May 2017

Douglas Freer
Vice President for Administration and Finance
California State University San Bernardino

Dear Vice-President Freer:

Below is a site-visit report on findings and recommendations regarding human resources at California State University San Bernardino (CSUSB).  The purpose of this site-visit was to assess the status of Human Resources today compared with the HR operation in 2013 when the initial program review of HR at CSUSB was conducted.   Numerous documents were reviewed and the opportunity to meet with over 60 individuals – MPP staff, union representatives, new employees, directors and supervisors, deans, members of faculty governance, department chairs, IT staff and institutional administrators in addition to the leadership of human resources as well as HR staff - in 14 individual or group meetings representing a cross-section of HR clients was invaluable in informing this human resources program review progress assessment report.

Those interviewed were asked to provide comments/feedback regarding the programs and services in human resources at CSUSB.  A limited number of follow-up conversations were held and requests made to clarify certain issues or questions.  The responses bring into perspective the status of the major issues and challenges facing HR that were raised in the 2013 Human Resources Program Review Report and should help form the agenda going forward for human resources at California State University San Bernardino.

CSUSB is to be commended for its willingness to take steps to improve human resources programs and services at the institution. As is the case with any organization where there is an experienced and committed leadership team in human resources, there is evidence of notable progress.  Hopefully this report will provide insight and help continue that improvement, enabling human resources to evolve into an organization which, through its contributions and activities, will further the purpose and aspirations of California State University San Bernardino.

Best regards,


Kenneth M. Tagawa, Ph.D.
Human Resources Consultant

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# 2016 Human Resources Program Review Progress Assessment Report – California State University San Bernardino

## SECTION I: Introduction and Overview

In the May 2013 Human Resources Program Review Report, it was very clear that there was considerable dissatisfaction with human resources.  This November 2016 Human Resources Program Review Progress Assessment (hereafter referred to as the HR Assessment or 2016 Assessment), was undertaken to ascertain the status of HR with respect to findings and recommendations of the May 2013 report.

There are three essential pieces that will lead to an effective HR organization – leadership with the proper vision, technology that works in support of HR's programs and services, and staff who are appropriately assigned to provide those programs and services.

It is apparent that CSUSB took the 2013 Report seriously.  The institution responded by taking measures to put into effect needed change.  Of particular importance was bringing on board a new HR chief human resources officer who provided critical leadership.  In the ensuing three years, associate vice president Cesar Portillo has brought vision for HR, the substance of solid programming supported by appropriate technology as well as effective staffing in human resources that has turned HR in the right direction.

The consultant is pleased to report the following:

1. The vast majority of recommendations made in the 2013 have been implemented by human resources.
2. Of particular note, recommendations related to the three essential pieces for foundational HR effectiveness have been moved forward.
3. Of the recommendations that have not been fully implemented, significant progress has been made/programming is being put in place.
4. Perhaps the most encouraging evidence is the discernible improvement across HR programs and services.  This development conveys a sense of an emerging stability in a number of areas in human resources. Noteworthy is that six HR programs and services – Onboarding/Orientation, Benefits Administration (continued from 2013), Training/Professional Development, Retirement (continued from 2013), Employee/Labor Relations, and HR Administration - received extensive positive support through comments and feedback as "best-in-class."
5. At the same time, as is the case with any organization, there are areas/issues of concern.  That said, as HR at CSUSB in putting in place the three foundational pieces has developed the capacity to step up and systemically address issues, it appears that HR is becoming well positioned to handle emerging concerns with sustainable, effective resolution.

As a result, as evidenced in the initiatives described below, there have been major accomplishments and changes during the past three years.  While the typical approach in improving HR programs and services is to focus on the essential core of "HR basics", human resources at CSUSB is to be commended for its innovations in HR programming which are not only providing essential services but are also addressing the campus' extant climate/morale challenges – favoritism and intimidation - which were noted in the 2013 report.  These initiatives which have been well-received on balance represent the kind of positive developments that give reason for increased optimism regarding HR at CSUSB.

Among these achievements which have been moving HR forward since 2013 are the following:

### 1: The Award-Winning New Employee Onboarding Program

Beginning in 2015, based on campus feedback and comments from new employees as well as a review of best practices throughout the nation, HR, led by Cesar Portillo, CSUSB's associate vice president for human resources, redesigned its employee onboarding program.  This new process - described as "engaging and a lot of fun" – has received high marks as a program that is providing new employees with an innovative introduction to CSUSB as well as the information they need as they join CSUSB.

In addition to the information provided, here are two noteworthy aspects to the CSUSB program:

A. HR managers build relationships by following up with CSUSB new staff to check in on them as they begin their careers at CSUSB.  This activity by the HR staff has strengthened employees' perceptions of human resources and engendered an appreciation for the value of being proactive amongst the HR staff.
B. One of the most appealing features of the Onboarding Program is a lunch where all new employees for a specific quarter are brought together. This event enables new employees to meet other new employees – building those connections - as well as to also hear from the vice presidents and others from the CSUSB community.

### 2: MPP Bootcamp

Now in its fourth year, the MPP Bootcamp program - focused on CSU system/campus/HR policies and procedures - has been described as the most informative training provided to managers at CSUSB.
Designed for new administrators who direct, supervise, and manage employees, the Bootcamp provides managers with the skills and knowledge for managing "people resources" with respect to the major activities of compliance and legislation, performance management, progressive discipline, classifications, leaves, worker's compensation/return-to-work accommodations, and environmental, health, and safety.

### 3: MPP Deep Dive Sessions for Student Affairs

In late 2016, CSUSB had the unique opportunity to work with Student Affairs with a set of "Deep Dive" MPP sessions as a supplement to the MPP Bootcamp.

Student Affairs was about to hire a cohort of six MPPs, each with varying degrees of experience in management and in a public university.  Topics for the deep dives were identified.  With part of the session providing information on the topics and the latter half of the session reserved for discussion, the deep dive event enabled these individuals to be briefed/obtain practical knowledge on best approaches to issues from an HR professional and to facilitate shared experiential work-related learning through dialogue among those participating in the session.

These deep dive sessions - focused on the unique issues of a particular set of managers – can evolve into a model for strengthening the capabilities of CSUSB managers in other divisions.

### 4: NEOGOV Insight Roll Out – Recruitment and Workflow

 With recruitment being identified as the most pressing need in the 2013 Program Review Report, HR took the immediate steps to bring in and implement the NEOGOV system. NEOGOV brought to the CSUSB

campus state-of-the art technology to replace the previous unreliable paper requisition process where documents could not be tracked and therefore easily misplaced/delayed (waiting for a signature) or lost. The result is a notably improved hiring process.

The following are four important features of NEOGOV:

1. Staff at the department level who enter the requisitions now have the capacity to track the status of requisitions in NEOGOV.
2. Because of NEOGOV's technology, hiring managers and hiring committees have easy access to the application material from any internet connection at any time.
3. The experience for the candidate is also much more professional because of the simplicity of use and the institution is also able to provide much more information to the candidate via the NEOGOV portal.
4. In addition, as the NEOGOV Requisition is multi-functional, document flow has been simplified as the NEOGOV form may be utilized not only for recruitment/hiring but also promotions as well as classification, in-range progression, temporary hires, pay changes, and other adjustments.

The consultant also notes that it was reported during interviews that NEOGOV has not been received as positively for faculty recruitments, which will be discussed in a later section.

## 5: MPP Evaluations Migrated to NEOGOV To Be Followed by Staff Evaluations

In May 2016 the performance evaluation module of NEOGOV was implemented for MPPs. Previously, the evaluation process was a home-grown system that was no longer useful and difficult to maintain. Concurrent with NEOGOV, HR redesigned the MPP evaluation form which is to be completed online.
The plan is for the NEOGOV evaluation module for non-MPP staff to be activated when feasible and appropriate in 2017.

## 6: Onboarding Employee Self-Service through NEOGOV to Automate New Hire Paperwork

By mid-2017, HR plans to activate the NEOGOV feature to enable communication with new hires so they may complete documents prior to their arrival. This new interface – employee self-service - provides a secure site where all forms will be completed. The site will also include a welcome from the President and the appropriate divisional Vice President.

Through the secure employee self-service site, which eliminates a number of paper forms, HR will be able to create the appropriate employee records for payroll and employment.

## 7: Implemented HR Generalist Model and Improved Customer Service

In 2013, HR was reorganized to better serve the campus.  Campus clients had complained that they did not know who specially could help them with their questions and many times called various HR staff to find out who could help.

Human Resources changed its service delivery model through the implementation of HR generalists where those who are appointed in these positions have taken on the duties and responsibilities of previous HR specialists.  As called for in the 2013 Report, the HR generalists - serving as single-points-of-contact for HR clients - provide a wide range of HR programs and services to their designated sectors/divisions of the campus.  The HR generalists have brought a much-needed and welcomed elevated professionalism and quality of the work in HR.

Three noteworthy effects of the HR generalists:

1. HR has developed stronger relationships with the divisions, colleges, and departments they serve;
2. Departments/HR clients knowing they only have to contact their HR generalist no longer have to make numerous phone calls to HR;
3. The HR generalists are a foundational strength.  The breadth of their responsibilities and activities assures that the array of HR programs and services will be available and provided to HR clients.

## 8:  Improved Coordination between Payroll and HR

With the many staffing changes in Payroll and HR, a set of long-standing communication issues between the offices have been addressed. The current payroll manager and HR staff recognize the need to develop strong collaboration between the offices. Through periodic meetings, the result is that a much more collegial/collaborative working relationship among the staffs of the offices has evolved.  Further steps to improve the coordination between payroll and HR are described in a recommendation later in this report.

## 9:  Implemented Staff Picnic and Newly Established Employee Development Day

In September 2016, HR re-introduced the all-campus picnic concurrent with Employee Development Day - a new event at CSUSB.  The courses offered for Development Day were filled within hours but HR responded quickly and expanded the number of courses.  Both the picnic and Development Day were very well received and are scheduled to be held annually.

## 10:  Improved Student Hiring Process Is Integrated into HR

Because of concerns with how student employment was managed in Financial Aid, student employment was moved to HR.  With the knowledge and support in HR, the staff who process student employment are able to now provide a higher level of service and timely payment of student workers.

## 11:  Academic Personnel Intake

Based on a recommendation of the 2013 Academic Personnel Program Review Report, the "intake" activities for both faculty as well as academic student employees (new and rehires) was moved to Human Resources.  In weekly small group meetings, HR provides benefits information and reviews all new hire/rehire documentation (e.g., I-9 and new employee information) for entry into PeopleSoft.  The latter is critical as having a PeopleSoft profile enables these individuals to not only be set up for pay, but to also have access to critical systems/institutional resources.  Importantly, as part of intake, HR works with the International Center to ensure appropriate employment authorization (including visa status) for international employees as well.

## 12:  Staff Development Center

Finally, in line with the theme of forward-looking developments/progress in human resource programming, the consultant was pleased to note the steps being taken to advance/raise the bar on staff development and training.  While the first step in setting forth support for staff success in CSUSB's campus strategic plan was critical, the ensuing activities in HR to conceive of a Staff Development Center headed by a lead HR/training professional as well as to build collaborative working relationships with HR clients through an advisory committee indicates the kind of organized and thoughtful planning being undertaken in human resources that may well elevate professional development for CSUSB's staff, enhancing their effectiveness and contributions at the institution.

Looking forward, these initiatives - combined with the emergence of effective HR programming, the acquisition and implementation of appropriate technology and HR also developing the capacity to appropriately grasp and resolve concerns that have arisen - give reason for a guarded positive outlook for human resources. As long as HR continues to improve, it may be positioning itself to be viewed not in terms of its past but as an organization that will be seen for the consistent delivery of effective programs and services of an increasingly substantial and possibly stellar human resources operation.

# SECTION II/PART 1: Recommendations to Further Improve an Evolving Strong Organization

The purpose of this section is to provide a set of recommendations for the CSUSB campus to consider in order to further improve an evolving strong HR operation at the institution.

Given the initiatives undertaken in the past three years noted above as well as the emergence of "best-in-class" HR programming, this HR assessment has found that the preponderance of issues from the 2013 program review report have been addressed. That said, there are two recommendations with respect to recruitment and the HR organization described below for consideration by CSUSB:

## I: Improving Recruitment – Three Actions

The most immediate programmatic issue in the 2013 report was to fix recruitment. The urgency in fixing recruitment stemmed from the fairly widespread concern among HR clients about the integrity of the recruitment process which was undermining the credibility of HR and possibly preventing CSUSB from getting the best applicants.

The PeopleSoft application module called Recruiting Solutions was reported as difficult to use. Individuals indicated that the difficulty/unpredictability of this system was a significant obstacle in trying to apply for jobs at CSUSB. (The consultant tried to use the system and was unable to successfully apply for a position.)

This uncertainty regarding the applicant system appears to have played a role in a prevailing view on the campus that the recruitment process was unfair. "Qualified" applicants "who knew they had applied" were not being included in referral lists while search committees/hiring authorities who knew of individuals who had applied and whom they saw as being qualified did not appear on the lists. At the same time, applicants who appeared to be unqualified/less qualified were being forwarded for their consideration.

Faced with these difficulties, CSUSB HR deservedly is to be praised for taking the steps since the 2013 Review to discontinue the disastrous Recruiting Solutions software and putting in place the NEOGOV system which assures that completed applications that have been submitted will be handled and screened appropriately.

It should be noted that, as part of bringing talent to the CSUSB campus, HR should also be recognized for becoming much more proactive in its recruitment efforts. Rather than relying only on the CSUSB HR jobsite, HR has distributed position announcements to Government Jobs, CSU Careers, and HERC (Higher Education Recruitment Consortium). As mandated in HR/EEO 2014-01, CSUSB posts jobs on California's CalJobs website to enhance the institution's outreach efforts to diverse populations. Further, HR has reached out to military veterans regarding employment opportunities at CSUSB through an annual

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membership to Hire Veterans.  Finally, HR has made additional efforts to attend a number of career fairs to increase the level of visibility of CSUSB as The Premier Employer of Choice for the Inland Empire and Southern California communities.

## A: Addressing Entitlement and Favoritism

 However, these notable improvements in recruitment at CSUSB - including the adoption noted previously of an online multi-use requisition form which has been in place for three years as part of NEOGOV and is a routine procedure for filling staff positions at CSUSB, hasn't led to the full resolution of recruitment-related issues at the institution.

With the added transparency of the employee recruitment process, it was surprising to see that there remains a sense of favoritism/unfairness amongst some current employees, as well as an expectation of "entitlement" when it comes to filling positions at the institution.  Comments such as the following infer questions for HR and its work with supervisors/managers.   Why are we recruiting externally to fill positions? Shouldn't those of us who have worked a long time get some priority consideration? Shouldn't CSUSB make internal hiring a priority?

Individuals expressed views that they had been passed over for positions they had applied for and felt they could do the work; that people were hired into positions were not capable of doing the work required; that colleagues –  many of who had worked a number of years at CSUSB, had left the institution because they were not chosen to fill a position vacancy in their unit.

(Favoritism was also noted in comments that some supervisors/managers were not requiring performance evaluations of their people, but that's a problem not related to Recruitment.  Concerns expressed related to favoritism were directed towards supervisors/managers, and not HR professionals.)

So that those working at CSUSB believe/have confidence that each will receive fair and equal consideration for position vacancies for which they have applied, Human Resources should take the following two steps:

1.  Disseminate information/documents to the campus community regarding employment policies and procedures at CSUSB.  Provide website links to this information as part of the applicant process to all individuals – both current employees applying for a position as well as new external applicants - who have submitted a completed application for employment.
2.  Institute periodic workshops on the Recruitment process for supervisors/managers as well as for hiring authorities.  These workshops (perhaps a "deep dive" extension of the MPP Boot Camp) will thus provide managers with thorough knowledge of their critical responsibilities in hiring.
3.  Institute management training and oversight of improvements with employee evaluation processes and procedures to ensure that they are completed in a timely manner and by the appropriate management personnel.

Such workshops should include information on CSUSB HR recruitment/employee processes, but also include an emphasis on equal employment/non-discrimination (e.g., federal and state requirements such as the Uniform Guidelines on Employee Selection Procedures).  The CSUSB information as well as federal/state employee information/guidelines/regulations will broaden the knowledge across the institution with such terms as job-related, adverse impact, disparate treatment and the like that are the foundations of an impartial/fair employment process.

By also including a discussion of the CSUSB methods used in screening/weighing required and preferred qualifications in selecting an individual to be offered a position – the "screening matrix", current employees as well as those applying for jobs at CSUSB should gain confidence that the employment process at the institution is fair.

## B: Steps to Speed Up the Recruitment Process

The second recommendation with respect to Recruitment is that the institution should consider some redesign of its recruitment process so that positions may be filled more quickly. This will allow CSUSB to avail itself of the best-qualified applicants.

Taking over three months to fill a position (from the submission of the requisition to the offering of a position to the finalist) jeopardizes CSUSB's ability to bring on the strongest candidates as those individuals will consider employment opportunities with other organizations which are faster than CSUSB to make an offer. These individuals, often the best in the applicant pool, would no longer be available and would end their consideration of CSUSB for employment.

There are four activities which are major contributors to the delay in recruitment:

1.  In some cases, requisition information, as well as referral materials, are not being processed expeditiously by departmental managers/supervisors and hiring authorities;
2.  Requisitions requiring additional review and approval by the President's Cabinet, the President, or a Vice-President need to be approved and forwarded in a timely manner;
3.  Human Resources scheduling the interviews of the candidates...and not informing candidates in a timely manner;
4.  The slowness of the background check process.

To minimize delays in the Recruitment process, HR might consider the following:

1.  Engage a second (alternative) firm to do background checks. The current firm, AccurateBackground, takes at least a week or two and on occasion, more than two weeks to conduct these checks. Other firms are able to return the background check results often within three days.
2.  Remove the delays related to HR scheduling interviews and contacting applicants by having hiring units take over those responsibilities. HR has an arrangement with ITS where that office has the responsibility for scheduling applicant interviews and contacting those individuals. That arrangement should be extended to all hiring units.

> While HR generalists would no longer schedule interviews and contact candidates, they will continue to oversee these activities, providing training and guidance as needed.
>
> The hiring unit is expected to work with the HR generalist to develop the screening matrix as well as interview questions.
>
> The expectation is that the hiring unit will keep the HR generalist informed as the status of these two activities – when interviews will be held with which candidates - and the decision on the candidate to whom an offer is to be extended.
>
> The significance of the agreement with ITS can easily be overlooked.  It provides two positives:
>
> A.  With ITS assuming the responsibility of scheduling interviews and contacting candidates, Human Resources would no longer be regarded as the cause of delays related to these activities.
> B.  It also takes advantage of ITS' direct knowledge of the work schedules of those serving on the search committee, facilitating committee meetings for the scheduling of interview sessions.

3.  A study should be conducted regarding the NEOGOV requisition process and associated reviews at various levels (hiring authority to President) to approve filling of a vacant position.  This review should resolve whether requisitions are being handled expeditiously and at the appropriate level.

    The consultant wishes to note that, as this review process was put in place at the time of the economic downturn in 2008-09 when cost control was a major concern, the institution should determine if executive-level review is still needed.  If so, the study would help determine which kinds of requisitions warrant that review.

4.  HR should consider scanningin all paper documents/correspondence received to minimize/end the impression that HR is losing documents and not keeping track of those materials.

    Logging materials/scanning at intake – coupled with the information available through NEOGOV (again accessible by managers/supervisors) - will enable HR to break the "cycle" that the criticism directed toward HR is warranted because HR will now be able to give a definitive answer to the status of documents/materials.

## C: Faculty Recruitment Process

Finally, while HR has assumed the "intake" responsibilities for faculty/academic hires, the consultant has been apprised that Academic Personnel's capacity to use NEOGOV for recruitment purposes is problematic.  In late November 2016, concerns were expressed in Faculty governance meetings about NEOGOV – reflecting frustration on the part of faculty search committee members with the system.

While HR has developed tools (the applicant template, requisition tracking, and position posting/advertising) to use the NEOGOV system as noted in the recruitment discussion above, those tools reportedly are not being utilized effectively in Academic Personnel.

While outside the scope of an HR Assessment, it is the consultant's view that CSUSB would substantially benefit in faculty recruitment by bringing to bear HR's expertise with NEOGOV. HR's capacity to handle the system process responsibilities in recruitment is a definite strength which should be leveraged to post faculty positions both in NEOGOV as well as designated job sites/publications.

To effect this change, CSUSB should give consideration to transferring positions and responsibility from Academic Personnel to Human Resources for those activities of managing the "intake" of academic recruitment requisitions – using the online NEOGOV process (the current Academic Personnel method is to use a manual paper process) as well as the posting of faculty positions.

Coupled with the fact that key individuals in hiring units already have experience with using the NEOGOV Requisition system for staff positions, there should be minimal difficulty in moving to NEOGOV for faculty positions.

So that it's clear, while HR would assume the responsibility for assuring the requisition form is completed appropriately, the responsibility for monitoring that approvals are obtained in a timely fashion will remain with Academic Affairs/Academic Personnel.

## II: Next Steps for an Evolving HR Organization – Two Actions

As noted at the beginning of this assessment report, it's clear that HR has improved in significant ways since the 2013 report. The initiatives undertaken in the past three years are indicative that HR has turned "in the right direction." That said, there are two actions regarding the HR organization which CSUSB may wish to consider to further the effectiveness of human resources and the sustainability of its programming.

## A: Convert Other HR Professionals to HR Generalists

In the 2013 Report, the recommendation was made to reorganize the HR professional staff as HR generalists/consultants.

Given their responsibilities to provide most (payroll processing being the primary exclusion) HR programs and services to institutional clients, HR generalists assure that the full array of HR programming –  the core HR basics that must be delivered well - will be provided whether in performance management, recruitment, classification/pay systems, employee/labor relations, training or benefits and the like.  This unique strength of HR generalists to provide sustainable HR programming to managers/supervisors and employees in their assigned offices/work units is a foundational strength for a human resources operation.

While comments indicate positive experiences on the part of HR clients with these HR generalists,
the five individuals appear to be working beyond reasonable expectations to provide the range of services to HR clients. Having to work late and a sense that these individuals are stretched too thin are signs that this level of workload is not sustainable and therefore additional resources may be necessary.

The 2013 report had recommended that five or six professional staff be converted from specialists in their respective areas in Recruitment, Benefits, Employee/Labor Relations, Classification and Training and Development to become HR generalists.

The rationale is that by having this broad range of responsibilities the HR generalists would match up with the work of individuals within the operating units who provide that same broad range of HR services – as well as payroll and time-reporting/absence management, for their offices or departments.

While HR has created five HR generalists, the HR services assigned to those individuals doesn't include Benefits, Employment, Employee/Labor Relations and Training and Development which were recommended for inclusion as part of the responsibilities for the HR generalist, but where HR continues to maintain specialists.

Thus, given the heavy workload of the five HR generalists and to assure the "best match" of HR generalists and their colleagues in institutional offices/work units, HR at some time should explore the suitability of converting HR specialist professional positions into HR generalist positions.

Obviously, the current HR generalist model where each has a particular HR program strength should continue when other HR professional positions are converted into HR generalists. However, as the benefits of having a number of HR generalists - they collectively back up each other and meet periodically to discuss common areas of concern/engage in problem-solving, the institution gains a magnitude of shared knowledge that becomes a foundational strength that sustains a consistent quality of HR activities. While progress is being made with this group of HR generalists, an expansion of the generalist model provides another significant benefit. By their working together, they provide HR with the capacity to compensate for/minimize and overcome possible exposure/drop off in service to HR clients when a single specialist - whether in classification and benefits, labor and employee relations, training and development/ leadership development and employee engagement – for whatever reason may be unavailable/absent from work.

## B:  Match Offices/Work Areas Assigned to HR Generalists and Payroll Staff
The second recommendation to further strengthen HR is to match HR generalists and payroll staff by offices/work units of responsibility.

A review of the organization charts for payroll and the HR generalists reveals that HR generalists in servicing the units for which they are responsible typically work with at least two and often three or four different payroll staff.

To reiterate, one of the major benefits of HR generalists is that they match up with the needs and activities of key professionals as well as managers and supervisors and employees in the institution's offices and work units to which they were assigned. The result is stronger, more coordinated working relationships and effective services for HR clients. This recommendation to extend that model so that payroll staff are matched up with the areas assigned to each of the HR generalists should result in a new level of coordination among the HR generalists, payroll and the offices/work units being served, thereby further strengthening the effectiveness of HR at CSUSB and the quality of services received by HR clients.

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# SECTION II/PART 2:  Closure on Issues from the 2013 Report

As noted earlier in this assessment report, the leadership provided by Cesar Portillo, the associate vice president for human resources, has put in place the essential pieces of an effective HR organization - vision, planning (including technology) and programming as well as the staffing assignments –that "has turned HR in the right direction."

The following is a brief summary of recommendations regarding HR Technology and the HR Organization from the 2013 report that have been implemented/are being addressed or the issue has been closed/ resolved.

## A:  HR's Technology

1. Absence Management was an issue because the software was not well implemented and there had been a lack of training to use the system.  As very comments were made in the 2016 assessment about absence management, the system has been stabilized.
2. Upgraded PC's in HR have resolved the issues of antiquated personal computers having different versions of the software as well as different versions of the operating system.  HR had received new computers in 2013 and now has a scheduled replacement/upgrade plan to assure ongoing compatibility among the computers in the office.
3. The double-entry of payroll transactions cannot be resolved by CSUSB.  As long as the state payroll system and the CSU systems are not linked/interfaced, CSUSB will continue to enter payroll data into the state payroll system.
4. Implementing employee self-service through the NEOGOV module planned in 2017 implementation provides CSUSB with the capacity to obtain Digital Signatures of employees, replacing a number of paper forms and the problems endemic to manual processing of important documents submitted by employees.

## B:  The HR Organization

In the course of the past three years, the following matters related to the HR organization have been resolved:

1. The HR website is better organized, more easily accessible as well as other tools have been built that provides information needed by HR clients.
2. Institutional compliance has been assumed by the associate vice president for human resources and effective working relationships with the CSU system legal counsel -  has been re-established.
3. Climate of fairness:  As noted earlier in this report through a combination of programming (training for managers through deep dive sessions, training forthcoming in 2017 in the new Staff Development Center), technology (the NEOGOV requisition and job posting system, the performance management module) and the work of the HR generalists, the important issue of a climate of fairness - whether in employment, classification/in-range progression or performance management - on the campus is being addressed.

# Concluding Comments:

The 2013 report closed with the following comments:

This report only begins to scratch the surface on HR at CSUSB. There are some very real endemic problems with HR that must be addressed for HR to be effective.

- Fairly dysfunctional technologies, outmoded thinking regarding HR administration and services.
- Not understanding what the modern workplace requires which is working collaboratively or to put it more positively understanding how to organize to work collaboratively and bringing in the talent.
- The need to address procedures and to provide the proper information and to do so quickly and easily.
- Focusing on training of both supervisors/managers as well as employees can help turn the campus climate and build the also deal with the fairness issue that affects campus' morale and the image of HR.

Through the 2016 Assessment, it is clear that significant progress is taking place in human resources at California State University San Bernardino. The number of programs that can be regarded as "best-in-class" has increased, and HR has a sound group of stable HR programs and services as well.

In addition, reflective of the 2013 HR Program Review Report, HR has made foundational changes by implementing appropriate technology (notably NEOGOV Requisitions, Performance Management and Employee Self-Service), bringing on a number of new staff, and also creating HR generalist positions which are increasingly seen as providing the array of HR programs and services to serve HR clients and the institution well.

It is important to note that HR has strong leadership in the person of the associate vice president and the human resources Director. Cesar Portillo and Stacey Barnier are experienced professionals in human resources who have brought about significant change. Importantly through their efforts, HR has developed the capacity to address emerging concerns and the expectation is that HR will resolve those issues appropriately.

There is no reason to expect that they would not continue to improve/strengthen Human Resources at CSUSB.

In summary, this 2016 Human Resources Program Review Progress Assessment Report finds that HR has addressed/resolved the concerns of the 2013 HR Report. Human resources now has emerging strengths. It has put in place foundational pieces in leadership/ vision, technology and staffing – in particular the HR generalists. As a result, HR is demonstrating that it has the capacity to provide essential programs and services as well as to address issues and challenges that may arise.

The conclusion of this 2016 Assessment Report is that the positive developments in human resources, if continued, will enable HR to position itself as an effective HR operation, a supporter of its clients working at CSUSB and therefore a contributor of value to the purposes and aspirations of California State University San Bernardino.