

2024-2034 People Plan

Overview

The 2024-2034 People Plan is a strategic theory which focuses on 5 priorities or “pillars” that, if well supported over the next decade, will realize and fortify El Camino College’s competitive advantage over other educational institutions. Our competitive advantage is people – the people we recruit, retain, develop, engage, and inspire who help to propel enrollment numbers and create positive experiences for visitors, students, and other employees. By focusing on and supporting the following 5 strategic pillars:

- 1) Workforce Development,
- 2) Recruiting New Talent,
- 3) Employee Relations,
- 4) The Employee Experience & Wellbeing, and
- 5) Leadership Development

It can be imagined that people who visit or come to El Camino College will experience the greatest levels of service, efficiency, and inclusiveness. Positive experiences of service, efficiency, and inclusiveness at El Camino College will translate not only into robust enrollment numbers, but it will also impact the College’s long-term financial health, reputation within the surrounding community, and overall ability to offer diverse and dynamic programs for a wide range of student learners.

Without a comprehensive People Plan, other supporting plans will not be realized. It will take a focused and ongoing commitment to deliver, support, and develop the people of El Camino College to achieve the College’s enrollment, retention, and student success goals.

The 5 Strategic Pillars of the People Plan

The goal of each strategic pillar in the People Plan is defined in the following way:

- 1) Workforce Development – cultivate workforce capabilities to positively impact students. This will be done by developing a highly skilled workforce that is willing and able to deliver an exceptional student experience; by encouraging employee understanding of their purpose and part in the College’s strategic plan; and by raising employee awareness of available resources to help guide students and others.
- 2) Recruiting New Talent – attract new talent that is student-focused and service-oriented. This will be done by creating a positive experience for Search Chairs so that they feel supported during recruitment; by creating a steady flow of qualified candidates; and by communicating El Camino’s employment brand and effectively using it to attract capable employees who embody the College’s mission and values.

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- 3) Employee Relations – effectively manage employee and labor relations so that the work environment is productive and creates a positive student experience. This will be done by fostering a more collaborative environment between unions and management; by educating managers on compliance requirements with the collective bargaining agreements; and by providing educational experiences for all employees to promote the value of Title IX and Title 5 regulations.
- 4) The Employee Experience & Wellbeing – foster an inclusive, collaborative culture. This will be done by engaging and retaining employees who embody the College’s mission and values; by leveraging positive employee experiences to create an attractive employer brand; and by improving employee productivity and performance by executing a wellness & wellbeing strategy.
- 5) Leadership Development – strengthen and develop leadership that delivers student-focused results, promotes employee engagement, and supports an inclusive employment experience. This will be done by strengthening the knowledge and skills of leaders to increase enrollment and effectively manage budgets; by cultivating effective leaders who demonstrate behaviors that create an inclusive, collaborative, student-centered environment; and by developing effective leaders who can create inclusive employee experiences.

The People Plan and Collegial Consultation

The 5 strategic pillars were initially identified by the HR Area Council as key priorities for improvement based on campus-wide feedback from the 2022 Employee Engagement Survey, New Hire Surveys, Exit Surveys, employee relation cases, Title IX/Title 5 complaints, and feedback from managers who participated in the 2023 HR Organizational Alignment Survey. The 5 most consistent priorities ascertained from data collected were then codified into the People Plan. The People Plan was then taken through the collegial consultation process where additional edits were incorporated based on feedback from Executive Cabinet, the President’s Advisory Committee on Race and Equity, the EEO General Committee, The President’s Management Meeting, College Council, the Strategic Planning Steering Committee, Academic Senate, and also showcased at the Area VP Welcome Back Forum and the Student Services Area Retreat.

The People Plan Connection to the CIP

The People Plan helps to operationalize the Comprehensive Integrated Plan (CIP) themes of “Culture of Inclusion” and “Environment for Transformation” and supports the goals under each theme.

Human Resource's **People Plan** - Strategic Pillars and Outcomes

Strategic Pillars	Workforce Development	Recruiting New Talent	Employee Relations	The Employee Experience & Wellbeing	Leadership Development
Definition	Cultivate workforce capabilities to positively impact students.	Attract new talent that is student focused and service oriented.	Effectively manage employee and labor relations so that the work environment is productive and creates a positive student experience.	Foster an inclusive, collaborative culture.	Strengthen & develop leadership that delivers student-focused results, promotes employee engagement, and supports an inclusive employee experience
Goals	Develop a highly skilled workforce that is willing and able to deliver an exceptional student experience. INSTITUTIONAL GOAL	Create a positive experience for Search Chairs so that they feel supported during a recruitment. HR SERVICE GOAL	Foster a more collaborative environment between unions and management. INSTITUTIONAL GOAL	Engage and retain employees who embody the College's mission and values. INSTITUTIONAL GOAL	Strengthen the knowledge and skills of leaders to increase enrollment and effectively manage budgets. HR SERVICE GOAL
	Encourage employee understanding of their purpose and part in the College's strategic plan. INSTITUTIONAL GOAL	Create a steady flow of qualified candidates. HR SERVICE GOAL	Educate managers on compliance requirements with the collective bargaining agreements. HR SERVICE GOAL	Leverage positive employee experiences to create an attractive employer brand. INSTITUTIONAL GOAL	Cultivate effective leaders who demonstrate behaviors that create an inclusive, collaborative, student centered environment. HR SERVICE GOAL
	Raise employee awareness of available resources to help guide students and others. HR SERVICE GOAL	Communicate the employment brand and effectively use it to attract capable employees who embody the College's mission and values. INSTITUTIONAL GOAL	Provide educational experiences for all employees to promote the value of Title IX and Title 5 regulations. HR SERVICE GOAL	Improve employee productivity and performance by executing a wellness & wellbeing strategy. HR SERVICE GOAL	Develop effective leaders who can create inclusive employee experiences. HR SERVICE GOAL

Workforce Development: Goals & Initiatives

HR Pillar #1 Defined	Workforce Development: <i>Cultivate workforce capabilities to positively impact students.</i>
Goals	<p>Develop a highly skilled workforce that is willing and able to deliver an exceptional student experience.</p> <p>Encourage employee understanding of their purpose and part in the College's strategic plan.</p> <p>Raise employee awareness of available resources to help guide students and others.</p>
Initiatives	<p>Workforce Planning, Learning, and Development:</p> <ol style="list-style-type: none">1. Build capabilities of student-critical groups (A&R, Financial Aid) to distinguish ECC's student service experience.2. Provide learning and development opportunities for current employees on interviewing and application best practices for jobs at El Camino.3. Increase employee awareness of how racially minoritized students are experiencing El Camino.4. Increase employee awareness of resources to improve student access and student success to close racial equity gaps.5. Create a data dashboard with employee demographics to forecast possible knowledge retention challenges so that we can build appropriate tactics to ensure valuable institutional knowledge is not lost from retirements and resignations. <p>Effective Performance Management: Build the skills of leaders to provide effective feedback and coaching. Identify and implement improvements necessary to effectively equip managers to provide effective performance evaluations.</p>

Workforce Development: Key Performance Indicators

HR Pillar #1 Defined

Workforce Development:

Cultivate workforce capabilities to positively impact students

Goals

- 1) Develop a highly skilled workforce that is willing and able to deliver an exceptional student experience.
- 2) Encourage employee understanding of their purpose & part in the College's strategic plan.
- 3) Raise employee awareness of available resources to help guide students & others.

Workforce Planning, Learning, and Development:

1. Percentage change in the number of employees who complete professional development and training programs annually (tracked through Cornerstone & Keenan.)
2. Student satisfaction score (via a survey) related to employee interaction and support.
3. Student and employee satisfaction score (via a survey) to assess how well employees use and communicate available resources to aid in student success and support for others.
4. Employee participation rate in strategy-related workshops, meetings, and committees.
5. Frequency and quality of resource referrals done by employees to student support services or services targeting ECC's employees.

Effective Performance Management:

1. Employee Engagement Survey results related to leader effectiveness in providing feedback to employees and supporting their personal development and growth.
2. Employee alignment with strategic goals, measured through individual performance evaluations to determine how well individual contributions are aligning with and advancing the College's strategic plan.

Recruiting New Talent: Goals & Initiatives

HR Pillar #2 Defined	Recruiting New Talent: <i>Attract new talent that is student-focused and service-oriented.</i>
Goals	<p>Create a positive experience for Search Chairs so that they feel supported.</p> <p>Create a steady flow of qualified candidates.</p> <p>Communicate the employment brand and effectively use to attract capable employees who embody the College's mission and values.</p>
Initiatives	<p>Continuously Improve our Talent Sourcing and Selection Process and Practices:</p> <ol style="list-style-type: none">1. Launch a project to review and streamline the current search process (online workflow).2. Develop a rubric that Search Committees can use to evaluate applicants and their level of "sensitivity to diversity" during the initial screening.3. Design activities and learning opportunities that encourage students (particularly CalWORKs and Federal work-study Students) to become qualified for, and seek, employment as community college faculty, staff, or administrators.4. Evaluate how more hands-on support could be provided to Search Chairs.5. Evaluate the clarity of minimum qualifications on Classified job descriptions for applicant comprehension and screening efficiency. <p>Talent Acquisition Strategy & Employment Value Proposition (EVP) Project:</p> <ol style="list-style-type: none">1. Launch a project to "uncover our employment value proposition" (EVP) and then leverage our identified EVP to attract individuals who will stay and perform at their best in our work environment.2. Develop and deploy the College's employment brand as part of the recruitment & communications process.

Recruiting New Talent: Key Performance Indicators

HR Pillar #2 Defined

Recruiting New Talent:

Attract new talent that is student focused and service oriented.

Goals

- 1) Create a positive experience for Search Chairs so that they feel supported.
- 2) Create a steady flow of qualified candidates.
- 3) Communicate the employment brand and effectively use to attract capable employees who embody the College's mission and values.

Continuously Improve our Talent Sourcing and Selection Process and Practices:

1. Average time to hire (from job opening date to workflow completion date in Formstack)
2. Post-hiring process survey for Search Chairs and Committee Members to evaluate their experience – focusing on support, resources provided, and overall satisfaction with the search process.
3. Average number of candidates meeting the minimum qualifications for each open position.
4. Pulse Survey – disaggregated by years of service and divisions.

Talent Acquisition Strategy & Employment Value Proposition (EVP) Project:

1. Track candidate reach by recruitment source (for those interviewed and hired)
2. Track offer acceptance rate (offer accepted vs. declined offer)
3. Survey applicants who decline offers and use information gathered to adjust EVP, if needed.
4. Retention rate of new hires.
5. Satisfaction level of candidates with the recruitment process.

Employee Relations: Goals & Initiatives

HR Pillar #3 Defined

Employee Relations:

Effectively manage employee and labor relations so that the work environment is productive and creates a positive student experience.

Goals

Foster a more collaborative environment between unions and management.

Educate managers on compliance requirements with the collective bargaining agreements.

Provide educational experiences for all employees to promote the value of Title IX and Title 5 regulations.

Initiatives

Build Employee Relations Knowledge among Management:

Deliver management trainings focused on contract-related topics and best practices in handling employee relations issues.

Increase use of Self-Directed Learning Resources:

Develop an awareness campaign around existing learning resources to support management in responding effectively to collective bargaining agreement or employee relation challenges and concerns.

Build Management Abilities with Conflict Prevention/Resolution Techniques:

Deliver training on de-escalation techniques.

Employee Relations: Key Performance Indicators

HR Pillar #3 Defined

Employee Relations:

Effectively manage employee and labor relations so that the work environment is productive and creates a positive student experience.

Goals

- 1) Foster a more collaborative environment between unions and management.
- 2) Educate managers on compliance requirements with the collective bargaining agreements.
- 3) Provide educational experiences for all employees to promote the value of Title IX and Title 5 regulations

Effectively manage employee and labor relations so that the work environment is productive and creates a positive student experience.

1. Average time taken to resolve formal grievances.
2. Percentage of managers who attend trainings on collective bargaining agreement topics.
3. Comparing attendance of managers at contract trainings relative to managers named in union grievances.
4. Percentage of employees who complete de-escalation trainings.
5. Percentage of employees attending Title IX and Title 5 educational sessions.
6. Trending changes in the number of employee relations cases.
7. Pre- and post-training assessments to measure increase in knowledge regarding Title IX and Title 5 regulations and the number of Title IX and Title 5 cases filed.

The Employee Experience & Wellbeing: Goals & Initiatives

HR Pillar #4
Defined

The Employee Experience & Wellbeing:
Foster an inclusive, collaborative culture.

Goals

Engage and retain employees who embody the College's mission and values.

Leverage positive employee experiences to create an attractive employer brand.

Improve employee productivity and performance by executing a wellness & well-being strategy.

Initiatives

Employee Engagement (EE) Survey: Measure engagement levels and analyze what priorities are most important to employees.

1. Execute EE Survey and Focus Groups - Fall 2024.
2. Analyze EE Survey results and Focus Group feedback; develop and execute action plans.
3. Execute a Pulse Survey: to help people feel that their concerns are listened to, responded to, and where possible addressed.

Manage our Culture Effectively: Cultivate an understanding of the values, beliefs, and behaviors that are foundational to the social and psychological norms shared and upheld by the campus community.

1. Gather key stakeholders to agree on 3 to 5 key behaviors central to creating the culture our employees and students need to achieve positive results and student outcomes (including behaviors related to performance, collaboration, and inclusion).
2. Redesign onboarding programs to include the introduction of the College's key culture behaviors for all employees.

Wellness & Well-being: Develop and implement holistic programs that improve employees' physical, mental, and social state.

1. Promote more wellness programs and activities on campus.
2. Launch a marketing campaign to provide basic guidance on optimizing breaks, leaves, and other self-care options.
3. Create spaces for employees to increase their personal capacity for dialogue around topics of inclusion, equity, anti-racism, diversity, and work challenges.

The Employee Experience & Wellbeing: Key Performance Indicators

HR Pillar #4 Defined

The Employee Experience & Wellbeing:
Foster an inclusive, collaborative culture.

Goals

- 1) Engage and retain employees who embody the College's mission and values.
- 2) Leverage positive employee experiences to create an attractive employer brand.
- 3) Improve employee productivity and performance by executing a wellness & well-being strategy.

Employee Engagement (EE) Survey:

1. Improve the percentage of employees by 10% year over year who identified in Year 1 of the EE Survey as "Somewhat Engaged" and moved to "Fully Engaged" in Year 2 of the survey.
2. In strategically critical department (e.g., A&R and Financial Aid), increase the percentage of employees that identify as "Fully Engaged" to be above the college average and external benchmark on the EE Survey.

Manage our Culture Effectively:

1. Inclusion Index: 10% increase year over year of the workforce indicating "High Satisfaction" with the items related to an inclusive employee experience.
2. Department Collaboration Index: 10% increase year over year of the workforce indicating high scores on items related to cross department collaboration (on the EE survey.)

Wellness & Well-being:

1. Work/Life Balance Index: 10% increase year over year of employees indicating high scores on the index (as measured on the EE survey)

Leadership Development: Goals & Initiatives

HR Pillar #5
Defined

Leadership:

Strengthen and develop leadership that delivers student focused results, promotes employee engagement, and supports an inclusive employee experience.

Goals

Strengthen the knowledge and skills of leaders to increase enrollment and effectively manage budgets.

Cultivate effective leaders who demonstrate behaviors that create an inclusive, collaborative, student-centered environment.

Develop effective leaders who can create inclusive employee experiences.

Initiatives

Leadership Development:

Strengthen leadership competencies by providing development programs and experiences that will:

1. Define leadership excellence and most important competences for each level of leadership (front line, leader of leaders, executive level).
2. Revamp the performance evaluation indicators for management.
3. Provide Manager Training on people skills, managing conflict, and how to work with EEs to ensure job duties align with job description.
4. Develop racial literacy of Deans/Associate Deans to actively address underrepresentation within the department.
5. Focus on priority areas (e.g., A&R, Financial Aid) to develop time management skills and employee development plans.

New Employee Onboarding:

Effectively welcome, induct, orient, and engage new employees to help them acclimate to their environment and become productive members of the team.

1. Initiate improvements in onboarding new employees and implement better practices.
2. Develop a new frontline supervisor training academy.

Succession Management:

Evaluate current risks and develop a program/process that proactively identifies and develops talent internally to fill key leadership roles within the organization in the future.

1. Develop succession plans – HR to support/guide leaders so that the succession planning approach is effective, transparent, and addresses stakeholder concerns.
2. Create a data dashboard showing EE demographics for retirement eligibility to manage risk and develop proactive workforce plans.

Leadership Development: Key Performance Indicators

HR Pillar #5 Defined

Goals

- 1) Strengthen the knowledge and skills of leaders to increase enrollment and effectively manage budgets.
- 2) Cultivate effective leaders who demonstrate behaviors that create an inclusive, collaborative, student-centered environment.
- 3) Develop effective leaders who can create inclusive employee experiences.

Leadership:

Strengthen and develop leadership that delivers student focused results, promotes employee engagement, and supports an inclusive employee experience.

Measures Proposed:

1. Changes in Employee Engagement (EE) Survey scores on items related to supervisor effectiveness.
2. EE Survey: changes in the number of employees who identify from "Somewhat Engaged" to "Fully Engaged" year over year in each leaders' department.
3. EE Survey: changes in perceptions of trust in our people managers as measured on the EE Survey questions.
4. EE Survey: track changes in well-being metrics from the EE Survey.
5. EE Survey: create scorecard metrics from the EE Survey disaggregated by Area or Department.
6. EE Survey: changes in perceptions of leadership that create inclusive employee experiences.
7. Track resignation rates of full-time employees within first 2 years of employment.
8. Turnover rates within employee demographic groups to identify patterns that may indicate inclusivity issues.
9. Turnover rates in student-critical areas of the College (e.g., A&R, Financial Aid).
10. Track diversity hire ratio in leadership roles.