Chabot Las-Positas Community College District

Organizational Review of the District Office and Maintenance and Operations Department

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Scope of Review

🌳 The review comprised all Chabot Las-Positas Community College District (District) Office divisions, including:

- Chancellor's Office

- Business Services

- Educational Services/Facilities Planning

- Human Resources

- Information Technology Services (ITS)

Purpose of Review

- 🌳 Assess existing organizational structure and functions

- 🌳 Review processes, procedures, and practices

- 🌳 Analyze documentation – job descriptions, position control, organizational charts, staffing information, etc.

- 🌳 Review staffing of similar community college districts

- 🌳 Make recommendations to improve communication, efficiency, and service levels

  – To assist the District with future staffing and organizational planning

Methodology

- 🌳 School Services of California, Inc., (SSC) conducted interviews with over 100 staff members to determine essential duties, how services are performed, and to identify any issues that exist in the organizational structure or processes
  - District Office administrators
  - Staff from all District Office divisions and departments
  - College staff and administrators
- 🌳 Additionally, an online survey was used to solicit feedback on District Office operations and service
  - This survey was provided to District Office and campus staff
- 🌳 SSC also reviewed all relevant documentation, including organizational and department information, and job descriptions
- 🌳 The evaluation of an individual's performance is outside the scope of this review

Comparative Staffing Analysis

- Compare staffing levels to that of other community college districts with similar characteristics, including student enrollment and number of colleges

  - Grossmont-Cuyamaca Community College District (CCD)

  - San Bernardino Valley CCD

  - San Jose-Evergreen CCD

  - West Valley-Mission CCD

- SSC reviewed the staffing in each of the departmental areas within the scope of the review

Comparable Districts – District Office Staffing Overview

- Communications, Marketing, and Public Relations

  - All of the comparative districts, except the District, staff the Public Information/Communications function, both at the District Office and colleges

- Business Services – Financial Services

  - The District's total staffing was the leanest of the comparative districts, with 19.0 filled full-time equivalents (FTEs), compared to the average of the comparative districts of 26.23 filled FTEs

  - Some of this difference is due to the Payroll department currently reporting to Human Resources

  - The District also employs fewer management and clerical staff positions

🌳 Business Services – Maintenance & Operations (M&O)

- M&O department comparisons are influenced by each districts' number of sites; age, condition, and type of facilities; square footage and acreage served; and safety of employees

- Overall, the District's M&O department staffing is about average when compared to the comparative districts

  • However, the distance between Chabot and Las-Positas colleges creates unique staffing challenges for the District

🌳 Educational Services and Facilities

- All of the comparative districts separate the oversight of the Educational Services and Facilities programs

- The District's current staffing in this area is unique

  - Only the District staffs a Vice Chancellor to oversee both the Facilities and Educational Services functions

- In the comparative districts, the Facilities operations are managed under the Business Services divisions

  - Additionally, Educational Services is provided centrally and at the colleges

🌳 Human Resources

- All of the comparative districts, except the District, organize the Payroll department under the Business Services division to ensure a clear separation of duties (Payroll functions and Human Resources functions)

- The District's staffing is leaner than the comparative districts for clerical, management, and staff-level positions

🌳 ITS

- The District's ITS staffing is the leanest of the comparative districts at 17.00 FTEs, compared to the average of the comparative districts of 22.89 FTEs

    - The District is lean in clerical, management, and user support positions

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Organizational Review Recommendations

Organizational Review Recommendations

- A total of 68 recommendations were made covering all aspects of the District's operations

- Recommendations were made in each division and department and include the following areas:

  - Organizational structure/staffing

  - Operations including processes and policies

- The significant recommendations are detailed on the following slides

Major Recommendations – Organizational Structure

- Reestablish the marketing and public information functions for the District by filling the Director of Public Information and Marketing positions at the colleges and filling the vacant Executive Assistant to the Chancellor/Coordinator of Board Operations position

- Shift the Payroll department from the Human Resources division to the Business Services division, under the supervision of the Director of Business Services

- Restore Assistant Director of Business Services position

- Reinstate the Director of Human Resources position

- Consider adding a Human Resources Analyst position

- Establish a well-defined organizational structure for the M&O department with clear chains of command and adequate staff

- Establish Custodial and Operations Manager positions at each college to oversee the custodial and grounds operations

- Develop and implement staffing formulas for Custodial, Grounds, and Maintenance staff

- Establish and fill a Maintenance Supervisor position at each college

Major Recommendations – Organizational Structure

- Consider reorganizing the Facilities department to the oversight of the Business Services division and creating an Executive Director of Facilities, Maintenance, and Operations position

- Restructure the Educational Services department with an Associate Vice Chancellor of Educational Services position

- Create and fill an Applications Manager position

- Augment ITS staff with two Administrative Systems Analyst positions

Major Recommendations – Operational

- Ensure that formal communication structures are in place through all levels of the organization, and that those communications reach all employees that may be affected

- Implement a training plan for the Banner system

- Provide opportunities for technical training of ITS division staff

- Establish a training program for all Human Resources Technicians and management

- Institute a rigorous evaluation process for all staff in District Office

Conclusion

- The District must ensure its operations are effective and efficient so that it delivers quality educational services to its students while managing financial resources

- It may not be feasible to implement all the recommendations immediately

    - A schedule should be developed that:

        - Prioritizes the recommendations

        - Identifies the responsible person

        - Provides human and budgetary resources

        - Establishes a timeline for completion of each item

Thank you!