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| 1) Accurately assess the preparedness & experience of staff & administrators | - enforce hiring procedures for all processes  
  **Permanent Positions**  
  - current *hiring procedures* for permanent admin & clsfd hiring are rigorous  
  Admin – update Appendix A – Admin Hiring Search Committees’ composition  
  Classif – update hiring procedures to include delineation of functions between Budget & HR (include contact #’s)  
  **Interim & Acting Admin Positions**  
  - enforce process for interim & acting admin appts  
  **Admin Upgrades / lateral transfers / reclassifications/ add’l temp duties**  
  Chancellor is permitted under Title 5 §53021 to upgrade, reclassify, rename, lateral transfer  
  **Vacancy Review Group - (VRG)**  
  Recommend a Committee Composition/ Structure for VRG  
  Add: regular scheduled mtgs., timeline/ calendar, include requesting administrator/dept head, including response to requestor, and appeal process | ✓ to do:  
  - Review other Districts process for appointing interim & acting admin’s  
  - Discuss option to conduct internal – two-week open hiring process  
  ✓ to do:  
  - Discuss Classified transfers |
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| 2) Propose options for improving appointments for professional development for staff | - Reinstated and develop a schedule for Orientations/Trainings for deans, department chairs, program coordinators, and expand for other groups as applicable  
  Topics to consider: hiring processes; purchasing; budget monitoring; student services; understanding union contracts; financial aid guidelines; hiring student workers (work study & lab aides); developing courses; Banner training, etc  
- Develop a set of recommendations to reinstate a centralized professional development office  
  faculty on release at least 40%  
- Reinstated professional development funding all employee groups  
- Professional Dev for all groups; initial & on-going training  
- Explore in-house training opportunities, including providing training taught by CCSF faculty/staff  
- Encourage participation on college Accreditation teams via WASC  
- Explore developing a mentoring program consider asking retiree’s to train/guide new staff re: expertise & historical knowledge  
- Evaluate/assess training  
- Link professional development activities/ opportunities with Performance Appraisal/ Eval process /component of professional enhancement | ✓ |
3) **Build on Chancellor’s efforts to create a required Leadership Developmental program for current administrators**

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<td>- Chancellor formed leadership team regular on-going meeting schedule recommend continuation of this team after Dr. Fisher leaves &lt;br&gt; - Develop a schedule for delivery of and expand required Leadership Training topics, include supervisory/management training use internal resources: staff/classes &amp; external resources &lt;br&gt; Explore developing a Mentorship Program for new deans, department chairs, mgrs, supvs., etc. - consider: asking retirees’ to train/guide new staff re: expertise, historical knowledge</td>
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**RECAP**

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| 4) Determine process for ensuring needed administrative & staff positions are included in the college's planning process | -Communicate to the Program Review Workgroup the need for including data-driven requests/recommendations for staffing expansion and reductions in the program review template, if not already addressed  
-recommend the need to implement a mechanism by which staff allocation is equitable based on the under or over-utilization of staff throughout the District & include administrative oversight in this process  
-include a mechanism for replacing staff in vital areas and ensure that the delivery of services is maintained through cross training, etc.  
-limitations due to barriers, i.e., Civil Service classifications | to do: meet with Workgroup # 2 Planning Process to review incorporating a STAFF PLAN in the Program Review and Planning & Budget process |
### Task 5) Identify Barriers to administrators having needed authority to carry out their roles

Develop a list of observations regarding barriers to administrative authority to share with Group 13 – Governance Structures/Barriers to Decision Making

**Topics discussed:**
- Administrators need to have authority to oversee their departmental resources, budget, and staffing
- Chain of command is not adhered to
- Shared governance serves in an advisory capacity; administrators should consider shared governance feedback but reserve the authority to make decisions – and be held accountable for their decisions/actions
- Need clear definition, understanding, & communication of respective roles & responsibilities for board, admin, & the shared governance committees
- Perception that administrators acting in interim or acting positions are not rigorously evaluated – lack credibility
- Vacancy Review Group – Create a transparent process that may remove additional barriers to decision making re: staffing – invite requesting administrator/department head/rep to VRG to state their case

**Completion or To Do:** ✔
## Work Group #7 – HR/Adequacy and Staffing – 8-21-12 RECAP

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| 6) Review progress & make recommendations to change the current     | -Reconsider need for and appropriateness of the Admin Evaluation Oversight Comm. | **to do**  
| administrative evaluating process to ensure fairness & accountability| -need a Performance-Driven evaluation process, including clear performance expectations, regular/on-going feedback & adjustments, informed changed practices, recognition where applicable  
|                                                                      | -hold all employees accountable                                           | **to do**  
|                                                                      | -Facilitate peer feedback, Example: create a website page where employees can view all employee duties & Goals & objectives to use as basis for evaluating them |  
|                                                                      | -Link performance management to Workplace culture – to effectuate transformative change, i.e. shifting of resources if and when needed |  
|                                                                      |                                                                          |  
|                                                                      |                                                                          | **Faculty Evaluation Process**  
|                                                                      |                                                                          | Question raised in Group #13 – Barriers to Decision Making: Should chairs be given more autonomy in the faculty evaluation process. |
### Task 7

**Assess the effectiveness of the current administrative organizational structures in terms of logical reporting lines appropriate for decision making.**

- **Progress:** Drafted proposed Chancellor Division
- **Completion or To Do:**
  - Areas for further discussion in Chancellor Division:
    - Legal, Research & Plng & Grants, External Affairs (government relations & mktg/public info), Employee Relations under HR?
  - TO DO – see Academic Affairs Division – Campuses/sites – further discussion
  - Include need for creating a top level mgmt Team that provides stability to the institution, has institutional knowledge, and works together as a team – and shares feedback with College community
  - Board needs to back Chancellor
  - Accountability at all levels

### Task 8

**Within instruction identify options for increasing the number, role, & responsibilities of 12 month instructional deans while reducing the number of administrative tasks prepared by department chairs**

- **Progress:**
- **Completion or To Do:**
  - VCAA
    - Instruction
    - Campus oversight
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<th>Within Student Success, identify options for bringing all student services together as one unit to more effectively serve students</th>
<th>Committee will begin to draft proposed VCSD chain at 8/27 meeting merge student services</th>
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<td>Assess the effectiveness of the current administrative &amp; staff support for centers/sites other than the Ocean campus</td>
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