>Of ThoseExpressing an Opinion:</th>
<th>Total Responses:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>75%</td>
<td>79%</td>
<td>42%</td>
</tr>
</tbody>
</table>

Again, a large number of employees indicated “Don’t Know” to this question. Of the “supervisors” who expressed an opinion on this question, 71% strongly or generally agreed with this statement.

The HR Website contains adequate HR-related information

<table>
<thead>
<tr>
<th></th>
<th>Benchmark:</th>
<th>Of Those Expressing an Opinion:</th>
<th>Total Responses:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>75%</td>
<td>82%</td>
<td>69%</td>
</tr>
</tbody>
</table>

The HR staff has developed an effective full-time faculty and staff handbook on the intranet

<table>
<thead>
<tr>
<th></th>
<th>Benchmark:</th>
<th>Of Those Expressing an Opinion:</th>
<th>Total Responses:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>75%</td>
<td>81%</td>
<td>55%</td>
</tr>
</tbody>
</table>

Again, a large number of employees indicated “Don’t Know” to this question. Each employee, during orientation, signs off that he/she has been made aware that a full time employee is on the intranet. However, the HR staff should, perhaps via e-mail, periodically inform employees of the existence of the handbook. The large number of “Don’t Know” may well be a communication shortcoming that needs to be addressed.

The HR staff effectively coordinates the employee recruitment process

<table>
<thead>
<tr>
<th></th>
<th>Benchmark:</th>
<th>Of Those Expressing an Opinion:</th>
<th>Total Responses:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>75%</td>
<td>69%</td>
<td>55%</td>
</tr>
</tbody>
</table>
There still remains a concern in this area which was a concern in the last HR program review.

**The HR staff effectively performs and coordinates new employee orientations**

Benchmark: 70%
Of Those Expressing an Opinion: 63%
Total Responses: 50%

These results are very puzzling to the HR Department. This was a concern expressed in the last HR program review. Since then, the HR Department implemented a procedure of performing follow-up orientations about 4-5 months after an employee first begins work. Moreover, departments have been required to perform new employee orientations as well.

**The HR staff effectively prepares full time employment contracts and employee salary information documents**

Benchmark: 80%
Of Those Expressing an Opinion: 91%
Total Responses: 84%

**The HR staff works to support a competitive salary and benefit package for College employees**

Benchmark: 80%
Of Those Expressing an Opinion: 88%
Total Responses: 79%

**WWCC effectively administers employee performance evaluations**

Benchmark: 70%
Of Those Expressing an Opinion: 83%
Total Responses: 72%

**The HR staff effectively processes “Absence from Campus” forms**

Benchmark: 85%
Of Those Expressing an Opinion: 92%
Total Responses: 83%

The areas rated the highest by WWCC employees are:
- Processing Absence-From-Campus forms
- Preparing employment contracts & salary information documents
- Supporting a competitive salary and benefits package
- Working with employees to answer HR-related questions

The areas of concern to the HR Department resulting from the survey questions and from the comments received may be summarized as follows:
- Courtesy and Responsiveness of HR staff
- Knowledge Employees Don’t Have About FT Employee Handbook
- Coordinating the Employee Recruitment Process
- Performing/Coordinating New Employee Orientation
Regarding the overall level of services (3 questions), approximately 69.7% of the individuals responding to the survey believed that the Human Resources staff is knowledgeable, courteous, and responsive in an “excellent” or “satisfactory” way. Twenty (20.0%) percent believed the HR staff “needs improvement” in this area, while 8.5% believed the HR staff performed “unsatisfactorily” in this area. Approximately 1.8% expressed no opinion.

Regarding the overall quality of services (13 questions), approximately 65.1% of the individuals responding to the survey “strongly agreed” or “generally agreed” that the Human Resources staff effectively rendered the services. Approximately 14.7% “generally disagreed” or “strongly disagreed” that the Human Resources staff effectively rendered the services. Approximately 20.2% expressed no opinion.

**Assessment of Broad Departmental Goals**

**Advocate for a work environment in which employees are comfortable and supported**
The HR Department is a strong supporter of a positive work environment and works to advocate for College policies which serve to help ensure that employees are treated fairly. Over the past 20+ years, only one formal grievance has been filed against a College employee and it was settled informally before the case went to a hearing board.

The HR Department actively sponsored Board Policy and Procedure 4420 D, Workplace Harassment, to help ensure that offensive treatment or behavior in the workplace is viewed as unacceptable. The survey referenced above reveals that 83% of WWCC employees having an opinion on the subject believe that the HR staff works effectively with supervisors to ensure the HR policies are enforced fairly and consistently.

**Provide a systematic employee evaluation process**
The HR Department has significant input into the College’s faculty performance evaluation process. While the HR Department has no role in the administration of the performance evaluation process for faculty, it keeps abreast of developments in the field.

The HR Department closely monitors all performance evaluations for professional and paraprofessional personnel. The Executive Assistant to the V.P. sends out forms and reminders monthly to all supervisors. This has been done for many years. Many supervisors are habitually late in turning in performance evaluations. It is important that these evaluations be completed in a timely manner so that the desired effect of employee improvement can be realized.

The HR Department is responsible for spearheading periodic reviews of and updates to the performance evaluation manuals used for paraprofessional and professional
employees. The last update for the paraprofessional manual was in February 2004 and the last update for the professional manual was in October 2002.

The HR Department regularly answers questions from supervisors regarding performance evaluation questions and issues and, upon request, helps guide them through difficult areas associated with employee performance evaluation.

Help new full time employees adjust to the College’s work environment and assist in providing all employees needed training

**New Employee Orientation**
The HR Specialist meets with all new full time employees in an initial orientation session. This session normally takes about two hours. Both the employee and the HR Specialist initial an orientation form indicating that the employee has been informed about many aspects of his or her employment at WWCC. (See Appendix for Form).

The employee’s supervisor is then required to conduct another orientation session with the new employee soon after employment commences. Again, both the employee and the supervisor are required to initial an orientation indicating that the employee has been apprised about various aspects of his or her employment at WWCC. (See Appendix for Form).

About 3-4 months after employment commences for a new full time employee, the HR Department schedules a follow-up orientation with all new full time employees to ascertain whether or not the new employee has any questions that the HR Department can answer about his/her employment at WWCC.

From the survey results, it is clear that a significant number of employees believe that the orientation process is not being accomplished as effectively as it could be. With the data available, it is not possible to ascertain the nature of the concerns. The HR Department will follow up on this topic and gather more detailed information regarding the concerns. (See second year action plan for details)

**Training**
The HR Department conducts periodic training for College employees. Training is periodically provided on topics such as sexual harassment, workplace harassment, HR issues for Division Chairs, wage and hour issues, employee vs. independent contractor issues, etc.

Seldom does the HR Department receive any requests for training from WWCC supervisors. All requests for training are addressed when received. The Department maintains a listing of training requests, but the list is very short. Very few requests for training have come to the HR Department. With the limited HR staff, it is difficult to provide a comprehensive training program.
Provide a fair and competitive compensation program for College employees

Fairness
The HR Department has always played a key role in developing compensation policies that are “fair”, and works very hard to ensure that existing employees are promoted and new employees are hired consistent with prevailing policies and procedures.

Professional & administrative staff and faculty are both placed on the salary schedule and promoted via horizontal advancement in accordance with Board policy and procedure 4220 B. The latest revision of Board Policy and Procedure 4220 B was ultimately approved by the Board of Trustees on June 10, 2004, following several years of intensive committee work. Although whether or not a particular policy or practice is “fair” is often the subject of some debate, until Board Policy & Procedure 4220 B is modified in the future, it is deemed to be the institutional standard of fairness to be consistently applied.

In the summer of 2006, the College hired the consulting firm Nash and Company to provide recommendations regarding the revamping of the classification and compensation program for WWCC’s full time classified staff personnel. As a result, in January, 2007, the Board of Trustees adopted a new compensation and classification plan for classified staff. Very little contention surrounded this change to a market-based plan and apparently most WWCC classified staff employees expressed no valid reasons for believing the compensation is not “fair.”

The compensation and classification plan which was in place for many years prior to the new plan implemented July 1, 2007, was primarily driven by internal equity factors, rather than market factors. A classified staff committee worked hard to consider reclassifications and typically there was very little contention about the “fairness” of this plan. The change was made philosophically to take into consideration market factors which were not considered nearly as much in the old plan.

Competitiveness
For many years, the HR Department has been a strong advocate for the College’s commitment to spend 75% of all new general state aid on salaries and benefits. This advocacy has played a key role in keeping the College’s salaries and benefits very competitive among the seven community colleges in Wyoming, among local employers, and regionally. Below are some data to support the position that WWCC is providing a fair and competitive compensation program for WWCC employees.

- According to the Annual Salary Survey of the Mountain States Association of Community Colleges, WWCC’s administrative and professional salaries for the 2006-07 year (last year of available data)
were 101.9% of the Mountain States average. WWCC’s faculty salaries were 102.8% of the Mountain States average.

- Compared to the other Wyoming community colleges, WWCC’s administrative and professional salaries were 102.1% of the Wyoming average. WWCC’s faculty salaries were 105.0% of the Wyoming average.

- According to the annual Wyoming Classified Staff Salary Survey, WWCC’s classified staff salaries for the 2006-07 year were 107.6% of the Wyoming community college average and 99.5% of the local average. Moreover, salary range minimums and maximums for WWCC positions almost always exceeded the group averages.

- According to the Mountain States Survey referenced above, the percentage of salary dollars paid to cover fringe benefits for faculty at WWCC was 35.87%, compared to the Mountain States average of 30.92%. For non-faculty personnel, WWCC’s average was 37.50%, compared to the Mountain States average of 34.03%.

Coordinate recruitment and selection functions professionally, fairly, and in a timely manner
The HR Department is charged with the responsibility of coordinating the employee recruitment and selection functions at WWCC. Of the 95 comments received via the employee survey regarding the strengths and areas of needed improvement, six comments expressing concern were received regarding the recruitment and selection function. Moreover, 69% of employees expressing an opinion believed that the employee recruitment function was being done effectively.

Some employees are seemingly frustrated over how long the process takes and that improvements could be made in the overall organization of the process. Two employees expressed a concern that the HR Department may not be notifying unsuccessful candidates in a timely manner.

Beginning in the Spring of 2008, the HR Department will require that all applications for professional positions be completed electronically. This will allow for simultaneous screening of the applications on the part of members of selection committees. Hopefully, this will result in a process which is viewed as more efficient.

There have been no EEOC filings from job applicants claiming employment discrimination for many years. The HR Department sends out letters to unsuccessful candidates after the Board of Trustees approves the hiring for professional positions. For classified staff positions, letters to unsuccessful candidates are sent out within two or three days of the time when a candidate has accepted a position.
The HR Department will work with supervisors to seek input as to how the employee recruitment and selection function can be improved.

Maintain human resources records in an effective and legal manner
Various federal and state laws govern how human resource records (personnel files) are maintained. The HR Department strictly abides by all federal laws and by the Wyoming Public Records Act. Records are kept for the required number of years before being destroyed. Some records must be kept permanently and are typically microfilmed periodically.

Employee personnel files are confidential and no one has access to employee personnel files except on a “need to know” basis. Employees may look at their personnel files, but may not take them out of the HR Department office.

The College has never been found in violation of any laws governing access to or disclosure of employee records.

Section IV: Customers and Clients
The customers/clients of the Human Resources Department are as follows:
- Full and Part time Employees
- Student Employees
- Applicants for College Positions

The Human Resources Department contributes to student learning by:
- Contributing to the effort to attract and hire highly-qualified faculty
- Contributing to the effort to evaluate faculty performance by assisting in the development of faculty evaluation processes
- Helping students become employed by College departments that best matches the student with his or her particular skills and aspirations

Section V: Regulations Compliance
The Human Resources Department has a significant level of responsibility with respect to maintaining compliance with personnel laws and other personnel regulations imposed by outside agencies. It would be virtually impossible to list all the laws and regulations the Department must be aware of and must help enforce, but below is a listing of some of the more well-known and significant laws and regulations:

- The Civil Rights Act of 1964, Title VII, As Amended
- The Equal Pay Act of 1963, As Amended
- The Age Discrimination in Employment Act of 1967, As Amended
- The Civil Rights Act of 1991, As Amended
- The Americans with Disabilities Act of 1990
- The Vocational Rehabilitation Act of 1973
- The Pregnancy Discrimination Act of 1978
- The Family and Medical Leave Act of 1993, As Amended
- The Immigration Reform and Control Act of 1986, As Amended
- The Drug-Free Workplace Act of 1988
• The Consumer Credit Protection Act of 1968
• The Fair Labor Standards Act of 1938, As Amended
• The Older Workers Benefits Protection Act of 1990
• The Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA)
• The Occupational Safety and Health Act of 1970 (OSHA)
• The Uniformed Services Employment and Re-employment Rights Act Of 1994 (USERRA)
• The Health Insurance Portability and Accountability Act of 1996 (HIPAA)

In addition to the partial listings above, there are numerous Equal Employment Opportunity Commission (EEOC) guidelines which must be followed. These guidelines cover topics such as sex discrimination, discrimination because of religion, national origin or sexual harassment, etc. Moreover, there are many retirement/pension laws to be followed as well as common-law tort theories, which must be recognized and dealt with as necessary by the Department, including the following:

• Employment-at-Will
• Negligent Hiring
• Defamation
• Invasion of Privacy
• Fraudulent Misrepresentation
• Job-as-Property Doctrine

Since 1979, when the current Human Resources Director became the Human Resources Director of the College, the College has never been successfully sued or has never had a successful claim of discrimination filed against it by an applicant, employee, or former employee through the courts or the Equal Employment Opportunity Commission. There have been three major discrimination-related lawsuits since 1979 involving employee terminations. Two lower court-decisions were appealed to the U.S. Supreme Court. (The high court refused to hear both cases). Since 1979, there have been a few employment discrimination claims filed with the Equal Employment Opportunity Commission (perhaps five or six). The current Director of Human Resources defended the College on each of these claims. The College prevailed on each and every claim.

Hiring, termination, and other employment practices are monitored carefully, although it is difficult to monitor all the activities which occur with part time employees due to the small Human Resources staff and the decentralization of many practices, particularly in the outreach areas.

Continued compliance will depend upon a highly-centralized Human Resources operation staffed by experienced, trained and competent personnel who “mind the store”, as it were, and enforce College policies. Risk of a violation of employment-related laws is probably highest when applied (or not applied) to part time employees, where HR Office oversight is often minimal.
**Section VI: Staff Development**
The Director of Human Resources (Vice President for Administrative Services) engages in regular staff development activities regarding human resources to stay abreast of ever-changing laws and practices. Examples include:
- Subscribing to and reading HR Magazine, published monthly by the Society for Human Resource Management
- Subscribing to and reading the CUPA.HR Journal, published semi-annually by the College and University Professional Association for Human Resources
- Subscribing to and reading Disability Compliance for Higher Education, published monthly by LRP Publications.
- Subscribing to and reading The College Administrator and the Courts, published quarterly by College Administration Publications, Inc.

The Director also periodically attends conferences which address HR-related topics. In the past three years, examples include:
- Retirement/Employee Benefits Conference, Boston, MA, Summer, 2007
- Retirement/Employee Benefits Conference, Miami, FL, Fall, 2005
- Business/HR Conference, Baltimore, MD, Summer, 2005

The Human Resources Specialist has participated in a professional HR conference, (CUPA-HR) in April, 2007. She has participated in HR computer software training in October, 2004 and has attended insurance and HR benefit trainings in September, 2004, September, 2006 and in May, 2007.

The Executive Assistant has participated in a Notary workshop in July, 2005, a Photoshop workshop in April, 2006, and in a Paraprofessional Retreat in May, 2006.

Staff training has met the needs of the HR staff.

**Section VII: Facilities and Equipment**
The facilities and equipment for the Human Resources Department are adequate. No additional or updated equipment is needed and space needs are met.

**Section VIII: Web Site and Printed Material**
A review of Human Resources web sites of the other six community colleges in Wyoming was conducted. It is clear that, upon examination, WWCC’s HR website is among the best. However, a few good ideas for implementation were discovered. They are as follows:
- An introductory “front page” should be added
- Pictures & direct telephone numbers should be added to make the site more personal
- Travel reimbursement amounts/policies for employment interviews should be added

A review of the Department’s printed materials was conducted. Consideration should be given to completely updating the College’s written Policies and Procedures Manual. The written version does not have some of the new language
changes implemented in recent years such as the term “human resources” vs. “personnel” and “vice president” vs. “dean.” Many of these changes were made on the electronic version.

Some HR forms need to be updated to reflect new language; this is a “work in progress” and is being accomplished systematically.

**Section IX: Recommendations from Previous Program Review**

**Enhancing the Supervisor’s Role in New Employee Orientations**
The previous program review committee recommended that supervisors play a role in new employee orientation. This suggestion was implemented several years ago by requiring supervisors to complete a departmental orientation with the employee and submit a signed copy to the HR Department. This process is working well and supervisors have been diligent regarding returning the completed forms.

**Enhancing the New Employee Orientation Check List**
The previous program review committee recommended that the new employee orientation check list be updated and improved. This suggestion was implemented and the form has been revised periodically to meet emerging needs.

**Continue to enhance the Internet and Intranet pages**
The department regularly reviews and enhances the Human Resources web sites, adding links as desired. A significant review was conducted in Summer, 2007, in preparation for the presidential search and several enhancements were made at that time such as adding the Rock Springs/Green River Chamber of Commerce links, two salary calculators to assist in determining cost of living differences between Rock Springs and other cities, and WWCC organization charts.

**Keep abreast of continuing Legal, Technological and Programmatic advances in the Profession**
Through professional development activities, the staff continually attempts to keep up on the various changes affecting human resources.

**Section X: Strengths, Limitations, and Opportunities**

**Strengths**

- The department has in place comprehensive policies and procedures, which are easily accessible.
- The department has played a key role in keeping the College free from legal entanglements. Since 1979, only three employment-related lawsuits have been filed and the College has prevailed in each one.
- Since the last program review, only one Wyoming Department of Labor/EEOC claim of discrimination has been filed against the College. It was found to be non-meritorious.
- Since the last program review, no formal grievances have been filed at the College.
The department has experienced and competent personnel. The Personnel Director, (V.P. for Administrative Services) is a nationally certified Human Resources Professional by the Society of Human Resources Management and has been since 1979. He holds the Society’s highest designation. The Human Resources Specialist has over 27 years of human resources experience and has attended many professional human resources conferences. The Vice President’s Executive Assistant holds a Bachelors Degree, is very competent, and has many years of experience at the College.

- The College has modern compensation/classification and recruitment/selection systems in place, which include extensive employee involvement and empowerment in the decision-making processes.
- The Human Resources Department has a strong presence on the both the internet and intranet with links to several human resources-related sites.

Limitations

- Human Resources Staffing Level
  WWCC is the only college in the Wyoming community college system without a full time Director of Human Resources. The V. P. for Administrative Services serves as the Director and it is estimated he devotes about 1/3 of his time to HR duties. Moreover, WWCC has the smallest HR staff in the system (other than Eastern Wyoming College) with 1.66 FTE staff. Below are the HR FTE staffing levels at the Wyoming community colleges.
    ✓ Casper College  4.50 FTE Staffing
    ✓ Central Wyoming College  3.50 FTE Staffing
    ✓ Eastern Wyoming College  1.25 FTE Staffing
    ✓ LCCC  3.00 FTE Staffing
    ✓ Northwest College  2.00 FTE Staffing
    ✓ Sheridan College  2.50 FTE Staffing
    ✓ WWCC  1.66 FTE Staffing

  The WWCC HR staff believes that the core service functions of Human Resources are being accomplished in spite of limited staffing, but that a higher level of service could be provided if the level of staffing were greater. There are no plans to hire additional HR staff in the FY 2008-09 budget. Because of budget issues going forward due to rapidly declining enrollments, any staff additions will require extensive discussion with the new College President and Executive Council.

- Human Resources Perceived as a “Regulatory” Department
  As a central organizational unit of the College charged with overseeing and enforcing HR policies and procedures, HR staff are often placed in a position of denying requests of various types, even though these requests are approved by various other College personnel. In the opinion of HR staff, these regular denials tend to result in some employees viewing the HR Department in a less-than-favorable light. It is difficult for the HR Department, in the opinion of the HR staff, to obtain favorable feedback in some areas due to the nature of the work that must be done by the HR staff.

- New employee orientation was viewed by employees as needing improvement
Employee recruitment processes were viewed by employees as needing improvement. Courtesy and responsiveness of HR staff was viewed as needing improvement. More communication from the HR staff about what is available on the HR website is needed.

**Opportunities to Improve**

- The requirement for on-line applications, effective in January, 2008, for professional level positions should result in a more efficient employee recruitment process.
- Feedback from the survey suggests that the courtesy and responsiveness of HR staff could be improved.
- Feedback from the survey suggests that the new employee orientation program could be improved.
- Feedback from the survey suggests that the employee recruitment process could be improved.
- Feedback from the survey suggests that the HR Department could communicate more effectively with staff about what items of information are on the HR intranet and internet sites.

**First Year Action Plan (2007-08)**

- **Implement requirement for electronic applications for professional positions**
  - Purpose: To enhance efficiency of screening applications
  - Activities: Work with Webmaster to implement program
  - Measure of Success: Poll PSB members after 2 years to gauge effectiveness
  - Who is Responsible: Marty Kelsey & Crystal Deibner

- **Discuss issues of courtesy and responsiveness among HR staff**
  - Purpose: To discuss perceptions of some faculty and staff
  - Activities: Meetings between HR staff members
  - Measure of Success: Improvement in subsequent staff surveys
  - Who is Responsible: Marty Kelsey

- **Communicate HR website information to faculty and staff**
  - Purpose: To ensure that faculty and staff are made aware of what items of information are available on HR intranet and internet sites
  - Activities: Send periodic e-mails to staff
  - Measure of Success: Improvement in subsequent staff surveys
  - Who is Responsible: Crystal Deibner

- **Implement Web Site Enhancements**
  - Purpose: To make a good HR website better
  - Activities: Add features to HR website
  - Measure of Success: Improvement in subsequent staff surveys
  - Who is Responsible: Crystal Deibner
Second Year Action Plan (2008-09)

- Discuss Possible Improvements in New Employee Orientation Program
  - Purpose: To attempt to identify ways to improve the new employee orientation program. Meet with supervisors & new employees to discuss ideas
  - Activities: Meet with supervisors & new employees to discuss ideas; review new employee orientation programs at other colleges
  - Measure of Success: Improvement in subsequent staff surveys
  - Who is Responsible: Marty Kelsey & Crystal Deibner

- Discuss Possible Improvements in Employee Recruitment Process
  - Purpose: To attempt to identify ways to improve the employee recruitment program.
  - Activities: Meet with supervisors to discuss ideas; review employee recruitment processes at other colleges
  - Measure of Success: Improvement in subsequent staff surveys
  - Who is Responsible: Marty Kelsey and Crystal Deibner

Appendix
(1) Survey Instrument
(2) HR Department New Employee Orientation Form
(3) Departmental New Employee Orientation Form
(4) Monthly Reminders to Supervisors – Performance Evaluation Deadlines