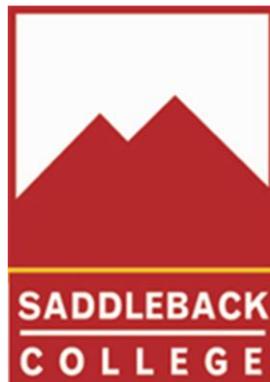


# Saddleback College 2018 Follow-Up Report

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## 2018 Follow-Up Report

Submitted by:

Saddleback College  
28000 Marguerite Parkway  
Mission Viejo, CA 92692  
South Orange County Community College District

Submitted to:

Accrediting Commission for the Community and Junior Colleges  
Western Association of Schools and Colleges



## Certification of the Follow-Up Report

**Date:** October 1, 2018

**To:** Accrediting Commission for Community and Junior Colleges  
Western Association of Schools and Colleges

**From:** Dr. Jim Buysse  
Saddleback College  
28000 Marguerite Parkway  
Mission Viejo, CA 92692

In response to recommendations cited in the Commission's action letter of June 23, 2017, I certify there was broad participation in the production of the report by the college community and that the report accurately reflects the nature and substance of this institution.

### Signatures:

|                      |  |      |
|----------------------|--|------|
| Mr. Timothy Jemal    | President, SOCCCD Board of Trustees                            | Date |
| Dr. Kathleen Burke   | Chancellor, SOCCCD   | Date |
| Dr. Jim Buysse       | Interim President, Saddleback College                          | Date |
| Ms. Tram Vo-Kumamoto | Vice President of Instruction<br>Accreditation Liaison Officer | Date |
| Mr. Blake Stephens   | President, Academic Senate                                     | Date |

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## Statement of Report Preparation

In Spring 2017, Saddleback College received a team visit following the submission of its 2016 Institutional Self- Evaluation Report in support of reaffirmation of accreditation.

In June 2017, the college received a finalized copy of the [External Evaluation Report \(RP.01\)](#) and a [letter \(RP.02\)](#) from the Accrediting Commission for Community and Junior Colleges (ACCJC) reaffirming the college’s accreditation for seven years and requiring a Follow-Up Report in 18 months to address the following two compliance areas:

### **College Recommendation 3 (Compliance)**

*In order to meet the standard, the team recommends that the College develop a more consistent mechanism to ensure that all program reviews are up to date and that all programs contain action plans to improve the quality of its programs (Standards II.A.1, II.A.2, II.A.16).*

### **District Recommendation 1 (Compliance)**

*In order to meet the standard, the South Orange Community College District must implement a system that ensures the effectiveness of its human resources by evaluating all personnel systematically and at stated intervals (III.A.5, IV.D.2).*

Immediately after receiving the evaluation report and action letter, Saddleback College leadership met to develop a plan to address the recommendations for compliance by engaging the college community through the existing governance structure including the Academic Senate, Accreditation Committee, Associated Student Government, Classified Senate, Consultation Council, Educational Planning and Assessment (EPA) Committee, and President’s Management Team. Led by the Accreditation Liaison Officer (ALO), a team of writers comprised of the EPA Coordinator and the District Director of Research, Planning and Data Management was formed. During the preparation of the report, the writers regularly consulted with the Accreditation Committee and solicited feedback from all participatory governance groups at the college.

The following table documents the steps taken and timeline used for the dissemination of information and the solicitation of feedback in the completion of the follow-up report:

| Date              | Group Responsible                               | Action   |
|-------------------|---|--|
| June 23, 2017     | ALO   | <a href="#">Post ACCJC Final Evaluation Report and Action Letter (RP.03)</a>   |
| August 8, 2017    | Consultation Council                            | Review Action Letter and develop plan to address college and district recommendations <a href="#">(RP.04)</a>  |
| Fall 2017         | District HR, Academic Administrators & Managers | Reviewed personnel evaluations to be completed and developed plan to complete according to contract timelines <a href="#">(RP.05)</a>  |
| November 14, 2017 | ALO   | Update to Consultation Council on college recommendation 3 and progress to date with addressing compliance for program review process. <a href="#">(RP.06)</a>   |
| December 1, 2017  | District HR, District Research & College ALOs   | Meeting update on district recommendation 1, progress to date with addressing compliance for human resource evaluations, and plan address outstanding evaluations for spring 2018. <a href="#">(RP.07)</a> |

|                    |                                  |   |
|--------------------|----------------------------------|---|
| January 10, 2018   | ALO, EPA Coordinator             | Flex presentation on accreditation follow-up report, focus on college recommendation 3 regarding updates to program review ( <a href="#">RP.08</a> )                              |
| February 2, 2018   | District-Wide Planning Committee | Update on Accreditation follow-up from District HR and colleges ( <a href="#">RP.09</a> )   |
| March 2018         | ALO, EPA Coordinator             | Presentation of initial outline and draft to Associated Student Government, Classified Senate, Academic Senate, & President's Management Team ( <a href="#">RP.10</a> )           |
| April 2018         | ALO, EPA Coordinator             | Revision of draft for college feedback ( <a href="#">RP.11</a> )  |
| May 2018           | ALO, EPA Coordinator             | Solicit feedback and draft revision based on college feedback ( <a href="#">RP.12</a> )   |
| August 21, 2018    | ALO, EPA Coordinator             | Presentation to Academic Senate ( <a href="#">RP.13</a> ) and Consultation Council ( <a href="#">RP.14</a> ) on final draft of Follow-up Report to be submitted Board of Trustees |
| August 27, 2018    | College President & ALO          | Board of Trustees 1 <sup>st</sup> meeting for review of Follow-up Report – Item 5.10 ( <a href="#">RP.15</a> )  |
| September 24, 2018 | College President & ALO          | Board of Trustees 1 <sup>st</sup> meeting for action on Follow-up Report ( <a href="#">RP.16</a> )  |

## Response to Commission Action Letter: College Recommendation

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### College Recommendation 3

*In order to meet the standard, the team recommends that the College develop a more consistent mechanism to ensure that all program reviews are up to date and that all programs contain action plans to improve the quality of its programs (Standards II.A.1, II.A.2, II.A.16).*

#### **Analysis and Evaluation**

Saddleback College is committed to continually improving the quality of its programs and administrative service and student support units through a robust program and administrative unit review process. In response to this recommendation, the College evaluated its current procedures and made several changes including the expansion and refinement of the program review (PR) and administrative unit review (AUR) tracking mechanism. In addition, the College established new procedures that ensure the development of objectives and action steps in all programs and administrative units along with the development of improved procedural handbooks, instruction sheets, and training. Enhanced communication methods were also developed to ensure that all areas of the College are informed of updated processes and resources available.

The efforts to address this recommendation were led by the College's Educational Planning and Assessment (EPA) Committee under the guidance of the associate vice president of Institutional Effectiveness. The charge of this committee is as follows:

*The Educational Planning and Assessment Committee (EPA) supports the college's ongoing quest for quality improvement through a comprehensive system of planning and outcomes assessment in all programs, student support units, and administrative service units. EPA guides the development, documentation, and assessment of Student Learning Outcomes (SLOs) and Administrative Unit Outcomes (AUs); facilitates the design, preparation, and submission of Program Reviews (PRs) and Administrative Unit Reviews (AURs); and monitors and reports on their status. EPA provides professional development in these areas and assists in their integration with strategic planning, resource allocations, and other decision-making processes at the college. The committee also works to ensure that the college adheres to all accreditation standards and requirements in relation to outcomes assessment and program/administrative unit review.*

The committee is thus responsible for developing all processes and procedures relating to PRs and AURs. This includes keeping track of the due dates for all upcoming reviews, monitoring the completion of reviews, coordinating their approval, and posting them in the appropriate locations. Through a thorough evaluation of the internal processes of the committee, it was determined that the tracking mechanisms used were not consolidated or adequately maintained and therefore allowed for some programs to fall behind in the completion of their reviews.

As a first step in resolving this problem, the EPA Committee conducted a thorough inventory of reviews across all instructional programs, administrative service units, and student support units. This resulted in a complete accounting of the status of all reviews. During the inventory review, it was discovered that three reviews were past due. These reviews are in the process of completion and all PRs and AURs will be up-to-date by December 20, 2018. In addition, the review resulted in enhancements to the following three areas: tracking, communications and training, and the review process.

### Enhanced Tracking Mechanism

To address the need to consolidate and maintain up-to-date tracking information for the program review process, the next step was to develop a single Excel workbook that includes spreadsheets with a list of all programs and units, the date of their most recent review, and a detailed tracking system for reviews in progress to ensure that each step of the review process is completed in a timely manner ([CR3.01](#); [CR3.02](#)). The following dates within the process are documented on these spreadsheets:

1. **Orientation Date** – the date on which a one-on-one orientation is given to the department chair or unit manager on the PR/AUR process.
2. **Research Date** – the date on which the department chair/unit manager meets with the EPA research analyst to discuss research needs.
3. **Submission to Improve** – the date that a draft of the PR/AUR is input into Nuventive Improve (formerly TracDat) for review by the EPA team and division dean.
4. **Feedback Provided** – the date on which feedback is provided to the department chair/unit manager by EPA.
5. **Edits Made** – the date that a final draft of the PR/AUR has been submitted by the department chair/unit manager.
6. **Senate Approval** – the date on which PRs are approved by the Academic Senate.
7. **Finalized Report** – the date on which the PR/AUR has been accepted as finalized by EPA. On this date, department chairs/unit managers are also informed that their review has been approved and has been posted to the EPA SharePoint site and the Improve document repository.
8. **Consultation Council Date** – the date on which an oral presentation of the review is given to the Consultation Council, the primary decision-making body at the College.

The spreadsheets are maintained by the EPA coordinator, program review coordinator, and EPA research analyst and housed on the EPA SharePoint site. Spreadsheets that show only the due dates for the next four cycles (through 2029) are also contained within the workbook and a chart of the due dates is posted to the EPA SharePoint site and distributed to department chairs, division deans, and unit managers annually ([CR3.03](#); [CR3.04](#)).

In addition, a PR/AUR timeline has also been developed and is distributed at the beginning of the calendar year to each program/unit undergoing review that year ([CR3.05](#)). This timeline provides a brief snapshot of when each step of the process should be completed from initial notification from EPA through presentations to Consultation Council.

### Enhanced Communications and Training

To improve both the timeliness and quality of reviews, an increased emphasis has been placed on communication and training. Department chairs, deans, and unit managers whose area or program will be undergoing review are notified by the end of each calendar year that their review will be due at the end of the fall term of the following year ([CR3.06](#)). Along with this notification, the PR/AUR timeline is provided to them so that they are fully aware of each of the steps involved and the expected completion dates for these steps. A kickoff workshop is held during the spring professional development week in January of each year ([CR3.07](#); Note: In 2018, this kickoff was for PRs only but in subsequent years it will include AURs as well) and the chairs/unit managers are encouraged to attend. Individual orientations are also given to

each chair/unit manager during which the procedural manual ([CR3.08](#); [CR3.09](#)) is reviewed so that they are fully aware of the purpose of the review process and the expectations. Chairs/unit managers will also meet with the research analyst to go over the required data sets and to discuss any additional research needs. The PR coordinator and research analyst are also available to assist throughout the entire review process. Regular email communication is sent by the EPA coordinator to remind chairs/unit managers of upcoming deadlines. A quarterly newsletter is also distributed during the academic year (January and April in the spring semester and August and November in the fall semester) highlighting important aspects of SLO/AUO assessment and PR/AUR ([CR3.10](#)). An additional workshop on PRs and AURs is held during the fall professional development week in August to recapitulate the process and to highlight exemplary work being done by programs and units across the campus ([CR3.11](#)).

In order to ensure that PRs/AURs are easily accessible to members of the college community, changes have been made to the ways in which completed reviews are posted and archived. At the time of the accreditation visit, the only consistent location of reviews was in Nuventive Improve, which is only accessible to the department chairs and unit managers. Some reviews had been posted to the EPA SharePoint site, but this database was not complete. All completed reviews are now housed in both Nuventive Improve, under the specific program/unit, and on the EPA SharePoint site, where they are organized by division (for PRs) and reporting unit (for AURs) ([CR3.12](#)). Past reviews are available in Nuventive Improve and a copy can be requested through EPA. In addition, a new summary report has been developed for all reviews due beginning in 2018. These summary reports will give an overview of key segments of the larger review and will be posted on the EPA website ([CR3.13](#); [CR3.14](#)).

#### Enhancements to the Review Process

The EPA Committee also conducted an evaluation of the review process itself. Based on this evaluation, significant changes were made. The process was streamlined and increased emphasis was placed on the creation of objectives and action steps to ensure continuous improvement throughout the college. The first change involved creating a web-based form within Nuventive Improve for the submission of PRs and AURs to replace the document that had previously been used. Initially, the same fields were transferred from the existing paper-based version to the web-based version. A second phase of the evaluation included a reassessment of the required fields. During this evaluation, it was noted that some fields required a repetition of information contained elsewhere in the report. These fields were either deleted or revised to eliminate duplication and new forms were devised for use beginning in 2018 ([CR3.15](#); [CR3.16](#)).

More significantly, it was determined that while objectives and action steps were required of all programs, the objectives and action steps form ([CR3.17](#)) in Nuventive Improve (which allows for the linking of action steps to objectives and the tracking of action step progress) was only being used by programs and units requesting resource allocations, as these fields were tied to resource allocation request forms and the College's resource allocation process. This online objectives and action steps form is now a mandatory part of all reviews and training has been increased in relation to writing objectives and action steps, reporting on the progress of action steps, and requesting resource allocations ([CR3.18](#); [CR3.19](#); [CR3.20](#)). The form requires all programs/units to develop objectives and action steps based on the evaluation of the program/unit through the review process, to link the objectives to strategic planning goals, if applicable, and to request resources in conjunction with specific program/unit objectives and strategic planning goals. Progress on the accomplishment of action steps and an

evaluation of those accomplishments is also required for the next review cycle. Through its revised orientation and training materials, EPA has increased its efforts to convey the importance of developing and evaluating objectives and actions steps as an essential part of fulfilling our ongoing commitment to the continuous quality improvement of all programs and units throughout the College.

All of the changes were documented in a revised Program Review Handbook and Administrative Unit Review Handbook (see [CR3.8](#); [CR3.9](#)). In addition, concise step-by-step instruction sheets were developed or revised for various parts of the process such as “Entering Objectives and Action Steps” (see [CR3.19](#)), “Entering Program Reviews into Improve” ([CR3.21](#)), etc. All of these training materials are posted on the EPA SharePoint site and distributed to department chairs, deans, and unit managers ([CR3.22](#)).

**Response to Commission Action Letter: District Recommendation**

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## District Recommendation 1

*In order to meet the standard, the South Orange County Community College District must implement a system that ensures the effectiveness of its human resources by evaluating all personnel systematically and at stated intervals. (Standards III.A.5, IV.D.2).*

South Orange Community College District (SOCCCD) is committed to providing high quality, effective, and efficient services districtwide. SOCCCD understands establishing a system that will ensure systematic and regular evaluation of the all personnel is an important component of districtwide institutional effectiveness.

It was noted in the External Evaluation Team Report that “while evaluation processes are well documented, statements and evidence reviewed by the team show that evaluations are not tracked and monitored systematically. (Standard III.A.5)”. The following table outlines the action steps taken to address District Recommendation 1.

| Date          | Group Responsible                             | Action  |
|---------------|---|---|
| April 7, 2017 | District Wide Planning Council                | Follow-up on Accreditation recommendations presented during the February 27-March 2, 2017 visit ( <a href="#">DR1.01</a> )  |
| Spring 2017   | District HR                                   | Design Administrator and Manager performance reviews in Workday with new competency area for “Managing Performance Evaluations” ( <a href="#">DR1.02</a> )  |
| Fall 2017     | District HR                                   | Implement Administrator and Manager performance review in Workday – Course Guide developed ( <a href="#">DR1.03</a> )   |
|               | President and VPs                             | Reminders to administrators and managers to complete performance reviews ( <a href="#">DR1.04</a> )   |
| December 2017 | District HR, District Research & College ALOs | Update on District Recommendation 1, progress to date with addressing compliance for human resource evaluations, and plan to address outstanding evaluations for spring 2018 ( <a href="#">DR1.05</a> ) |
| January 2018  | District HR                                   | Posting of HR Director of Recruitment and Employment Services position to be tasked with keeping track of the evaluation system and process ( <a href="#">DR1.06</a> )                                  |
| February 2018 | District-Wide Planning Committee              | Update on Accreditation follow-up from District HR and colleges ( <a href="#">DR1.07</a> )  |
| March 2018    | District HR                                   | Announcement of Workday training video for managers for classified performance reviews to launch new performance review process with automated reminders ( <a href="#">DR1.08</a> )                     |
| August 2018   | President and VPs                             | Review status report for performance evaluations and send out reminders to administrators and managers to complete evaluations by the appropriate deadlines. ( <a href="#">DR1.09</a> )                 |

### Analysis and Evaluation

Since receiving the recommendation to improve our current performance evaluation system, the District reviewed its system to ensure effectiveness of its human resources through regular performance evaluations. To assess areas of improvement, the District initiated a number of process analyses along with meetings with college representatives regarding the existing

process to track and monitor employee evaluations. Three main areas of action have been undertaken by District Human Resources to address the recommendation: 1) audit of all personnel files and subsequent updating any review dates within Workday Human Capital Management (HCM) system; 2) creation of a series of reports for managers to use showing reviews that are due; and, 3) implementation of performance evaluation management within Workday HCM for each employee classification group. In addition, an evaluation of the human resources function acknowledged a need to reorganize the area to better provide direct, effective and focused human resource leadership and oversight to the colleges and district.

Audit of all personnel files

The following table shows a comparison of the number of completed evaluations at the time of the accreditation team visit in February 2017 and the status of evaluation as of September 2018. There have been significant gains in completing overdue employee evaluations. The table was created using evaluations that were overdue at the time of the site visit in February of 2017 and the current status of all employee evaluations that were due in the 2017-2018 academic year. The numbers include counts for active employees only (does not include terminations/retirees).

Overall, the College has improved from 47 percent to 91 percent completion of all evaluations since the team visit. Completed evaluations of full-time faculty improved from 61 percent in 2017 to 93 percent in 2018; the 16 outstanding evaluations in this category will be completed during the fall 2018 semester. Completed evaluations of part-time faculty improved from 43 percent in 2017 to 90 percent in 2018. The remaining 75 part-time faculty evaluations will be completed in fall 2018.

| Employee Category                             | SOCCCD Review of Evaluations Status |            |               |            |               |            |
|---|-------------------------------------|------------|---------------|------------|---------------|------------|
|   | Saddleback                          |            | Irvine Valley |            | District      |            |
|   | February 2017                       | Sept 2018  | February 2017 | Sept 2018  | February 2017 | Sept 2018  |
| Administrator Count                           | 21                                  | 23         | 15            | 13         | 4             | 6          |
| Administrators Completed Evaluations          | 5                                   | 22         | 9             | 12         | 0             | 4          |
| Administrator in Progress Evaluations         | 16                                  | 1          | 6             | 1          | 4             | 2          |
| <b>Administrators % Completed Evaluations</b> | <b>24%</b>                          | <b>96%</b> | <b>60%</b>    | <b>92%</b> | <b>0%</b>     | <b>67%</b> |
| Manager Count                                 | 33                                  | 34         | 24            | 20         | 33            | 34         |
| Managers Completed Evaluations                | 4                                   | 27         | 8             | 18         | 2             | 30         |
| Managers in Progress Evaluations              | 29                                  | 7          | 16            | 2          | 31            | 4          |
| <b>Managers % Completed Evaluations</b>       | <b>12%</b>                          | <b>79%</b> | <b>33%</b>    | <b>90%</b> | <b>6%</b>     | <b>88%</b> |
| Full-time Faculty Count                       | 258                                 | 237        | 153           | 142        |               |            |
| Full-time Faculty Completed Evaluations       | 157                                 | 221        | 88            | 139        |               |            |
| Full-time Faculty in Progress Evaluations     | 101                                 | 16         | 65            | 3          |               |            |

| SOCCCD Review of Evaluations Status |               |          |
|-------------------------------------|---------------|----------|
| Saddleback                          | Irvine Valley | District |

|  |            |            |            |            |            |            |
|--|------------|------------|------------|------------|------------|------------|
| <b>Full-time Faculty % Completed Evaluations</b> | <b>61%</b> | <b>93%</b> | <b>58%</b> | <b>98%</b> |            |            |
| Part-time Faculty Count                          | 697        | 729        | 502        | 434        |            |            |
| Part-time Faculty Completed Evaluations          | 302        | 654        | 185        | 413        |            |            |
| Part-time Faculty in Progress Evaluations        | 395        | 75         | 317        | 21         |            |            |
| <b>Part-time Faculty % Completed Evaluations</b> | <b>43%</b> | <b>90%</b> | <b>37%</b> | <b>95%</b> |            |            |
| Classified Staff Count                           | 301        | 297        | 199        | 166        | 65         | 61         |
| Classified Staff Completed Evaluations           | 152        | 273        | 66         | 162        | 9          | 52         |
| Classified Staff in Progress Evaluations         | 149        | 24         | 133        | 4          | 56         | 4          |
| <b>Classified Staff % Completed Evaluations</b>  | <b>50%</b> | <b>92%</b> | <b>33%</b> | <b>98%</b> | <b>14%</b> | <b>93%</b> |
| SOCCCD Total Employee Count                      | 1310       | 1320       | 893        | 775        | 102        | 101        |
| SOCCCD Totals Completed Evaluations              | 620        | 1197       | 356        | 744        | 11         | 86         |
| SOCCCD Total in Progress Evaluations             | 690        | 123        | 537        | 31         | 91         | 15         |
| <b>SOCCCD Total % Completed Evaluations</b>      | <b>47%</b> | <b>91%</b> | <b>40%</b> | <b>96%</b> | <b>11%</b> | <b>85%</b> |

### Creation of Reports for Managers

The following reports were created for managers and their support staff to execute in order to monitor the status of classified staff, tenure and tenure-track faculty, part-time faculty, and police officers ([DR1.10](#);[DR1.11](#)).

- SOC HR – Find California School Employees Association (CSEA) Biennial Performance Review – Due Now
- SOC HR – Find CSEA Performance Review – Probationary
- SOC HR – Find CSEA Performance Review Status
- SOC HR – Find Tenure Track Faculty Performance Review – Due
- SOC HR – Find Tenured Faculty Performance Review – Due
- SOC HR – Find Tenured Faculty Performance Review – Due as of
- SOC HR – Find Part-time Faculty Performance Review – Due
- SOC HR – Find Faculty Performance Review Status
- SOC HR – Find Police Officers Association (POA) Annual Performance Review – Due Now
- SOC HR – Find POA Performance Review – Probationary
- SOC HR – Find POA Performance Review Status

Additionally, managers, administrators and classified staff automatically tracked and monitored directly within the Workday HCM Dashboard under “My Team Performance”.

For administrators and managers, evaluations are launched in May of each year and are due on August 31. Two weeks prior to the due date, the presidents/vice chancellor of Human Resources offices will run a report to review the status of completions. If there are any

outstanding evaluations, the president/chancellor will notify the appropriate vice president/vice chancellor to follow-up and ensure completion within two weeks. If evaluations are not turned in by the due date, a notation will be inserted in the vice president's, vice chancellor's or manager's evaluation under the "Managing Performance Evaluations" competency ([DR1.02](#)).

For CSEA and POA, evaluations are launched at the beginning of the month in which they are due. At the end of every month, vice presidents/vice chancellors are able to run a report for all their areas to review the status of completions. If there are any outstanding evaluations, the vice presidents/vice chancellors will notify the appropriate administrator or manager to follow-up and ensure completion within two weeks. If evaluations are not turned in by the due date, a notation will be inserted in the manager's evaluation under the "Managing Performance Evaluations" competency ([DR1.02](#)).

For tenured and part-time (PT) faculty, a report will be run by the vice president of instruction and vice president of student services at least one month before the term in which the evaluation is due. The report of upcoming PT faculty evaluations will be shared with the deans and the associate vice president to ensure the timely completion of the evaluation during the term. Six weeks before the end of the term, a report of the status of PT reviews will be run and a reminder will be sent to the deans to complete the review before the end of the term. At the end of the term, a review of the status of completions will be done. In the event that there are outstanding evaluations, the dean will be notified to complete the evaluation during the first month of the next term. In addition, a notation will be inserted in the manager's evaluation under the "Managing Performance Evaluations" competency ([DR1.02](#)).

For tenure track faculty, a report will be run by the vice president of instruction and vice president of student services at least one month before the term and communicated to the deans and the associate vice president. A timeline and dates for evaluations will be scheduled according to contract timelines for tenure track faculty. In addition, the vice president of instruction and vice president of student services will hold periodic check-ins with the deans to ensure that the evaluations are completed as planned and ensure that the tenure track faculty and deans are supported if there are any challenges.

#### Implementation of Performance Evaluations in Workday

The development of the evaluation process in Workday HCM began in the spring 2017 shortly after the accreditation visit ([DR1.12](#);[DR1.13](#)). The Workday HCM process includes a system launch for the performance review based on the due date of the evaluation. The following chart illustrates for each employee group the evaluation cycle as defined by either an administrative regulation or contract. These cycles were incorporated into the programming within the Workday HCM system implemented to monitor and track employee evaluations.

| Employee Group                     | Evaluation Cycle                              | Reference Document  |
|------------------------------------|---|---|
| <b>Administrators and Managers</b> | Semi-annual (first year)<br>Annual thereafter | <a href="#">BP4090 (DR1.14)</a><br><a href="#">AR4090 (DR1.15)</a>    |
| <b>Tenure Track Faculty</b>        | Annual for first four years during probation  | <a href="#">Academic Employee Master Agreement 2015-2018 (DR1.16)</a> |
| Employee Group                     | Evaluation Cycle                              | Reference Document  |
| <b>Tenured Faculty</b>             | Every three years after tenure                | <a href="#">Academic Employee Master Agreement 2015-2018 (DR1.16)</a> |

|                          |   |   |
|--------------------------|---|---|
| <b>Part-time Faculty</b> | First semester (of first year)<br>Every six semesters (of instructional time)<br>and no fewer than every four years             | <a href="#">Academic Employee Master Agreement 2015-2018 (DR1.16)</a>           |
| <b>Classified Staff</b>  | Probationary period (first year): 6 months, 12 months<br>After probation: Every two years<br>Promotional: 3 months and 5 months | <a href="#">Classified School Employee Association (CSEA) Contract (DR1.17)</a> |
| <b>Police Officers</b>   | Probationary period (first year) or promotion: 3 months, 11 months<br>After probation: Yearly                                   | <a href="#">Police Officers Association (POA) Master Agreement (DR1.18)</a>     |

For fall 2017, the District began implementation of Workday HCM with “Administrators and Managers” as the first group of employees to utilize the new process. The evaluations are automatically generated each year at the beginning of May. Once launched, a task appears in each manager’s or administrator’s Workday inbox reminding the employee to complete her/his self-evaluation for the fiscal year, which is moved along for review and approval by the appropriate supervisor within the Workday HCM queue. The District initiated the implementation with the “Administrators and Managers” employee group to evaluate the system and make adjustments before implementing additional employee groups.

The following chart illustrates the 2018 timeline to implement the evaluation process in Workday for additional employee groups. Initial phases for the classified and PT faculty evaluations will involve one-on-one testing of the launch and process phases for all employees of that employee classification.

| 2018   | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| <b>Manager's/Administrator's</b>                 |     |     |     |     |     |     |     |     |     |     |     |     |
| Launch 2018 Evaluations                          |     |     |     |     |     |     |     |     |     |     |     |     |
| <b>Classified Staff</b>                          |     |     |     |     |     |     |     |     |     |     |     |     |
| Configure Classified Staff reviews and processes |     |     |     |     |     |     |     |     |     |     |     |     |
| Pilot 6-month probation review                   |     |     |     |     |     |     |     |     |     |     |     |     |
| Pilot 12-month probation review                  |     |     |     |     |     |     |     |     |     |     |     |     |
| Pilot Job Change review                          |     |     |     |     |     |     |     |     |     |     |     |     |
| Pilot Biennial reviews                           |     |     |     |     |     |     |     |     |     |     |     |     |
| Launch 6-month Probation reviews                 |     |     |     |     |     |     |     |     |     |     |     |     |
| Launch 12-month probation review                 |     |     |     |     |     |     |     |     |     |     |     |     |
| Launch Promotion reviews                         |     |     |     |     |     |     |     |     |     |     |     |     |
| Launch Biennial reviews                          |     |     |     |     |     |     |     |     |     |     |     |     |
| <b>Part-time Faculty</b>                         |     |     |     |     |     |     |     |     |     |     |     |     |
| Configure PT Faculty reviews and Processes       |     |     |     |     |     |     |     |     |     |     |     |     |
| Pilot Triennial PT Faculty Review                |     |     |     |     |     |     |     |     |     |     |     |     |
| Launch Triennial PT Faculty Review               |     |     |     |     |     |     |     |     |     |     |     |     |
| Pilot PT Faculty First Semester review           |     |     |     |     |     |     |     |     |     |     |     |     |
| Launch PT Faculty First Semester review          |     |     |     |     |     |     |     |     |     |     |     |     |

Based on the timeline above, in spring 2018, classified staff evaluations were implemented in Workday. Classified staff evaluations are also automatically initiated based upon appropriate dates and completed by the manager and electronically acknowledged by the employee

completely within Workday HCM. Similar to the process for administrators and manager's reviews, HR sends out reminders on the first business day of each month to administrators/managers instructing them to complete the evaluation.

Currently, the District is working with the colleges on the implementation of the PT faculty evaluation tracking in Workday. This process is planned to be launched in September or October of 2018. Full-time tenured and tenure-track faculty will be a part of implementation efforts in 2019 since discussions regarding updated evaluation forms have not been finalized via collective bargaining. Until the process is implemented in Workday HCM, the tenured and tenure track faculty evaluations will be completed utilizing the current forms and will be manually processed and monitored by deans using the appropriate reports.

#### Direct, Effective and Focused HR Leadership

At the district level, the Director of Recruitment and Employee Services position was filled on June 1, 2018. This position is critical and will be the primary district manager responsible for overseeing and tracking performance evaluation compliance district-wide ([DR1.06](#)). Managers who fail to conduct timely evaluations will be subject to progressive discipline. There will be a HR specialist that will manually review reports in Workday for any delinquent evaluations. The Director of Recruitment and Employment Services is also responsible for evaluating the quality of the evaluation and processes and ensuring that training is provided on how to conduct effective evaluations.

At the college level, with the addition of a new competency area to address the "Management of Performance Evaluations" added to all administrator and manager performance evaluations, the president and vice-presidents will be responsible for direct, effective and focused human resource leadership at the campus and will hold their direct reports accountable for meeting performance evaluation deadlines.

## **Appendix A: Evidence for Statement of Report Preparation (RP)**

- [RP.01](#) ACCJC Final Evaluation Report
- [RP.02](#) ACCJC Action Letter
- [RP.03](#) Accreditation Web Post
- [RP.04](#) 8.8.17-Consultation Council Minutes
- [RP.05](#) 9.21.17-Accred. Committee Minutes
- [RP.06](#) 11.14.17-Consultation Council Minutes
- [RP.07](#) 12.1.17-District Accreditation Meeting Notes
- [RP.08](#) Spring 2018 Flex Presentation
- [RP.09](#) 2.2.18-District-wide Planning Committee Minutes
- [RP.10](#) 4.3.18-Consultation Council Minutes
- [RP.11](#) 4.17.18-Consultation Council Minutes
- [RP.12](#) 5.1.18-Consultation Council Minutes
- [RP.13](#) 8.21.18-Consultation Council Minutes
- [RP.14](#) 8.27.18-Board of Trustees Agenda
- [RP.15](#) 9.24.18-Board of Trustees Agenda

## **Appendix B: Evidence for College Recommendation 3 (CR3)**

- [CR3.01](#) Saddleback College Program Review Status Report
- [CR3.02](#) Saddleback College Administrative Unit Review Status Report
- [CR3.03](#) Saddleback College Program Review Cycle
- [CR3.04](#) Saddleback College Administrative Unit Review Cycle
- [CR3.05](#) Program Review/Administrative Unit Review Timeline
- [CR3.06](#) PR/AUR Notification Email
- [CR3.07](#) Program Review Kickoff Presentation (Spring 2018)
- [CR3.08](#) Saddleback College Program Review Handbook
- [CR3.09](#) Saddleback College Administrative Unit Review Handbook
- [CR3.10](#) EPA Newsletter (April 2018)
- [CR3.11](#) Update: Program and Administrative Unit Reviews Presentation (Fall 2018)
- [CR3.12](#) EPA SharePoint Site (screen shots of PR/AUR folders)
- [CR3.13](#) PR Summary Report Template
- [CR3.14](#) AUR Summary Report Template
- [CR3.15](#) Program Review Form (Improve)
- [CR3.16](#) Administrative Unit Review Form (Improve)
- [CR3.17](#) Objectives and Action Step Form (Improve)
- [CR3.18](#) Program Review Handbook (section on Objectives and Action Steps form)
- [CR3.19](#) Instruction Sheet for Entering Objectives and Action Steps
- [CR3.20](#) Instruction Sheet for Entering Progress on Action Steps
- [CR3.21](#) Instruction Sheet for Entering Program Reviews into Improve
- [CR3.22](#) EPA SharePoint Site (screen shot of handbooks and instruction sheets folders)

## **Appendix C: Evidence for District Recommendation 1 (DR1)**

- [DR1.01](#) DWPC Minutes for April 4, 2017
- [DR1.02](#) Sample Manager Evaluation Form
- [DR1.03](#) Managers and Administrators Course Guide
- [DR1.04](#) Email to Admins regarding timely evaluations
- [DR1.05](#) District Accreditation Meeting Notes for December 1, 2017
- [DR1.06](#) Job Description for HR Director of Recruitment and Employment Services
- [DR1.07](#) DWPC Minutes for February 2, 2018
- [DR1.08](#) Email to Admins regarding CSEA evaluations in Workday
- [DR1.09](#) Email from HR regarding In Progress evaluations
- [DR1.10](#) Team Performance Dashboard
- [DR1.11](#) Performance Reports for Deans
- [DR1.12](#) Workday Steering Committee Minutes for December 13, 2017
- [DR1.13](#) Workday Steering Committee Minutes for February 14, 2018
- [DR1.14](#) Board Policy 4090-Evaluations
- [DR1.15](#) Administrative Regulation 4090-Evaluations
- [DR1.16](#) Collective Bargaining Agreement – Faculty Evaluation Section
- [DR1.17](#) CSEA Contract – Evaluation Section
- [DR1.18](#) Police Officers Association – Evaluation Section