

Standard III.A. Human Resources

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Standard III.A.

- Employ qualified personnel to support student learning programs and services
- Personnel treated equitably, evaluated regularly, provided professional development
- Commitment to the significant role by persons of diverse backgrounds to encourage diversity
- Human resource planning is integrated with institutional planning

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Standard III.A.1

- The institution assures the integrity and quality of its programs and services by employing personnel who are qualified by appropriate education, training, and experience to provide and support these programs and services. Criteria, qualifications, and procedures for selection of personnel are clearly and publicly stated. Job descriptions are directly related to institutional mission and goals and accurately reflect position duties, responsibilities, and authority.

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Standard III.A.1: Evidence

- Minimum qualifications for faculty and administrators are drawn from the *Minimum Qualifications for Faculty and Administrators in California Community Colleges*
- Written procedures for selection
- Job descriptions written for each position and are current

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Standard III.A.1.a

- Criteria for selection of faculty include knowledge of the subject matter or service to be performed (as determined by individuals with discipline expertise), effective teaching, scholarly activities, and potential to contribute to the mission of the institution. Institutional faculty play a significant role in selection of new faculty. Degrees held by faculty and administrators are from institutions accredited by recognized U.S. accrediting agencies. Degrees from non-U.S. institutions are recognized only if equivalence has been established.

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Standard III.A.1.a: Evidence

- Specific criteria for faculty relating to subject should be listed in each job announcement
- Faculty play a significant role in selecting faculty and this is reflected in the procedure
- Degrees are on file and documented to be from an accredited body
- Non-US institutions have equivalency to US degrees

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Standard III.A.1.b

- The institution assures the effectiveness of its human resources by evaluating all personnel systematically and at stated intervals. The institution establishes written criteria for evaluating all personnel, including performance of assigned duties and participation in institutional responsibilities and other activities appropriate to their expertise. Evaluation processes seek to assess effectiveness of personnel and encourage improvement. Actions taken following evaluations are formal, timely, and documented.

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Standard III.A.1.b: Evidence

- Evaluations exist and are conducted periodically; personnel files might be checked to verify
- Action from evaluations formal, timely and documented



Standard III.A.1.c

- Faculty and others directly responsible for student progress toward achieving stated student learning outcomes have, as a component of their evaluation, effectiveness in producing those learning outcomes



Standard III.A.1.c: Evidence

- Student learning outcomes (SLOs) are part of the job description and included in evaluation of faculty and other positions

Standard III.A.1.d and Evidence

- The institution upholds a written code of professional ethics for all of its personnel
- All groups should be covered but it is not mandatory that one uniform professional ethics standard is required – as long as all are covered

Standard III.A.2

- The institution maintains a sufficient number of qualified faculty with full-time responsibility to the institution. The institution has a sufficient number of staff and administrators with appropriate preparation and experience to provide the administrative services necessary to support the institution's mission and purposes.



Standard III.A.2: Evidence

- Full-Time Faculty Obligation Numbers (FON)
- Fifty-Percent Calculations
- Organization Charts



Standard III.A.3

- The institution systematically develops personnel policies and procedures that are available for information and review. Such policies and procedures are equitably and consistently administered.
 - a. The institution establishes and adheres to written policies ensuring fairness in all employment procedures.
 - b. The institution makes provision for the security and confidentiality of personnel records. Each employee has access to his/her personnel records in accordance with law.

Standard III.A.3: Evidence

- Personnel policies and procedures are available – ideally on a publicly accessible website
- Review if there have been any complaints internally or to external agencies and the resolution



Standard III.A.3: Evidence

- Physical inspection of current personnel files for secured storage as well as past record storage
- Review process for employee access to their personnel file

Standard III.A.4

The institution demonstrates through policies and practices an appropriate understanding of and concern for issues of equity and diversity.

- a. The institution creates and maintains appropriate programs, practices, and services that support its diverse personnel.
- b. The institution regularly assesses its record in employment equity and diversity consistent with its mission.
- c. The institution subscribes to, advocates, and demonstrates integrity in the treatment of its administration, faculty, staff and students.

Standard III.A.4: Evidence

- Review sources of advertising for minority recruitment
- Review the EEO-1 Report
- Review recruitment policies and procedures
- Review self identification records of minority applicants

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Standard III.A.5

The institution provides all personnel with appropriate opportunities for continued professional development, consistent with the institutional mission and based on identified teaching and learning needs.

- a. The institution plans professional development activities to meet the needs of its personnel.
- b. With the assistance of the participants, the institution systematically evaluates professional development programs and uses the results of these evaluations as the basis for improvement.

Standard III.A.5: Evidence

- Review any formalized training program for different employee groups
- Review Flex calendars
- Review evidence for training for administrators and classified staff
- Review “Needs Surveys” for staff development and see if programs are developed to meet the needs identified

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Standard III.A.6

- Human resource planning is integrated with institutional planning. The institution systematically assesses the effective use of human resources and uses the results of the evaluation as the basis for improvement.

Standard III.A.6:Evidence

- Review the strategic plan
- Review organization chart
- Review Board reports for reorganizations of different areas of the college
- Look at college committee chart for committees where human resources is planned

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