

DGR Consulting LLC

KCCD Human Resources Reorganization Analysis

Overview

This analysis will provide an option to reorganize the current human resources structure into a more attractive and efficient structure. The department is housed at the district office with liaison human resources office at each of the three (3) colleges to provide onsite human resources support.

Scope

The scope of this analysis specifically focuses on the human resources department. The department has struggled to fill the vacant management positions in the current structure with competitive wages.

Methodology

The methodology used was to review the current structure and look at making recommendations to competitively attract applicants and provide efficient, consistent customer service to the Kern Community College District community.

Findings

Upon analyzing the information provided by the district, the following was identified:

1. The level of responsibility has increased for all management positions, and there is a need for consistent Human Resources service practices across the district.
2. The Human Resources Manager at the Porterville College location has had two (2) failed recruitments.
3. The Director, Human Resources position at the District Office has had one (1) failed recruitment.
4. The Interim Assistant Director position at the District Office has had one (1) failed recruitment in part due to a non-attractive wage compensation.

Conclusion

The structure and level of pay for the management position in the Human Resources department is not attracting and retaining well qualified applicants for the positions.

The current structure is not providing the level of support needed to run an efficient and consistent department.

Recommendations if accepted will provide a budget savings of \$22,394.45.

Recommendations

1. Transfer the Director, Human Resources position to Bakersfield College and have them supervise the Assistant Director positions at Porterville College and Cerro Coso Community College and the office staff at Bakersfield College. Also, continue Districtwide responsibilities in managing HRIS Banner Module and Specialized District HR data collection and reporting (example: FON calculation and monitoring).
2. Upgrade the current management position at Porterville College from a Human Resources Manager to Assistant Director, Human Resources. This provides an attractive title and wage upgrade.
3. Upgrade the current management position at Cerro Coso Community College from a Human Resources Manager to Assistant Director, Human Resources. This provides structural consistency for comparable work and retention value to the incumbent HR Manager.
4. Upgrade the current Payroll Manager to Assistant Director, Payroll as they have assumed responsibility over the benefits department. This provides structural consistency for comparable work and retention value to the incumbent Payroll Manager.
5. Upgrade the current Manager, Risk and Safety to Assistant Director, Risk and Safety as they have assumed responsibility from the previous General Counsel department. This provides structural consistency for comparable work and retention value to the incumbent Risk and Safety Manager.
6. Transfer the Human Resources Specialist over faculty and management to Bakersfield College to provide additional support. This reassignment is necessary to support the Human Resources Director in performing Districtwide HRIS functions and Specialized data collection and reporting functions. This reassignment will also provide high level HR processing support to mitigate high volume workload experienced at BC as needed.