



Human Resources Departmental Review Self-Study Report

November 1, 2023

Contributors

Shane Turner, Associate Vice President of Human Resources & Labor Relations

Aneita Grogan, Payroll Manager

Sharon Daniel, Human Resources Manager

Tammie Stark, Planning & Institutional Effectiveness (program review coach)



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Section 1: Executive Summary

The Human Resources Department conducted a program review beginning in May 2022. The review process followed Lane's established procedure, which is grounded in the Self Assessment Guidelines by the Council for the Assessment of Standards in Higher Education. This report is a culmination of the self-study. The three Human Resources managers reviewed each section and responded by providing quantitative and qualitative information along with narrative. During the process of program review the coach provided technical writing, team facilitation, and other project management assistance.

The Department provides a comprehensive set of services including hiring, retention, payroll, benefits, employee and labor relations, workplace safety and risk management, and legal compliance. HR also offers professional development training to help identify and remove biases, a welcome day for new employees, and annual employees

celebration, yearly benefits and wellness fair, along with other new employee engagement activities. See the website for further information.

The Department's mission statement was developed in 2020 and is well aligned with Lane's mission. HR embodies many of Lane's values including learning, diversity, collaboration and partnership, integrity and accessibility.

HR reviewed Lane's Environmental Scan Report 2022 to identify relevant trends. A tight labor market and tough competition make it challenging to recruit and retain qualified individuals, largely because of the difficulty providing compensation comparable to the private sector. HR has responded by highlighting other benefits for employees. The Department has identified a need for employee upskilling and reskilling. It is responding by creating pathways to help employees know what skills they need to develop in order to move into higher level positions. Lower enrollment and higher costs impact workforce planning but are outside HR's scope of control. Global climate change trends impacts include loss of workdays, increased use of sick leave, and need to provide more air filtration. Social and demographic changes, increased poverty and homelessness, etc. affect Lane County much more than other geographical areas. HR is responding by working to improve campus culture, which is intended to reduce stress levels, address mental health and resiliency by creating a sense of community, belonging, and connectedness. This effort aims to make the work environment positive, fulfilling, and engaging. Childcare needs are on the rise, but fortunately, Lane's Child and Family Center is on campus and expanding services. Staying up-to-date with legal and regulatory trends, labor relations, and other compliance is always required in human resources and personnel regularly receive professional development in these areas. Emerging artificial intelligence tools might be an impactful trend to monitor going forward.

The global pandemic forced changes at the college and in the Department. The transition back to providing robust in person service is concurrent with the long-term adoption of remote, hybrid, and asynchronous models of service delivery.

Accreditation standards are being met. However, the challenges with distributed delivery of professional development and questions about adequate funding for it are being considered.

To assess "client" access and success, HR conducted a college wide survey, worked with departments to create action plans to address issues identified, and created work groups to address institutional level themes. Emergent recommendations will be sent to the President's Cabinet. The Cabinet will determine which recommendations to implement. Human resources will check on progress at the end of 2023, conduct a smaller targeted survey, and administer the full survey again in 2024. Data from these surveys will provide the opportunity to assess employee satisfaction over time.

Data for professional development is not currently tracked and needs to be gathered, analyzed, and used to determine the effectiveness of activities provided. This will be a

future challenge to overcome because professional development is highly distributed across the organization and not governed by HR.

Departmental success is measured using several key quality indicators. A new institutional level performance indicator (Mission Fulfillment Indicator #16), focuses on holistic health and wellness for employees and students. However, this is a work in progress because the college currently does not track data to assess the effectiveness of these measures.

The HR managers worked with the entire Department to conduct an analysis that identified strengths, opportunities, aspirations, and results. This provided useful information that can be leveraged for future goals, improvements, and recognition of excellence.

This report also covered other departmental considerations such as risk, technology, and facilities. No significant challenges or barriers were uncovered.

Stakeholder feedback is being gathered in the campus climate survey as discussed in Section 5 and 6. HR intends to create a regular process to gather, analyze, and use survey and other data to continue to make improvements.

The recommendations and key findings are listed below. This program review report supports the [Strategic Plan](#) objective 4.2, *Ensure that services and programs are engaged in continuous improvement and are informed by regular program review*. The following recommendations are aligned with specific Strategic Plan objectives as shown in parentheses following the recommendation.

Internal department-focused recommendations:

- Enhance customer service to employees (4.2)
- Engage in team building, increase departmental communication about changes, and communicate using multiple modalities (6.7)
- Document processes and training materials; engage in cross-training employees (4.2)
- Analyze and adjust workloads to ensure equitable distribution of labor; optimize workflows and processes, including leveraging technology (6.2, 6.7)
- Implement paperless office techniques and other sustainability strategies (6.16)
- Determine if the HR conference room is appropriate for HR needs, including for storage; implement improvements, as needed (4.2)
- Helping employees better understand the implications of working in a collective bargaining environment (6.3, 6.7)
- Improve departmental scheduling and work environment (6.7)
- Provide additional professional development opportunities for HR personnel (6.1)
- Complete projects and goals before moving on to new ones (4.2)

- Continue to develop existing and new key quality and performance indicators, benchmarks, metrics, etc. and use the information to improve services over time (4.1, 4.2, 4.3)
- Regularly track and report data related to departmental quality and effectiveness (4.1, 4.2, 4.3)
- Integrate departmental planning with college planning processes (4.1, 4.2, 4.3, 4.4)

External-focused

- Improve employee satisfaction and culture (6.2, 6.3, 6.7)
 - Readminister the Gallup survey in spring 2024 and use the results for improvement
 - Collaborate with Institutional Research to design and administer a satisfaction and retention surveys for employees (4.2, 6.7)
- Increase employee diversity (6.2)
- Assess staffing sufficiency; develop and implement plans to address issues identified (6.3)
- Optimize professional development:
 - Work with constituent groups to determine the effectiveness of professional development offered (6.2, 6.7)
 - Evaluate the efficacy of funding for professional development and augment as necessary (Strategic Plan objective 6.2, 6.7)
- Review of manager performance evaluation and development feedback; implement follow-up measures and track improvement (6.2)

Section 2: Progress on Previous Department Outcomes, Goals and/or Recommendations

Not applicable at this time. Formal departmental goals and objectives have not been created. However, there are a few 2022 Cabinet-level goals specific to HR that include:

- Promote a positive climate and culture at the College: Evaluate levels of low employee morale through a campus climate survey. HR has engaged in a process of improving morale. One activity includes working with departments to identify and improve specific areas of need identified by departmental employees. Another is to improve identified institution-wide issues. Work groups were formed in Spring 2023, organized around four themes. The groups developed recommendations, forwarded them to Cabinet and Cabinet identified priority areas. Implementation of changes is underway. HR will resurvey in late winter 2024 and report results to the campus community and Board of Education.
- Develop a program for the recruitment and retention of employees of color. Some of the activities completed include: search advocate program, Justice, Equity, Diversity and Inclusion (JEDI) program including a faculty fellowship, centralized recruitment advertising to target diverse candidates, reviewed applicants at every step of the process to evaluate inadvertently screening out

diverse candidates, and piloted the use of anonymous “blind” screening. Results show substantial improvement in meeting established affirmative action plan goals. In 2021 Lane met 21% of the 20 goals. In 2022 Lane met 40% of the 31 goals. Work in this area continues.



Section 3: Department Description, Alignment with College Mission and Strategic Plan Goals

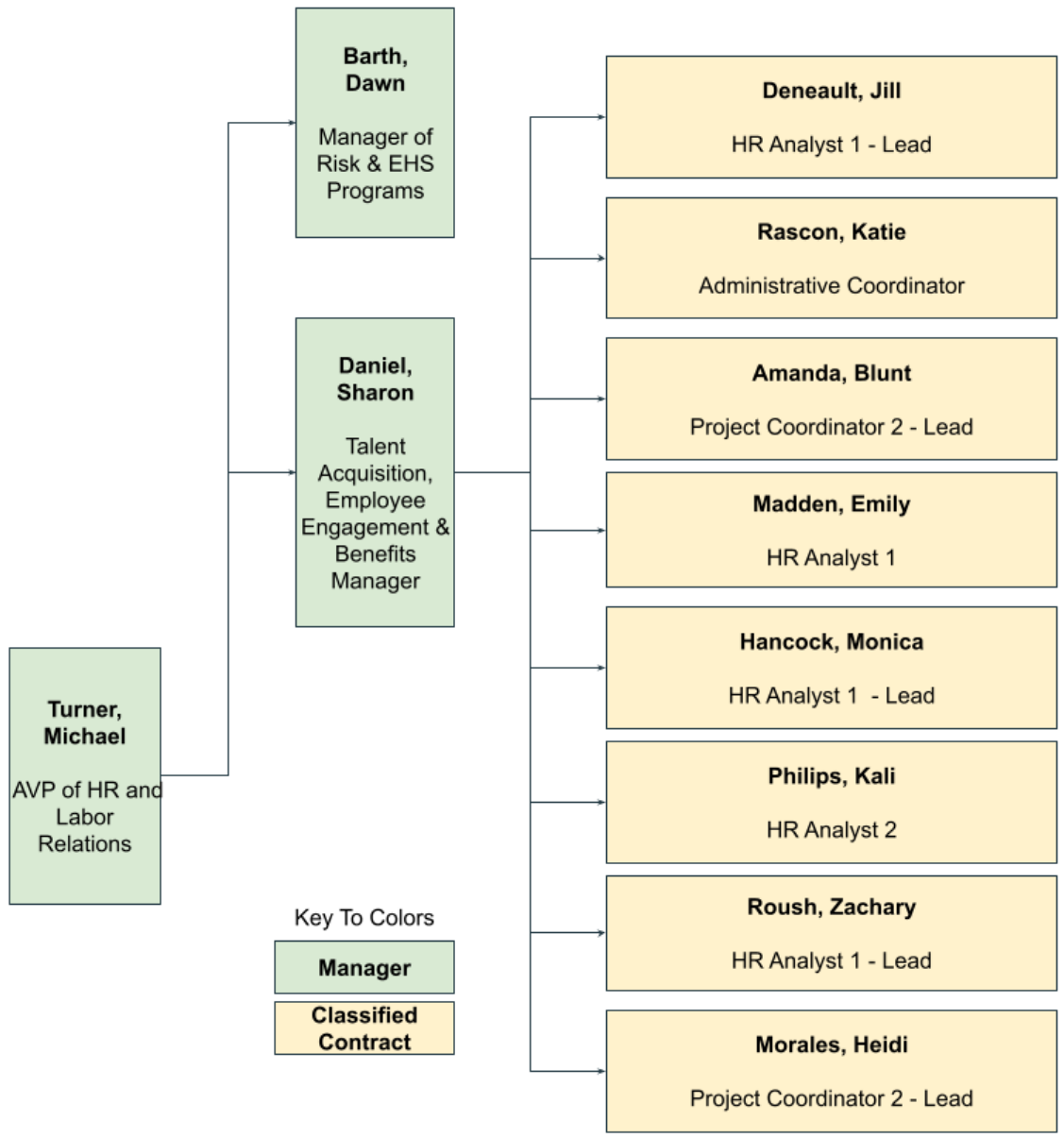
Department Description and Purpose

The Human Resources Department provides comprehensive human resources services including hiring, retention, professional development, payroll, benefits, employee and labor relations, workplace safety and risk management, legal compliance. See the [HR website](#) for more information.

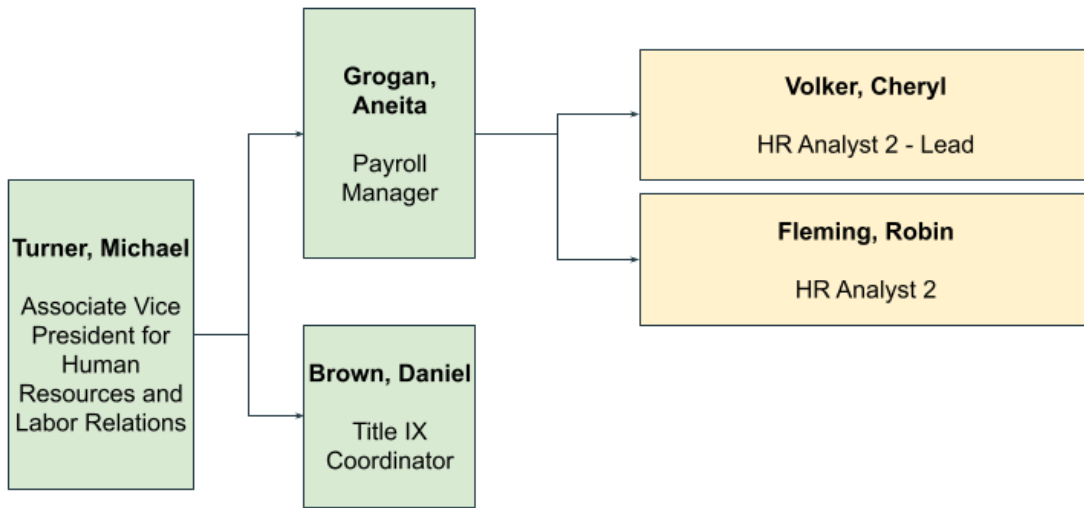
The Human Resources Department organization chart as of April 2023 is shown below.

Human Resources Team Organization Chart

Page 1 of 2, April 2023



Human Resources Team Organization Chart Page 2 of 2, April 2023



Key To Colors

Manager

**Classified
Contract**

The Human Resources Department serves fellow colleagues including classified staff, faculty, students, managers, and potential future employees, other Oregon community colleges, vendors, federal and state compliance agencies, and some community partners (e.g job fairs).

The services provided, such as recruitment, retention, compliance are essential to the smooth running of the College. HR is a liaison between the federal government and state regulatory agencies as well as other departments within the College. External compliance requirements must be met. Internal and external demand is growing due to additional regulatory changes and contract negotiation requirements. As departments and programs grow, the HR Department provides the necessary human resources to manage and maintain them.

The Department also offers value-added services such as:

- Search advocate program training to help identify and remove biases
- Welcome Day for new employees
- Annual Employee Celebration event
- Annual Benefits and Wellness Fair
- Creation of a new employee engagement events and activities

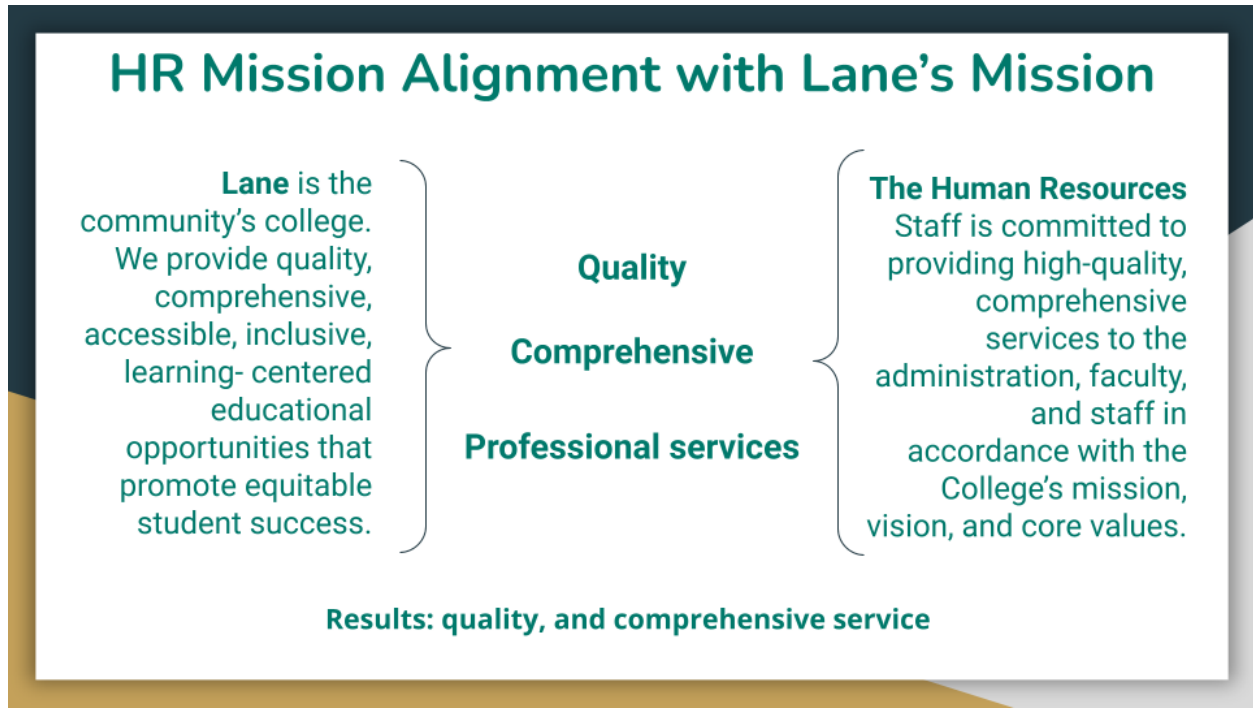
Mission Statement

The mission statement was created in approximately 2020 and reads: The Human Resources staff at Lane Community College is committed to providing high-quality, comprehensive human resources services to the college's administration, faculty, and staff in accordance with the college's mission, vision, and core values of learning, diversity, innovation, collaboration and partnership, integrity, accessibility, and sustainability.



Alignment with College Mission & Strategic Plan

The alignment of the HR Department and Lane’s mission is illustrated below.



The Departmental goals have been aligned with specific [Strategic Plan](#) goals and objectives in the Executive Summary above.

The Human Resources Department embodies many of Lane’s values including learning, diversity, collaboration and partnership, integrity and accessibility.

In support of learning, the Department recruits employees that foster lifelong learning philosophies. HR is a champion for diversity by supporting diverse employees, improving campus processes to make it more welcoming, accommodating needs, and helping remove bias. As outlined in the Hiring Process Procedure, decisions made during the hiring process are evaluated by staff in Human Resources for adherence to College policy and to ensure that selection decisions are free from bias” ([Evaluation of Institutional Effectiveness Report](#), page 3).

HR excels in collaboration. For example, by developing and completing successful contract negotiations working with union leadership, councils, other stakeholders. Another collaborative effort has been the Covid-19 testing and vaccination program. HR worked with multiple departments to set up clinics to get students and employees tested and vaccinated and with Lane County Public Health for contact tracing.

Integrity is of paramount importance to HR. It is core to all processes (payroll, recruitment, providing benefits, health and safety, etc). Employees strive to embody transparency and honesty in all dealings in order to continue having good collaboration and partnership with others.

This Department supports employee health and wellness as well as work-life balance. It is responsible for ensuring the Americans with Disabilities Act (ADA) requirements and also provides a safe space to work through disability needs and issues.

HR furthers sustainability goals by advocating for wellness release time and transitioning to a nearly paperless office, and would like to do more. HR folks embrace innovation, for instance, by employing technology solutions but with the current workload have limited time to do so. As work permits, HR employees aspire to engage more with these two values.

Section 4: Environmental Scan, Impact of Remote Operations, and Accreditation

Environmental Scan

A well-known trend is a tight labor market and tough competition to recruit and retain qualified individuals. According to the Society for Human Resource Management, “Too many positions remain unfilled despite extended vacancy announcements, or they are filled with poorly matched candidates,” (page 1). (Bouchrika, Imed. “[11 Top Trends in Higher Education: 2021/2022 Data, Insights & Predictions](#),” Research.com, 24 Aug. 2020). An article on internal talent development by the Chronicle of Higher Education suggests that higher education institutions have an opportunity to develop internal human resources and promote existing employees to deal with tight labor markets and retention challenges (Kevin R. McClure, [Higher Ed is a land of Dead-End Jobs](#), 2 December 2022).

That trend plays out at Lane as well where it is difficult to fill positions and provide compensation comparable with the private sector. Human Resources has responded by focusing on other benefits offered including the mission-driven focus. The latter may prove fruitful since there is a growing trend of employees wishing to work in organizations that match their own values (Mark DeRosa, [HR Trends in 2022. Changes in The Human Resources Landscape](#), 28 February 2022). DeRosa suggests, there may be more effort to “create the right employee experience,” (Ibid.).

The Department has identified a need for employee upskilling and reskilling. It is responding by creating pathways to help employees know what skills they need to develop to step up into higher level positions.

Trends of low enrollment and higher costs of living impact workforce planning, but are outside the scope of control of the Department.

According to the World Health Organization, climate change is the greatest challenge of the 21st-century threatening human health and development ([Health and Climate Change](#), WHO, 5 December 2018). Locally wildfires, snow and ice storms, droughts, and heat waves along with poor air quality are the biggest threats. For example, increased wildfires in 2021 impacted local residents and businesses due to poor air quality, evacuations, loss of life and home, school and business closures. In 2020 and 2021 this was coupled with a higher risk of getting Covid. Human resources impacts included loss of work days, increased use of sick leave, and a need to provide more air filtration.

Other social trends include demographic changes and increases in poverty, homelessness, social disparities, mental health issues, overdoses, and the need for child care ([Environmental Scan Report 2022](#), Lane Community College, 2022). The Department is responding by working to improve campus culture. Some efforts focus on reducing stress levels, addressing mental health and resiliency by creating a sense of community, sense of belonging and connections. This effort also aims to make the work environment positive, fulfilling, and engaging.

The need for childcare services for student-parents and employees is a growing trend. “Childcare options and affordability are significant factors when considering employee retention and recruitment. A 2022 survey conducted by the College and University Professional Association for Human Resources (see UPA – HR) found that higher education employees exhibit a great deal of dissatisfaction with their employers’ support of employees’ childcare needs. Issues surrounding child care also disproportionately affect female academics,” ([Emerging Trends and Best Practices – Childcare Development Centers at Higher Education Institutions](#), 29 November 2022, Hanover Research Digital, page 6). The dissatisfaction stems from the fact that child care and development centers at higher education institutions have declined from 59% to 45% (2004 through 2019) (page 6). The report also pointed out that on-campus childcare services may contribute to the “overall efficiency and morale of the institution... [And] has the effect of reducing tardiness and absenteeism among faculty and staff and makes the institution more attractive to prospective employees,” (page 8). At Lane, the Child and Family Center is expanding. Employees and students may access those services.

Legal and regulatory trends include an ongoing need to provide all employees with FERPA (Family Educational Rights and Privacy Act) training. The Department also must address Title IX and Oregon paid FMLA (Family Medical Leave Act).

A strong and consistent trend among Human Resources Departments and professionals is the need to stay up to date and comply with frequently emergent regulations. This is discussed further in the section below on professional development.

Another trend is the need to stay up to date on contractual obligations and union bargaining. This requires staffing for record keeping, payroll adjustments, and other implementation requirements. Staffing is sufficient to handle this demand.

Although not a trend yet, the impacts of artificial intelligence (AI) on the labor market and jobs are on the horizon. As shown in current news, the impacts seem to be moving at a very rapid pace. Some employers and employees are concerned about how AI may impact jobs. It is an issue that should be carefully considered and monitored.

Impact of Remote Operations

The Human Resources Department and the college have faced considerable changes over the last two and half years due to the novel coronavirus pandemic. In the spring of 2020, all College services pivoted into a remote working environment. Over the last 6 months, the college has been negotiating the transition back to in-person services. Historically, the college has not employed remote workers because of perceived challenges in managing the workforce related to remote work. Part of the transition includes an interest on behalf of employees to continue working remotely or in a hybrid situation (partially in person and partially remote).

Remote and/or hybrid work scenarios have increased the number and types of communication methods used. On one hand, this has allowed increased communication, increased availability of employees, and more responsiveness. On the other hand, it has led to unintended consequences such as higher levels of distraction, and lower focus of attention to tasks at hand. Departmental personnel are proactively managing the challenges by setting parameters and expectations as well as determining how to funnel all communications through one preferred communication vehicle.

The institution is grappling with how to maintain balance between meeting work expectations and employee preferences that make them feel valued and heard.

Accreditation

The Human Resources Department complies with all laws, regulations, standards, and requirements including accreditation standards. All issues are being addressed and given the attention required. A summary of accreditation requirements is listed below.

The Northwest Commission on Colleges and Universities, the accreditor, requires HR compliance with [Standards](#) 2.F.1-2.F.4.

- Standard 2.F.1: Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.
- Standard 2.F.2 The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.

- Standard 2.F.3 Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.
- Standard 2.F.for Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.

During the October 2021 site visit by the Northwest Commission on Colleges and Universities, the Evaluation Team wrote that the Human Resources Department is compliant with the NWCCU Standards. See details see the [Evaluation of Institutional Effectiveness Report](#) (page 25-28).

However, they noted that “While the Review Committee found sufficient evidence of a robust professional development program, ... it is unclear if the professional development program is sufficiently funded [and that] LCC acknowledges difficulty assessing staffing sufficiency due to the recent restructuring,” ([Evaluation of Institutional Effectiveness Report](#), page 71-72).

The College has identified a lack of cohesion across various professional development activities and funding. College-wide professional development is in the emerging stage. A list of required training opportunities has been provided and is emerging at the department level. HR is soliciting feedback from colleagues on what should be included.

Recommendation: Evaluate sufficiency of funding for professional development and augment as necessary.

Recommendation: Assess staffing sufficiency and develop and implement plans to address issues identified.

Section 5: Assess Client Access, Learning, Development, and Success

A college-wide campus climate survey was conducted in May 2022. After analyzing the results, HR worked with departments to create departmental action plans to address opportunities for improvement. The Department created work groups based on emergent institution-level themes. The work groups will wrap up at the end of March 2023 with a list of recommendations. Recommendations will be forwarded to the President’s Cabinet. The Cabinet will determine which recommendations will be

implemented immediately and then report back to the campus community. HR will check on the progress toward implementation in the late fall 2023. In spring 2023, HR will conduct a smaller survey to check-in on key areas. In winter 2024, the survey will be administered again.

Data for professional development is not currently tracked and needs to be gathered and analyzed in order to determine its effectiveness. Professional development is highly distributed across the organization, is not governed by HR, and HR has not been responsible for its delivery. For example, faculty, classified staff and management professional development is handled by constituent committees outside of HR.

Human Resources personnel plan to design and implement a survey to track satisfaction and use the results of the survey to improve services over time.

Recommendations:

- **Work with constituent groups to determine the effectiveness of professional development offered.**
- **Work with Institutional Research to design and administer a satisfaction survey.**

Section 6: Departmental Assessment Using Key Quality and Effectiveness (Success) Indicators

Because this is the first departmental assessment, formal key quality and effectiveness indicators have not been developed. However, in 2022, the college created an institution-level indicator (MFI #16) to help gauge holistic health and wellness of employees over time. This and other indicators to use in the future are discussed below.

Current methods used to gauge quality and effectiveness include:

- **Effective administration of open enrollment for benefits.** Data shows tremendous success in this area: there were fewer than 10 employees who did not complete the online open enrollment process. This success is due to the changes to the systems used including automated reminders.
- [Affirmative Action Report](#): Results show substantial improvement in meeting established **affirmative action plan goals**. In 2021 Lane met 21% of the 20 goals. In 2022 Lane met 40% of the 31 goals. Work in this area continues.

Additional key performance and quality indicators that will be used in the future include:

- The Lane Board of Education Policy 555, **Treatment of Staff**, requires an annual report to the Board on complaints and their resolutions (see: [Number of discrimination complaints](#)). This information will be reported regularly and over time analysis of this data can be performed.
- **Holistic health and wellness of employees** has been added as a new [Mission Fulfillment Indicator](#) (#16). Health and wellness are defined on the [MFI](#)

[#16 Scorecard](#). Availability of employee health resources and the Wellness Program serve as proxies to measure employee health and wellness. However, the college currently does not track data to assess the effectiveness of these measures. It is feasible in the future to survey employees to determine how many are using their one hour per week wellness benefit and if it is helping to support their health and wellness.

- **Timely recruitment and hiring of new employees** (reduce time to fill position)
- Monitor **safety** reports
 - OSHA internal accidents, monthly (not worker's compensation)
 - SAIF, monthly (worker's compensation) (third party administrator provides data)

Recommendation: Continue to develop existing and new key quality and performance indicators, benchmarks, metrics, etc. and use the information to improve services over time

Section 7: SOAR Analysis

Below is a summary of the SOAR (strengths, opportunities, aspirations and results) Analysis results. Topics that are **written in bold text** indicate that more than one respondent included this topic. If a topic appears in more than one section, it is repeated.



Departmental strengths:

- Clear job duties and expectations
- Personnel are:
 - **Supportive** of one another and engage in productive teamwork
 - Willing to try new approaches
 - Trusting of other team members
 - Knowledgeable and experienced people
 - Team members exhibit kindness, respect, and are helpful
- Use of technology
- Culture of learning
- Provide good **customer service**
- Meet compliance requirements

Departmental opportunities:

- **Analyze and adjust workloads; optimize workflows and processes (including leveraging technology)**
- Hire additional personnel to help mitigate heavy workloads

- Update systems; overcome barriers with information exchange between systems
- Enhance culture of acceptance and learning
- Cross train employees
- **Remote work and/or hybrid approaches:**
 - Allow personnel to work remotely and/or with hybrid approaches
 - Provide customer service in multiple ways (remote and in person)
- **Engage in team building**
- **Increase departmental communication about personnel and other changes**
- **Provide professional development**
- **Embrace opportunity for reorganization**
- **Complete projects/goals before moving on to new ones**
- **Document processes and training;** allow self-study and decrease length time of training
- Be willing to improve and change processes
- Overcome challenge of staffing front desk during office hours

Departmental aspirations:

- **Implement paperless office techniques**
- Increase automation of manual data entry tasks
- Embrace **hybrid approaches and scheduling**
- **Engage in team building**
- **Increase departmental communication about personnel and other changes**
- Improve employee satisfaction and culture
- Use retention and exit surveys/data to improve College policies and decision-making
- **Embrace opportunity for reorganization**
- Communicate using multiple modalities (e.g. audiovisual, visual in addition to text)
- **Analyze and adjust workloads; optimize workflows and processes (including leveraging technology)**
- **Document processes and training**
- Increase employee diversity
- Includes search advocate on each new hire search committee

Departmental results or goals:

- **Implement paperless office techniques**
- Implement use of retention and exit surveys
- Helping employees better understand the implications of working in a collective bargaining environment
- Review of manager performance, and developmental feedback/follow-up measures to track improvement
- **Enhance customer service to employees**
- Gather and use information from staff about work schedule preferences
- Communicate current work schedules to all staff

- **Increase departmental communication about changes**
- **Provide professional development**
- **Analyze and adjust workloads**
- Provide equitable experiences for staff and students
- **Complete projects/goals before moving on to new ones**
- Increase employee diversity
- **Optimize processes**

Section 8: Other Departmental Considerations

Below are other departmental considerations.

- Human resources personnel and professional development are needed. Needs are very individualized. Conversations and plans are in process.
- Compliance, ethics, laws and policy. The HR Department follows all accreditation, compliance, ethics, laws and policies. There are appropriate policies and procedures in place to ensure compliance.
- Risk:
 - Measures have been taken to secure physical security in the office space including added security codes, a waiting vestibule, no longer sharing office, working with Public Safety for evaluation of the physical work environment. Additional safety training will be provided for employees.
 - The highly specialized work skills and tasks carried out by HR employees carries a potential risk. A plan was developed and is now being implemented for cross-training.
 - Cyber security risks are handled by the Information Technology Department.
- Technology:
 - Department personnel have embraced technology, especially since the pandemic. This has modernized the use of tech, new ways of working together and with those that are served. For example, the benefits orientations were offered only in person and very difficult to schedule. Now they are offered as asynchronous recorded sessions. Follow up service is offered virtually and/or in person, to meet stakeholders' needs. Other training sessions are recorded and available for later viewing. This has filled a service gap that was present previously missing.
 - Some of the challenges related to technology include:
 - Adequate time to practice and fully implement new technologies...
 - Different time zones working w/ international vendors
 - At times the technology isn't working and the reliance on outside vendors may delay the work; limitations based on access rights
 - Benefits - there will be increased efficiency based on work that has been completed by using technology.
- Facilities and infrastructure are generally adequate, but file storage space is inadequate and the meeting/conference room inappropriate (being used for

storage). Because of the small size of the room, inadequate lighting, and the unwelcoming feel, it may need renovations.

Recommendations:

- **Consider how and in what ways storage could be improved.**
- **Determine if the conference room is appropriate for HR needs (Building 3, Room 121)**

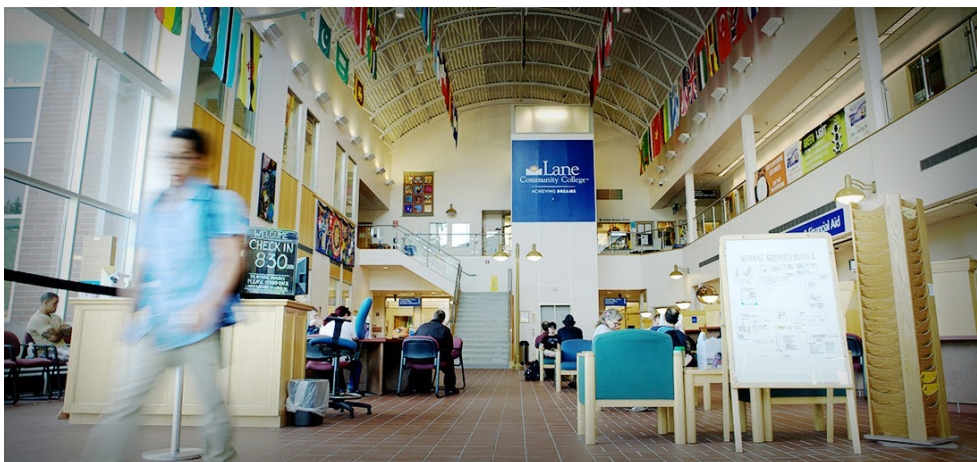
Section 9: Financials

[Attached is financial information for five years.](#)

Through 2019-20, HR had the M&S budget needed to cover our service contracts, staff travel, and office supplies. 2020-21 through 2021-22 due to remote work, our M&S needs were drastically reduced. Most of our budget went to cover supplies and hardware needed to work from home. In 2022-23, several contracts/invoices that were once paid for by other departments became the responsibility of HR to pay for. As the financials for 2022-23 demonstrate, we were not provided the necessary budget to pay for these additional invoices and therefore were in a significant deficit at the end of FY23. In addition, the Title IX & Compliance office was moved to HR. The budget this office had previously stayed with the MHWC. M&S expenses for the Title IX & Compliance office had to be absorbed within the HR budget.

Section 10: Stakeholder Feedback and Recommendations

As discussed in Section 6 above, Human Resources personnel plan to design and implement a survey to track satisfaction and use the results of the survey to improve services over time.



Section 11: Reflection and Conclusion

This process helped the department reflect on the work accomplished and how and in what ways success is measured, reported, and used to improve the department. The self study process is time and labor intensive. Departmental personnel will use this information to improve and focus squarely on success.