



El Camino College

Program Review

Human Resources

Planning of Goals

Goal Description

Goal Title

2021 - 2025 Goal #1: Review and re-engineer recruitment processes to ensure consistency of information and hiring procedures.

Goal Description

Hiring managers who lead a recruitment will feel more confident and prepared when leading a search committee and hiring committee members will experience more consistency during recruitment meetings and discussions

Goal Status

In Progress

Goal Cycle(s)

July 2025 - June 2029

Assessment of Goals

Results Entry Date

05/06/2025

Reporting Year

2024 - 2025

Goal Status

In Progress - Work for the goal is still being performed

If goal has not started or was abandoned, provide an explanation. If goal is in progress or completed, provide evidence through assessment of actions and outcomes.

Training videos for full-time faculty recruitments were developed and posted on the Keenan training portal. The online recruitment workflow (via Formstack) was programmed to inform Search Chairs of FTF recruitments to review the Search Chair training video that was posted on the portal and to reference the video, as needed, as a supplemental resource. A separate training video was developed and posted on the Keenan training portal that Search Chairs play for their search committee(s) during a scheduled meeting so that everyone on the committee receives the same information and comes to a shared understanding of the recruitment process at the same time. The committee's training video is played during a scheduled committee meeting so that members of the committee can discuss any questions or concerns together. The tasks to watch the training videos are programmed to notify the Search Chair at specific points during the FTF recruitment workflow. The next phase of this goal is to start surveying Search Chairs and committee members to determine if the information is timely, informative, and helpful in achieving consistency of information and understanding of the hiring process. Changes to the CBAs was not attainable and is no longer an action plan for this goal.

For non-academic recruitments, a training video was developed for Search Chairs that provides information on general best practices in leading a search. The training video content is applicable to all recruitment types - academic and non-academic - to help Search Chairs understand the recruitment process and serve as a step-by-step guide that can be reviewed and accessed by the Search Chair at any time. Search Chairs are informed by their HR Service Partner that the training video (entitled Search Chair Training) is available for viewing in MS Teams under the folder called "Management Best Practices."

Goal Description

Goal Title

2025 - 2029 Goal #1: Monitor and inform the campus community of progress being made on the 2025 Action Plans from McLean's Employee Engagement Survey results to improve organizational success.

Goal Description

Planning of Goals

This goal aims to systematically improve employee engagement levels in their jobs by addressing key areas of concern identified through the 2024 survey feedback. Employees who feel engaged in the workplace are more likely to have positive interactions with students and their colleagues thus improving the overall student experience at El Camino (which can translate into higher enrollment and retention rates). Increase overall employee engagement scores by 9.8% (year over year) through quarterly pulse surveys, leadership learning opportunities, and process improvement roll-outs.

Goal Status

In Progress

Goal Cycle(s)

July 2025 - June 2029

Assessment of Goals

Results Entry Date

05/29/2025

Reporting Year

2024 - 2025

Goal Status

In Progress - Work for the goal is still being performed

If goal has not started or was abandoned, provide an explanation. If goal is in progress or completed, provide evidence through assessment of actions and outcomes.

Though this is a new goal, work has already gotten started to maintain momentum. To date, the 2025 Action Plans approved by Executive Cabinet were publicly announced to the campus community on 4/8/25. Managers were reminded of their role in specific Action Plans at the 4/23/25 President's Meeting. Members of the Board were informed of the approved Action Plans and progress made to-date at the 5/2/25 Special Board Meeting. Constituent representatives at the 5/23/25 College Council meeting were updated on progress made on various Action Plans.

Goal Description

Goal Title

2025 - 2029 Goal #2: Build manager excellence through a series of training and development learning opportunities.

Goal Description

Implement a structured series of management trainings focused on developing core leadership competencies, with an emphasis on conflict management, communication, team motivation, and performance coaching. This goal aims to equip managers with practical skills in conflict resolution, performance coaching, and team motivation. Training and development learning opportunities for managers will enable them to lead with confidence while simultaneously support their direct reports' growth fostering a more collaborative, high-performing work environment.

Goal Status

Not Started

Goal Cycle(s)

July 2025 - June 2029

Assessment of Goals

Results Entry Date

05/29/2025

Reporting Year

2024 - 2025

Goal Status

Not Started - Work for the goal has not started

Planning of Goals

If goal has not started or was abandoned, provide an explanation. If goal is in progress or completed, provide evidence through assessment of actions and outcomes.

This is a new goal that has not started. Consistent funding in the HR budget for this type of training and development for managers is needed starting with the FY26 budget allocation.

Planning of Outcomes

Outcome Description

Outcome Title

Outcomes for Re-engineering Recruitment Processes

Outcome Description

Hiring managers who lead a recruitment will feel more confident and prepared when leading a search committee and committee members will experience more consistency during recruitment meetings and discussions.

Outcome Status

In Progress

Outcome Cycle(s)

July 2025 - June 2029

Actions needed to achieve outcome

Develop training videos and automated workflow processes for hiring chairs and search committee members.

Performance indicator/accomplishment

A percentage increase of hiring managers who feel more confident and prepared when leading a search committee.

Target

A starting point of 60% of surveyed hiring managers will feel more confident and prepared leading a search committee.

Actions, Performance Indicators, Targets

Action Status

In Progress

Action needed to achieve outcome

Develop training videos and automated workflow processes for search chairs and search committee members.

Performance indicator/target

A percentage increase of hiring managers who feel more confident and prepared when leading a search committee.

Target

A starting point of 60% of surveyed hiring managers will feel more confident and prepared leading a search committee.

Assessment of Outcomes

Results Entry Date

05/06/2025

Reporting Year

2024 - 2025

Outcome Status

In Progress - Work on the outcome still being performed

What actions were implemented to make progress towards this outcome?

Training videos for full-time faculty recruitments were developed and posted on the Keenan training portal. The online recruitment workflow (via Formstack) was programmed to inform Search Chairs of FTF recruitments to review the Search Chair training video that was posted on the portal and to reference the video, as needed, as a supplemental resource. A separate training video was developed and posted on the Keenan training portal that Search Chairs play for their search committee(s) during a scheduled meeting so that everyone on the committee receives the same information and comes to a shared understanding of the recruitment process at the same time. The committee's training video is played during a scheduled committee meeting so that members of the committee can discuss any questions or concerns together. The tasks to watch the training videos are programmed to notify the Search Chair at specific points during the FTF recruitment workflow. The next phase of this goal is to start surveying Search Chairs and committee members to determine if the information is timely, informative, and helpful in achieving consistency of information and understanding of the hiring process.

Planning of Outcomes

What progress have you made in the last 4 years on your targets, if any?

The goal to develop training videos for FTF recruitments and their Search Chairs and committees is complete. However a survey still needs to be developed and deployed to assess whether or not Search Chairs leading faculty recruitments feel more confident leading a search; and a similar survey for committee participants needs to be developed to assess whether the videos help to make serving on a committee more consistent and understandable. These will serve as models to be replicated for other non-faculty recruitments.

Were the targets met? If targets were not met, please provide an explanation. If the outcome was abandoned or not started, please provide an explanation.

Targets were not met because a survey still needs to be developed and deployed to measure satisfaction levels with the video trainings. Changes to the CBAs were not attainable and is no longer an action plan for this goal.

Outcome Description

Outcome Title

Outcomes for Developing an Engagement Strategy

Outcome Description

Planfully communicate the purpose and goals of an engagement strategy to gain traction and buy-in from the campus community and determine ownership of sustained engagement at the division and department level. "Engagement" is the degree to which employees feel valued and involved in their everyday work. Engaged employees are individuals who feel energized, passionate, dedicated, and invested in their work and in El Camino College's mission as an organization. Engaged employees freely help others for the betterment of the organization; consistently exceed performance requirements; have a sense of purpose and pride in their work; and stay at the organization for what they can give to the College. The more engaged employees feel, the more positively their work efforts will impact organizational outcomes and success. A strategy that focuses on increasing employee engagement starts with assessing the current level of employee engagement, assigns organizational leaders ownership of current engagement levels in their areas of oversight, and challenges organizational leaders to implement initiatives based on engagement results to further energize and connect employees to their operational unit, department, division, area, and the College as a whole.

Outcome Status

In Progress

Outcome Cycle(s)

July 2025 - June 2029

Actions needed to achieve outcome

Need to obtain the necessary funding to renew a 3-year contract with McLean and Company to continue running the Employee Engagement Survey in 2026 for more longitudinal data tracking.

Performance indicator/accomplishment

In 2022, an Employee Engagement Survey was launch on Spring PD Day in 2022 through the third-party vendor, McLean and Company. This ensured that all survey data captured was 100% confidential due to the raw data being housed outside of the College. There was strong interest in this survey with a 57% response rate from potential participants. Three Focus Group "themes" were also facilitated in 2022 by a McLean consultant to solicit ideas from employees on how to improve engagement levels in the following areas: Executive Leadership, Recognition, and Department Collaboration. Strong interest in the Focus Group sessions was demonstrated by the participation rates of employees with nearly all 10 Focus Group sessions being filled to 100% capacity (8 participants per session). A total of 12 Action Plans were developed from the Focus Group sessions and rolled out to the campus community at the 2022 Fall PD Day general assembly. Of the 12 Action Plans identified, 8 were completed and fully implemented.

The same process was repeated again in the fall of 2024 with the assistance of McLean and Company. The survey participation rate remained relatively robust with only a slight drop to 54%. Focus Group sessions maintained high participation rates with 12 sessions being offered at nearly 100% capacity for each session (8 participants per session.) Areas for improvement based on the 2024 survey results were: Company Potential (ECC's reputation), Department Collaboration, and Department Leadership (inclusive of Executive Cabinet.) A total of 15 Action Plans were developed from the Focus Group sessions and rolled out to the campus community by way of an email from Marketing & Communications on 4/8/25.

Target

Planning of Outcomes

A target of 95% of surveyed employees at the College feeling engaged, heard, and valued would be an indicator of successfully accomplishing this goal.

Actions, Performance Indicators, Targets

Action Status

In Progress

Action needed to achieve outcome

The starting blocks for an engagement strategy are in place with longitudinal engagement data from year 2022 to 2024 completed. But funding is needed in FY26 for Human Resources to sign a multi-year contract with McLean & Company to continue this work. The current contract with McLean & Company ends in October 2025. To truly assess the effectiveness of completed action plans on the engagement strategy, consistency in survey data collection is necessary. The next survey would be scheduled to run in 2026.

Performance indicator/target

A quantitative year-to-year % increase of employees who feel engaged or almost-engaged would define success of this goal.

Target

A target of 95% of surveyed employees at the College feeling engaged or almost-engaged would be an indicator of successfully accomplishing this goal. However in 2024, the total % of engaged and almost-engaged employees was 85.2%. In 2022, the total was 85.9%. To achieve the target goal of 95% engagement, survey results in 2026 would need to increase engagement levels overall by 9.8% or more.

Assessment of Outcomes

Results Entry Date

05/16/2025

Reporting Year

2024 - 2025

Outcome Status

In Progress - Work on the outcome still being performed

What actions were implemented to make progress towards this outcome?

The scoping and preparation work for the deployment of Employee Engagement Surveys in 2022 and 2024 was successfully completed. Action Plans based on the 2022 and 2024 survey results and Focus Group sessions were implemented and made public to the campus community. Two major changes were done for the 2024 survey results: 1) Executive Cabinet publicly endorsed their commitment of the 2024 Action Plans; and 2) Human Resources offered several training sessions for any manager interested in receiving their own personal scorecard (a special cut from the overall 2024 Engagement Survey) showing engagement levels for a manager's specific department or unit area. All Executive Cabinet members attended a training session, including the President. Human Resources trained the managers on how to read their scorecard, how to share their scorecard results with their direct reports or department, and how to engage their direct reports in developing their own department-level action plans to increase engagement levels within their own area.

What progress have you made in the last 4 years on your targets, if any?

The progress made on this goal is the fact that Executive Cabinet has committed its public support of the 2024 Engagement Survey Action Plans based on the campus-wide email sent out by Marketing & Communications on 4/8/25. Additional progress was made with the Board of Trustees being informed at its 5/23/25 Special Board Meeting of the Actions Plans from the 2024 Engagement Survey. With these two highest levels of leadership (Executive Cabinet and the Board of Trustees) supporting efforts to increase employee engagement levels, the momentum to increase the % of engaged and almost-engaged employees is set for a positive trajectory in 2026 when the next survey would be scheduled to launch (if funding is approved to continue the McLean contract.)

Were the targets met? If targets were not met, please provide an explanation. If the outcome was abandoned or not started, please provide an explanation.

Quantitative target has not been met yet. But there is still time in this same review period to run another engagement survey in 2026 and see if current efforts to increase engagement are reflected in the next set of survey results.

Planning of Outcomes

Outcome Description

Outcome Title

Outcomes for building manager excellence through training and development learning opportunities.

Outcome Description

Managers gain practical skills in conflict resolution, performance coaching, and team motivation. Managers will lead with confidence and support their direct reports' growth fostering a more collaborative, high-performing work environment.

Outcome Status

In Progress

Outcome Cycle(s)

July 2025 - June 2029

Actions needed to achieve outcome

Launch and sustain a series of low-cost / no-cost manager training and development learning opportunities to build core leadership competencies.

Performance indicator/accomplishment

Managers will self-identify a higher level of leadership competence after completing a series of training and development learning opportunities.

Target

Managers will participate in at least 3 low-cost / no cost manager trainings or development learning opportunities per year.

Facilities & Equipment Assessment

What resources does the office/program currently have? Attach any documents in the next field.

For the 2025-2029 Goal #1, Human Resources currently has a contract with McLean & Company to continue running the Employee Engagement Survey (and special survey cuts) until October 2025. This is when the current contract will end. Human Resources has enough funds to renew the McLean contract for one-year extending the contract to October 2026.

What resources does the office/program need to better support the goals and outcomes? How will it help achieve office/program goals and outcomes? Attach any documents in the next field.

In order to continue longitudinal data tracking and the identification of areas of concern that employees are experiencing in the workplace, Human Resources needs financial support to continue its contract with McLean & Company. Without such financial support, all data collections (both past and future) will be lost and action plans that directly address employee concerns will be difficult-to-impossible for Human Resources to collect and track without the system tools and data analytics that McLean offers.

Technology & Software Assessment

What resources does the office/program currently have? Attach any documents in the next field.

Human Resources currently has a 3-year contract with McLean & Company that is set to expire in October 2025. Human Resources was allocated enough funds in FY26 to extend the McLean contract to October 2026. Human Resources plans to work through the Employee Experience Committee to develop and launch quarterly and automated pulse surveys which are part of the McLean membership. The McLean system can collect data anonymously, generate timely reports, and provide the data analysis that can inform decision-making at the Cabinet level.

Additional data collected are through new hire surveys and exit surveys. These data sources can be mined for additional engagement signals.

What resources does the office/program need to better support the goals and outcomes? How will it help achieve office/program goals and outcomes? Attach any documents in the next field.

Continued access to the McLean membership will ensure that Human Resources can continue to assist and keep Executive Cabinet Members and Management aware of and strategically aligned with their employee needs/concerns. Human Resources was able to extend the current contract for one-year and will continue to reallocate budget lines to support and prioritize this resource for the College.

Staffing Assessment

What resources does the office/program currently have? Attach any documents in the next field.

McLean is a third-party vendor that provides all the necessary technological tools, consultation advisement, and data analysis. Human Resources has an HR Analyst that is able to provide employee data that feeds into the McLean system.

What resources does the office/program need to better support the goals and outcomes? How will it help achieve office/program goals and outcomes? Attach any documents in the next field.

No additional staffing is needed to support this goal but contracting with McLean's analysts (who are subject matter experts in the analysis of survey data generated) is helpful to facilitate executive-level debriefs, campuswide survey results, and focus groups.