

SAN BERNARDINO COMMUNITY COLLEGE DISTRICT

TO: Board of Trustees
FROM: Board of Trustees Budget Committee
REVIEWED BY: Bruce Baron, Chancellor
PREPARED BY: Bruce Baron, Chancellor
DATE: April 13, 2017
SUBJECT: Consideration of Approval to Accept the Proposed Human Resources Reorganization Chart for First Reading

RECOMMENDATION

It is recommended that the Board of Trustees accept the proposed Human Resources reorganization chart for first reading.

OVERVIEW

Since July 2011 SBCCD has struggled to fill the position of Vice Chancellor of Human Resources. This has resulted in inconsistencies in leadership for the department and a struggle to effectively meet the human resources needs of the district. The most recent permanent Vice Chancellor served from July 2016 through June 2017. Since then there have been two costly failed recruitments in the search for a replacement.

Based on internal discussions, staff feels that Human Resources would benefit from a new approach including a reorganization of positions with the restructured department being placed under the direction of the Vice Chancellor of Business & Fiscal Services. This solution would be implemented in the form of a one-year pilot. At the end of one year, a recommendation would then be made to the Board of Trustees on whether or not these changes should become permanent.

Over the past several months, the Vice Chancellor of Business & Fiscal Services has created significant connections and relationships with Human Resources. He has worked closely with them in the implementation of SBCCD's new Enterprise Resource Planning systems. In addition, the Vice Chancellor served on the Institutional Effectiveness Partnership Initiative committee which has tasked Human Resources with the successful codification of board policies and administrative procedures. The Vice Chancellor also participates in collective bargaining with both associations.

ANALYSIS

The newly proposed organization includes the elimination of 5 positions, the addition of 6 positions and the transfer of 3 positions to other departments. This will result in approximately \$40,000 in savings for the District, \$28,284 of which will be used for the compensation and placement to a

new range for the position of Vice Chancellor for Business and Fiscal Services. Benefits to be realized from this approach include:

- The opportunity for existing staff to apply for any new positions
- No layoffs to any existing staff
- Centralization, increased leadership and consistency for the hiring processes
- Centralization, increased leadership and consistency for the on-boarding of new employees
- Centralization, increased leadership and consistency in the interpretation of bargaining agreements, board policies, administrative procedures, laws and regulations
- Creation of a succession plan for the Human Resources department

In order to maintain transparency and to continue open communication with the colleges, the reorganization plan will be shared with District Assembly and the District Budget Committee. The second and final approval, along with all corresponding job descriptions and salary schedules, will be presented to the Board of Trustees during the April 27 Board study session.

BOARD IMPERATIVE

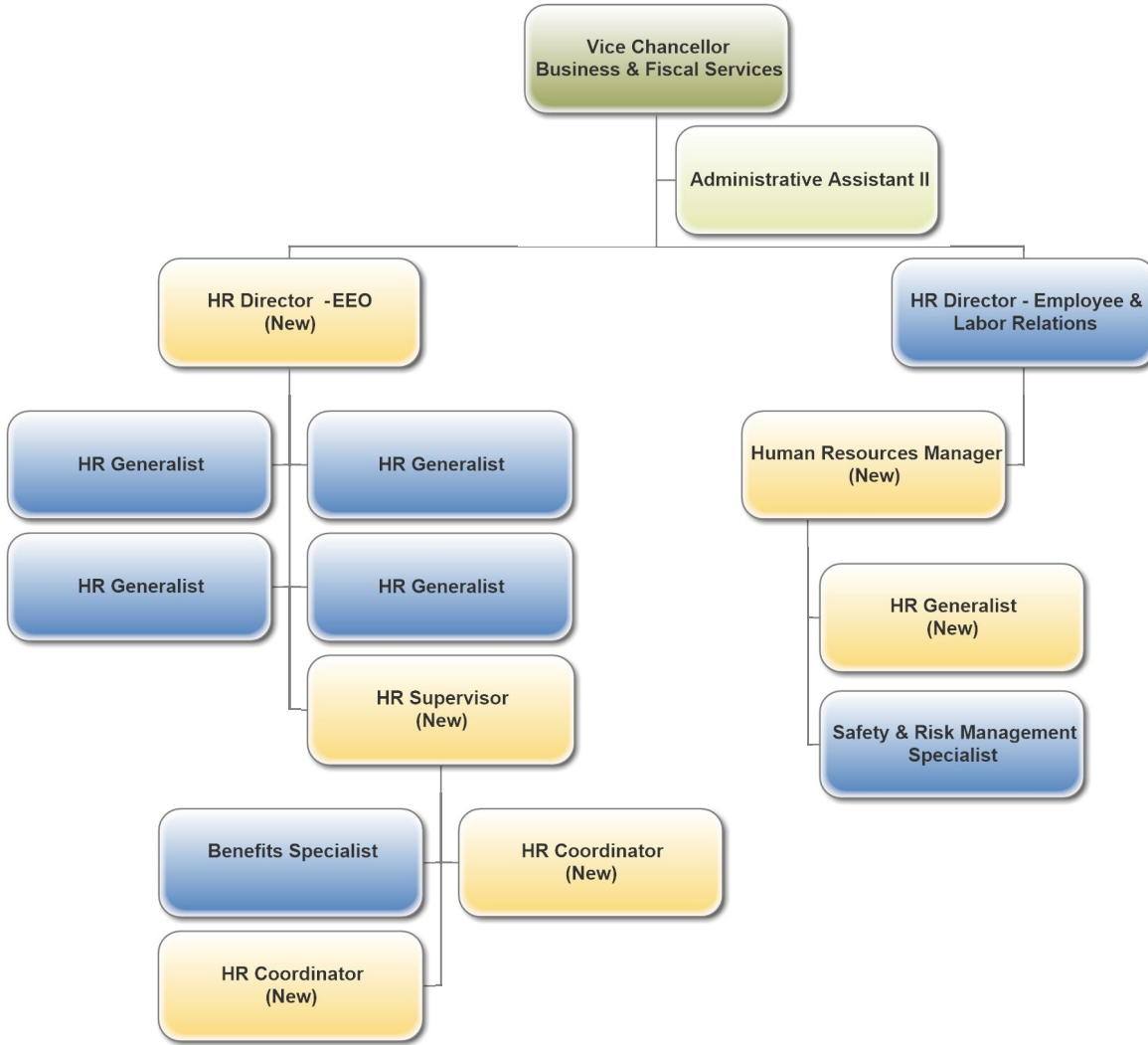
III. Resource Management For Efficiency, Effectiveness, and Excellence

FINANCIAL IMPLICATIONS

The reorganization will be a break-even and therefore does not have any financial implications.

Human Resources

Proposed Organizational Chart with Succession Plan



Positions Eliminated:



Positions Moved to other Departments:



San Bernardino Community College District
Human Resources
Proposed Reorganization Cost Comparison

Current Staffing Levels

| Position | Range | Current Salary | Current Benefits | Total |
|--|------------------|---------------------|-------------------|---------------------|
| Clerical Assistant II | Classified 25 | \$ 39,372 | \$ 29,665 | \$ 69,037 |
| Safety & Risk Management Specialist | Confidential - 3 | \$ 63,664 | \$ 34,074 | \$ 97,738 |
| Benefits Specialist | Confidential - 3 | \$ 68,213 | \$ 35,143 | \$ 103,356 |
| Human Resources Generalist | Confidential - 3 | \$ 66,575 | \$ 34,757 | \$ 101,332 |
| Human Resources Generalist | Confidential - 3 | \$ 62,118 | \$ 33,710 | \$ 95,828 |
| Human Resources Generalist | Confidential - 3 | \$ 64,963 | \$ 34,379 | \$ 99,342 |
| Human Resources Generalist | Confidential - 3 | \$ 67,394 | \$ 34,950 | \$ 102,344 |
| Administrative Assistant II | Confidential - 4 | \$ 74,540 | \$ 22,750 | \$ 97,290 |
| Coordinator Professional Learning & Organizational Effectiveness | Confidential - 8 | \$ 88,018 | \$ 39,797 | \$ 127,815 |
| Coordinator, Diversity & Talent Acquisition | Confidential - 8 | \$ 92,650 | \$ 40,885 | \$ 133,535 |
| Employee Relations Officer | Confidential - 9 | \$ 97,040 | \$ 41,917 | \$ 138,957 |
| Emergency Preparedness Manager | Management - 10 | \$ 77,136 | \$ 22,864 | \$ 100,000 |
| Director Safety & Risk Management | Management - 18 | \$ 117,401 | \$ 47,348 | \$ 164,749 |
| Director, Human Resources | Management - 19 | \$ 123,272 | \$ 34,202 | \$ 157,474 |
| Vice Chancellor, Human Resources | Management - 26 | \$ 191,240 | \$ 78,270 | \$ 269,510 |
| | | \$ 1,293,596 | \$ 564,711 | \$ 1,858,307 |

Positions Moved to Other Departments

| Position | Range | Current Salary | Current Benefits | Total |
|--------------------------------|-----------------|-------------------|------------------|-------------------|
| Emergency Preparedness Manager | Management - 10 | \$ 77,136 | \$ 22,864 | \$ 100,000 |
| Clerical Assistant II | Classified 25 | \$ 39,372 | \$ 29,665 | \$ 69,037 |
| | | \$ 116,508 | \$ 52,529 | \$ 169,037 |

Positions Eliminated

| Position | Range | Current Salary | Current Benefits | Total |
|--|------------------|---------------------|---------------------|---------------------|
| Coordinator Professional Learning & Organizational Effectiveness | Confidential - 8 | \$ (88,018) | \$ (39,797) | \$ (127,815) |
| Director Safety & Risk Management | Management - 18 | \$ (117,401) | \$ (47,348) | \$ (164,749) |
| Employee Relations Officer | Confidential - 9 | \$ (97,040) | \$ (41,917) | \$ (138,957) |
| Coordinator, Diversity & Talent Acquisition | Confidential - 8 | \$ (92,650) | \$ (40,885) | \$ (133,535) |
| Vice Chancellor, Human Resources | Management - 26 | \$ (191,240) | \$ (78,270) | \$ (269,510) |
| | | \$ (586,349) | \$ (248,217) | \$ (834,566) |

Positions Added

| Position | Range | Expected Salary | Expected Benefits | Total |
|--|------------------|-------------------|-------------------|-------------------|
| Human Resources Director | Management - 19 | \$ 121,450 | \$ 53,074 | \$ 174,524 |
| Human Resources Manager | Management - 15 | \$ 99,924 | \$ 43,667 | \$ 143,591 |
| Human Resources Supervisor | Management - 10 | \$ 78,293 | \$ 34,214 | \$ 112,507 |
| Human Resources Generalist | Confidential - 3 | \$ 64,764 | \$ 28,302 | \$ 93,066 |
| Human Resources Coordinator | Confidential - 1 | \$ 51,144 | \$ 22,350 | \$ 73,494 |
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| Environmental, Health & Safety Administrator (to be moved) | Management - 12 | \$ 86,316 | \$ 37,720 | \$ 124,036 |
| | | \$ 553,035 | \$ 241,676 | \$ 794,711 |

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|--------------------|--|--------------------|-------------------|--------------------|
| Net Savings | | \$ (33,314) | \$ (6,541) | \$ (39,855) |
|--------------------|--|--------------------|-------------------|--------------------|