

Standard III: Resources

The institution effectively uses its human, physical, technology, and financial resources to achieve its mission and to improve academic quality and institutional effectiveness.

Accredited colleges in multi-college systems may be organized so that responsibility for resources, allocation of resources, and planning rests with the district/system. In such cases, the district/system is responsible for meeting the Standards, and an evaluation of its performance is reflected in the accredited status of the institution(s).

A. Human Resources

A1. The institution assures the integrity and quality of its programs and services by employing administrators, faculty and staff 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 and address the needs of the institution in serving its student population. Job descriptions are directly related to institutional mission and goals and accurately reflect position duties, responsibilities, and authority.

Evidence of Meeting the Standard

PCC assures the integrity and quality of its programs and services by employing administrators, faculty, and staff who are qualified through verified education, training, and experience. The Pasadena Area Community College District (PACCD) through Board of Trustees Policies and Administrative Procedures specifies processes for recruiting and hiring full-time faculty, part-time faculty, classified staff, and administrators who have the qualifications to serve the students of the district in our educational programs and services

([III.A.1_1_AP7230_Classified_Hiring.pdf](#), [IIIA_X_BP_7230_Classified_Employees_Hiring.pdf](#), [IIIA.1_2_AP7210_Faculty_Hiring.pdf](#), [IIIA_X_BP_7210_Faculty_Hiring.pdf](#), [IIIA.1_3_AP7212_Part-time_Hiring.pdf](#), [IIIA1_X_BP_7212_Part-Time_Faculty_Hiring.pdf](#), [IIIA.1_4_AP7250_Administrative_Hiring.pdf](#), [IIIA_X_BP_7250_Administrator_Hiring_Policy.pdf](#)).

These policies and procedures follow California Education Code and locally-approved processes to assure the college has an equitable hiring process that recruits and retains the most qualified candidates. Board Policies and Administrative Procedures regarding hiring of employees at Pasadena City College are available on the College website.

College job announcements for staff, faculty, and administrative positions contain hiring criteria to ensure the College recruits candidates who have the appropriate skills, education, and experience to support programs and services. The job announcements include the duties, responsibilities, required skills, knowledge, and minimum qualifications needed to gain employment at PCC. Qualifications, duties, responsibilities, skills and knowledge for each position are clearly matched to specific programmatic and departmental needs. Because the College is focused on equity and cultural competency, all job descriptions include as desirable qualifications that candidates must foster an inclusive and diverse environment and have the ability to promote equity (**IIIA.1_5_Sample_Classified_Announcement.pdf, IIIA.1_6_Sample_Faculty_Announcement.pdf, IIIA.1_7_Sample_Administrator_Announcement.pdf**).

PACCD Board policies specify that the division/discipline committee can recommend forms of outreach to the Office of Human Resources so that a diverse pool of potential applicants receives job announcements, in addition to the recruitment resources normally contacted by Human Resources. The Office of Human Resources distributes the announcements of job openings in compliance with the College's Faculty and Staff Diversity Plan. This stipulation provides the opportunity for broad recruitment in available positions. Once candidates submit their applications, the College uses screening tools and rubrics to verify the qualifications. (**IIIA.1_2_AP7210_Faculty_Hiring.pdf, IIIA.1_8_Sample_Screening_Tool.pdf**).

The College also has a specific Board bylaw for recruiting, selecting, and hiring the College's Superintendent/President. Board Bylaw 2431 Superintendent/President Selection outlines the process to be followed in the search for a Superintendent/President. The Board bylaw includes facilitation by an outside consulting firm, selection of the screening committee, EEO training of the screening committee, and the interview process (**IIIA.1_10_PCC_BB_2431_Supt_PRES Selection**).

Analysis and Evaluation

The College meets this standard. Pasadena City College seeks to recruit and employ the highest quality faculty, staff, and administrators to fulfill its mission and goals. The College website publicly outlines the institution's processes for hiring qualified personnel in Board bylaws, Board Policies, and Administrative Procedures. The bylaws, policies, and Administrative Procedures adhere to California Education Code and help to ensure that the College hires the most qualified applicants in a consistent and fair process. Job announcements on the College's website and other recruitment materials define the criteria used to select and hire faculty, staff, and administrators.

A2. Faculty qualifications include knowledge of the subject matter and requisite skills for the service to be performed. Factors of qualification include appropriate degrees, professional experience, discipline expertise, level of assignment, teaching skills,

scholarly activities, and potential to contribute to the mission of the institution. Faculty job descriptions include development and review of curriculum as well as assessment of learning. (ER 14)

Evidence of Meeting the Standard

PACCD Board Policies and Administrative Procedures ensure that the College has a consistent process to verify that faculty selected for hire have adequate and appropriate knowledge of their subject matter and the requisite skills for the services to be performed. The Administrative Procedures for faculty hiring, full-time and part-time, outline a formal process for determining the credentials and other forms of preparation to ensure that qualified faculty are selected for hire and meet minimum qualifications as established by the California Community Colleges Chancellor's Office

(IIIA.2_1_AP7211_Faculty_Areas_Minimum_Qualifications_Equivalencies.pdf)

The administrative procedure (AP 7210) for hiring full-time faculty states, "the hiring committee shall formulate the criteria and method of evaluating the applications that will be used to select the candidates to be interviewed. Being guided by the five criteria in the Board Policy, qualifications/requirements related to the duties and responsibilities of the position shall be considered in the method of evaluation" (IIIA.1_2_AP7210_Faculty_Hiring.pdf). The five criteria outlined in the Board Policy (BP 4210) are:

1. Experts in their subject area
2. Skilled in teaching and facilitating learning
3. Serve the needs of a varied student population
4. Foster overall college effectiveness
5. Be sensitive to racial and cultural diversity and the changes in the demographics of the student population

The initial screening process includes tools that include rubrics used by faculty hiring in the selection of applicants to interview. Additionally, all faculty job descriptions include the responsibility for curriculum oversight and the development and assessment of student learning outcomes.

Analysis and Evaluation

The College meets this Standard. Pasadena City College hires faculty, full-time and part-time, who meet the minimum qualifications as outlined by the State's Chancellor's Office and College's Board of Trustees. Faculty must also be able to meet the responsibility of curriculum development and the assessment of student learning outcomes, as specified in their job descriptions. To ensure applicants have the required skills and knowledge to contribute to the College, faculty hiring committees follow a process developed in consultation between the Academic Senate and the District. The interview process is rigorous and includes a teaching demonstration, possible writing samples, and three levels of interviews (initial, follow-up, and final).

A3. Administrators and other employees responsible for educational programs and services possess qualifications necessary to perform duties required to sustain institutional effectiveness and academic quality.

Evidence of Meeting the Standard

Administrators and other employees of the college responsible for educational programs and services possess the qualifications necessary to effectively perform their duties and ensure institutional effectiveness and academic quality. The institution has established and implemented Administrative Procedures that ensure administrators and other employees of the College meet the qualifications and responsibilities for their respective positions. Board policies and Administrative Procedures BP 7230 and AP 7230, Classified Employees Hiring, and BP 7250 and AP 7250, Administrator Hiring, outline the Board Policy on classified and administrator hiring. The Administrative Procedures outline the process to be followed for the hiring of classified staff and administrators ([IIIA X BP 7230 Classified Employees Hiring.pdf](#), [AP 7230 Classified Employees Hiring](#), [IIIA X BP 7250 Administrator Hiring Policy.pdf](#), [IIIA.1_4_AP7250_Administrative_Hiring.pdf](#)).

Job announcements include job descriptions that specify the minimum qualifications, duties, responsibilities, and requisite knowledge and skills to meet the College's needs and to maintain institutional effectiveness and the College's academic quality ([IIIA.1_5_Sample_Classified_Announcement.pdf](#), [IIIA.1_7_Sample_Administrator_Announcement.pdf](#)).

Analysis and Evaluation

The College meets the Standard. Pasadena City College seeks to hire the most qualified applicants to support and manage its educational programs and other services. By following established Administrative Procedures approved by the district, the College ensures that administrators and other employees of the district meet minimum qualifications and possess the knowledge and skills needed to sustain institutional effectiveness and academic quality.

A4. Required degrees held by faculty, administrators and other employees are from institutions accredited by recognized U.S. regional accrediting agencies. Degrees from non-U.S. institutions are recognized only if equivalence has been established.

Evidence of Meeting the Standard

The College requires that degrees held by faculty, administrators, and other employees of the district are from verified accredited institutions recognized by U.S. accrediting agencies. The

Office of Human Resources requires transcripts from all applicants that are being considered for positions at the College; official transcripts are required for potential new hires prior to their start of employment. All foreign degrees must be verified with the Office of Human Resources in advance of the job posting final filing date and certification must be submitted in conjunction with required application documents.

If an applicant does not possess the minimum degree qualifications but has sufficient educational and/or job-related experience, she or he may apply for equivalency. Equivalency applications for instructional positions are considered by the PCC Academic Senate Equivalency Committee. While the Office of Human Resources facilitates the equivalency process, the Academic Senate, in consultation with appropriate academic administrators, makes the final decision regarding these requests ([IIIA.4_X_AP7211.1_Equivalency_Form.pdf](#), [IIIA.4_X_Summary_Equivalency_Reviews.pdf](#), [IIIA.2_1_AP7211_Faculty_Areas_Minimum_Qualifications_Equivalencies.pdf](#)).

Applicants not seeking instructional positions may also apply for equivalency. The screening committee, in conjunction with a representative from Human Resources, establishes appropriate equivalency standards that are used to screen applicants prior to an invitation to be interviewed.

The College has established procedures and forms for equivalency reviews of transcripts from non-U.S. institutions, and it conducts checks on applications regarding equivalency of degrees from non-U.S. institutions ([IIIA.2_2_AP7211.1_Equivalency_Form.pdf](#), [IIIA.2_4_Statement_Verifying_Transcripts.pdf](#)). Since 2014, the Office of Human Resources has reviewed fifty-eight equivalency requests ([IIIA.2_3_Summary_Equivalency_Reviews.pdf](#)).

Analysis and Evaluation

The College meets the Standard. Pasadena City College ensures that all employees meet the minimum qualifications and verifies the qualifications of applicants and newly hired personnel. Employees possess degrees from accredited U.S. agencies, and if their degrees are from non-U.S. institutions, these degrees are validated for equivalency by an approved agency.

A5. 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.

Evidence of Meeting the Standard

Pasadena City College evaluates all personnel regularly and at stated intervals. The evaluation process includes performance of assigned duties and participation in institutional responsibilities or other activities appropriate to the employee's expertise. PCC has established evaluation processes for faculty, classified staff, and administrators. These processes follow Administrative Procedures and contractual agreements for each represented employee group. The procedures and agreements ensure that evaluations include criteria, format, and timelines. Employee evaluations document accomplishments as well as recommendations for improvements in job performance.

Article 7 of the Pasadena Faculty Association contract stipulates the process by which full-time and part-time faculty are evaluated (**IIIA.5_1_PCC_Faculty_Association_CBA_2013-2016.pdf**). For full-time faculty, this process involves the peer evaluation, evaluation by the vice president or vice president designee, the administrator that most closely oversees the work of the faculty member, student evaluations, and a self-evaluation (**IIIA.5_2_Classroom_Evaluation.pdf, IIIA.5_3_Dean_Worksheet.pdf, IIIA.5_4_Self_Evaluation.pdf**).

Full-time non-tenured faculty are evaluated at least once per year for their first four years or until tenure is conferred. Full-time tenured faculty members are then evaluated every three years.

Part-time faculty are evaluated in their first semester of employment with the district and then if still employed, once more prior to their sixth semester of employment and thereafter on a six-semester cycle. The instructional division dean or designee, which is usually a full-time tenured faculty member, completes a classroom observation; their students complete evaluations of the faculty; and the instructor completes a self-evaluation. The instructional dean will then review the summary evaluation with the instructor (**IIIA.5_5_Part-time_Classroom_Evaluation.pdf, IIIA.5_4_Self_Evaluation.pdf**)

The collective bargaining agreement between the district and faculty also outlines the process to be followed should a faculty member receive anything less than a satisfactory evaluation. The vice president of instruction works with the division dean to create an improvement plan with specific timelines for goals to be met. A copy of this plan shall be retained by the employee, the committee chairperson, and the vice president for instruction, and a copy is sent to the vice president of human resources. An employee receiving a less than satisfactory evaluation shall be evaluated each year until the deficiency is corrected or the employee is terminated. If termination is necessary, it shall be in accordance with the California Education Code and the processes established through contractual agreements at Pasadena City College ([Faculty Contract, pg. 40](#)).

Per Administrative Procedure 7150, all administrators and executive officers of the college are evaluated on an annual basis. The evaluation process includes a self-evaluation and the immediate supervisor's evaluation on the following performance indicators: Leadership, Management of Human and Fiscal Resources, Knowledge and Expertise, Planning and Review, Decision Making and Problem Solving, Teamwork and Collaboration, Communication, and Professional Development (**IIIA.5_6_Performance_Evaluation_Administrators.pdf**). An administrator must receive an overall summary rating of at least "meets expectations" or higher

in order to be eligible to receive the scheduled salary step increase. For any area that the immediate supervisor rates as “needs improvement”, the supervisor and the administrator will develop a written personal development plan to improve performance (**IIIA.5_7_Administrator_Evaluation_Form.pdf**).

Evaluations for classified employees of the District are contained under different collective bargaining agreements. The California Federation of Teachers (CFT) covers most of the classified employees at the college. California School Employees Association (CSEA) covers facilities and skilled trade employees. The Police Officers Association (POA) covers the District’s sworn officers. Each collective bargaining agreement outlines the evaluation process and forms to be used for probationary employees and permanent employees. All classified employees are evaluated by his/her primary supervisor. The supervisor completes an evaluation form that rates the staff member’s quality of work, quantity of work, job knowledge, working relationships, organizational skills, observation of work schedule, and other factors. Should the employee receive a “needs improvement” or “unsatisfactory” rating, his/her supervisor must provide an improvement plan with an established timeline.

(**IIIA.5_9_CSEA_Employee_Evaluation_Form.pdf, IIIA.5-10 PCC-CFT Performance Evaluation Form, IIIA.5-11 POA Evaluation Form**)

Supervisors provide all personnel with a copy of the final written evaluation and schedule a time to review the contents of the evaluation. The final signed evaluation is kept in the employee’s personnel file held in the Office of Human Resources.

Analysis and Evaluation

The College meets the Standard. All faculty, administrators, and classified staff are evaluated at regular intervals based on collective bargaining agreements and college Administrative Procedures. The evaluations for all personnel determine how well employees meet job performance standards related to their responsibilities. When employees receive final evaluations that stipulate they have not met these standards, they are given the opportunity to respond formally and an improvement plan is developed. The Office of Human Resources collects and retains all evaluations.

~~A6. The evaluation of faculty, academic administrators, and other personnel directly responsible for student learning includes, as a component of that evaluation, consideration of how these employees use the results of the assessment of learning outcomes to improve teaching and learning. (Effective January 2018, Standard III.A.6 is no longer applicable. The Commission acted to delete the Standard during its January 2018 Board of Directors meeting.)~~

[Skip Standard III.A.6. Continue responses with Standard III.A.7)

A7. The institution maintains a sufficient number of qualified faculty, which includes full time faculty **and** may include part time and adjunct faculty, to assure the

fulfillment of faculty responsibilities essential to the quality of educational programs and services to achieve institutional mission and purposes. (ER 14)

Evidence of Meeting the Standard

Pasadena City College maintains a sufficient number of qualified faculty to assure fulfillment of faculty responsibilities essential to the quality of educational programs and services to achieve its mission and purposes. California Code of Regulations Title 5, Section 51025 stipulates that California Community Colleges work toward a 75 percent full-time faculty to 25 percent part-time faculty ratio or meet a specific headcount of full-time faculty based on Full-time Equivalent Students (FTES); this regulation is also known as the Faculty Obligation Number (FON). Pasadena City College has consistently achieved its annual FON requirement.

Each academic year, the Office of Instruction reviews the College's FON requirement and determines how many faculty positions will need to be filled in the next academic year to maintain quality in instructional programs and fulfill the College's mission. During the annual update process, program faculty and instructional division deans evaluate Full-time Equivalent Faculty (FTEF) to confirm current staffing levels and projected needs.

The Academic Senate forms a subcommittee known as the Faculty Hiring Priorities Committee (FHPC) to review requests for new faculty from all academic divisions including counseling (**IIIA.1_2_AP7210_Faculty_Hiring.pdf**). The FHPC prioritizes these requests and sends this list to the full Academic Senate for approval. Then, the Academic Senate leadership confers with the Superintendent/President, Assistant Superintendent/Vice President of Instruction, and the Assistant Superintendent/Vice President of Student Services to determine the final priority list that will assure the college maintains academic quality and services and fulfills its mission (**IIIA.7_1_2018_Hiring_Priorities_Instructional.pdf**, **IIIA.7_2_Hiring_Priorities_Non-Instructional.pdf**, **IIIA.7_3_2018_Faculty_Hiring_Rubric.pdf**, **IIIA.7_4_New_Faculty_Prioritization_List.pdf**).

Analysis and Evaluation

Pasadena City College meets this standard. The college annually reviews faculty staffing levels and has a defined process for prioritizing positions to maintain academic quality and services.

A8. An institution with part-time and adjunct faculty has employment policies and practices which provide for their orientation, oversight, evaluation, and professional development. The institution provides opportunities for integration of part-time and adjunct faculty into the life of the institution.

Evidence of Meeting the Standard

Pasadena City College employs part-time faculty and provides orientation, oversight, evaluation and professional development for new and returning part-time faculty. Pasadena City College implemented a part-time faculty integration plan to orientate, oversee, evaluate, and professionally develop part-time faculty ([IIIA.8_1_Adjunct_Intergration_Plan.pdf](#), [Adjunct Faculty Orientation Agenda 6-7-2019.pdf](#)). PCC also established an Adjunct Faculty Coordinator position ([IIIA.8.1a_Adjunct_Coordinator_Job_Announcement](#)). The Adjunct Faculty Coordinator is responsible for working with the Director of Professional Development to provide professional learning programming and services for new and current part-time faculty.

- 1. Orientation:** The New Adjunct Faculty Orientation is a two to three-hour session ([IIIA.8_2_2019-2020_Adjunct_Faculty_Orientation.pdf](#)). The orientation covers topics such as the add/drop procedure, rosters, grades, and classroom practices. Additionally, part-time faculty are given a general overview of the campus and are introduced to student services, counseling services, DSP&S (Disabled Student Programs and Services), and student success centers. Online orientation videos, created with the Full-time Faculty Coordinator and Assistant Superintendent/Vice President of Instruction, provide additional support.
- 2. Other Workshops:** The coordinator provides work sessions to help part-time faculty apply for full-time positions at PCC and work sessions to help them with other human resources topics. The coordinator collaborates with the college's HR staff on the content and delivery of work sessions. ([IIIA.8_4_Career_Workshop_Flyer.pdf](#)). Additionally, the College has administered a Part-Time Faculty Needs Assessment Survey every other academic year ([IIIA.8_3_2018_Adjunct_Faculty_Needs_Survey_Summary.pdf](#)).
- 3. Part-Time Faculty Coordinator Office Hours & Communication:** By providing both drop-in and scheduled appointments, the Part-Time Faculty Coordinator supports part-time faculty throughout the academic year. The office hours are available to all part-time faculty, regardless of where they are teaching; the main campus, the Foothill campus (Community Education Center) or Rosemead. Additionally, periodic newsletters written by the coordinator keep part-time faculty abreast of useful resources to increase student success, such as Open Educational Resources and PCC Connect ([IIIA.8_5_Adjunct_Faculty_Coordinator_Newsletter.pdf](#), [IIIA.8_6_November_2019_Adjunct_Update.pdf](#)).

In addition to the reassignment of a full-time faculty member to be the Part-Time Faculty Coordinator, Pasadena City College has created an Adjunct Faculty Issues Committee. This committee is composed of six part-time senators and meets monthly. Most recently, the College provided office space (C-109) for part-time faculty to work, rest, and meet with their students.

Analysis and Evaluation

The College meets the standard. Through its implementation of the Part-Time Faculty Coordinator position, orientation process, workshops devoted to professional learning, and best classroom practices, multiple forms of communication to part-time faculty, and establishment of a Part-Time Faculty Issues Committee, Pasadena City College strives to ensure that part-time faculty are integrated into the campus community. This position and the programming offered demonstrates that the College recognizes the vital role that part-time faculty play in the success of its students.

A9. The institution has a sufficient number of staff with appropriate qualifications to support the effective educational, technological, physical, and administrative operations of the institution. (ER 8)

Evidence of Meeting the Standard

PCC employs a sufficient number of staff with appropriate qualifications to support the effective educational, technological, physical, and administrative operations of the college. When a position become vacant, the appropriate supervisor completes a Request for Employment of Personnel (IIIA.9_2_Request-For-Employment-Of-Personnel.pdf). The Request for Employment of Personnel describes the position being requested and indicates whether it is a new or replacement position. If it is a new position, then a rationale and job description must be provided. The request is reviewed and approved by the Cost Center Manager, Assistant Superintendent/Vice President of the appropriate area, the Assistant Superintendent/Vice President of Business and Administrative Services, the Assistant Superintendent/Vice President of Human Resources, and finally the Superintendent/President before the position is advertised.

Once the Request for Employment of Personnel is approved, the Office of Human Resources prepares a recruitment flyer/job announcement that includes a job description that specifies the appropriate qualifications, duties, responsibilities, and requisite knowledge and skills to meet the College's needs and to maintain the College's educational, technological, physical and administrative operations.

The College has a hiring procedure in place for classified staff that outlines the composition of the hiring committee, development of screening criteria ([IIIA.9.4](#) Classified Staff Accountant Screening Criteria), and the process to be followed in order to assure the integrity of the hiring process (Add Classified Hiring Procedure here).

The Office of Human Resources maintains a roster of all full-time classified staff. As of Fall 2019, the college employed 346 full-time classified staff and 10 classified staff members with a

50% to 75% workload (**IIIA.9_1_Classified_Employee_Roster.pdf**). These employees represent all of the divisions and departments.

Analysis and Evaluation

The institution meets the Standard. It follows established Board Policies and Administrative Procedures to assess the need for classified staff members and to stipulate the qualifications for its support personnel.

A10. The institution maintains a sufficient number of administrators with appropriate preparation and expertise to provide continuity and effective administrative leadership and services that support the institution's mission and purposes. (ER 8)

Evidence of Meeting the Standard

Pasadena City College maintains sufficient administrative staff with appropriate preparation and expertise to provide continuity and effective administrative leadership and services to support the institution's mission and goals. The District has policies and procedures in place to assure that administrators with appropriate qualifications and expertise are hired and retained. The institution's roster of administrators from academic divisions and nonacademic departments provides evidence the College maintains sufficient leadership across the campus (**IIIA.10_1_Administrative_Spring.2020.Roster.xlsx**).

The college also maintains an organizational chart published on the Pasadena City College website (**IIIA.10_2_Organizational_Chart.pdf**). Each manager or administrator listed on the roster possesses the necessary preparation and expertise to lead their divisions or departments.

The College determines if it needs more or fewer managers or administrators by following the process to request new positions. The requestor submits a written request for the new position (**IIIA.9_2_Request-For-Employment-Of-Personnel.pdf**) and the Superintendent/President's cabinet reviews the request during its weekly meetings. The cabinet then determines if the request will be approved based on the mission and needs of the College.

Analysis and Evaluation

Pasadena City College meets the Standard. The college employs sufficient administrative staff to implement the institutional mission and goals, and it has a process for hiring qualified personnel.

A11. The institution establishes, publishes, and adheres to written personnel policies and procedures that are available for information and review. Such policies and procedures are fair and equitably and consistently administered.

Evidence of Meeting the Standard

District personnel Board policies and Administrative Procedures are publicly available on the college's website and in print upon request to the Office of Institutional Effectiveness. Any member of the College community or the general public can access and review all human resources policies and procedures on this web page (IIIA.11_3_Board Docs link).

Employee handbooks are available for constituent groups. The faculty maintain the Faculty Handbook (IIIA.11_1_Faculty_Handbook.pdf), classified staff have the Classified Handbook (IIA.5_8_Classified_Handbook.pdf), and the Management Association (excluding executive leadership) have the Management Employee Handbook (IIIA.11_2_Management_Employee_Handbook.pdf).

Furthermore, on the Human Resources website all current union contracts are available for employees to review and use (IIIA.11_4_Union Contracts web link).

Analysis and Evaluation

Pasadena City College meets the Standard. The College publishes its personnel policies and procedures and makes them available for review. The institution ensures that it administers its personnel policies and procedures consistently and equitably by adhering to established policies and procedures. Additionally, all union contracts are available for review on the Human Resources web page.

A12. Through its policies and practices, the institution creates and maintains appropriate programs, practices, and services that support its diverse personnel. The institution regularly assesses its record in employment equity and diversity consistent with its mission.

Evidence of Meeting the Standard

On June 2, 2017, the College adopted its Equal Employment Opportunity Plan (IIIA.12_1_BP7100_Diversity.pdf, IIIA.12_2_EEO_Plan.pdf). This plan is effective July 1, 2017 to June 30, 2020. The plan asserts, "To properly serve a growing diverse population, the District will endeavor to hire and retain faculty and staff who are sensitive to and knowledgeable of the needs of the continually changing student body it serves." In order to fulfill this objective, the Plan contains:

1. An analysis of the demographic makeup of the District's workforce population;
2. The requirements for a complaint procedure for noncompliance with the Title 5 provisions related to equal employment opportunity programs;
3. Complaint procedures in instances of unlawful discrimination;
4. Guidelines for the establishment of an Equal Employment Opportunity Advisory Committee;
5. Methods to support equal employment opportunity and an environment that is welcoming to all; and
6. Procedures for the dissemination of the Plan.

Analysis and Evaluation

The College meets the Standard. Pasadena City College is committed to equity and diversity in its hiring practices and in its overall college operations. The College has policies and guidelines that promote an understanding of equity and diversity. The College effectively uses its EEO plan to encourage diversity in hiring and regularly evaluates the composition of its applicant pools. Because our mission is to serve as an equity-minded learning community, the College actively recruits for diverse pools of candidates.

A13. The institution upholds a written code of professional ethics for all of its personnel, including consequences for violation.

Evidence of Meeting the Standard

Pasadena City College upholds a written code of professional ethics for all personnel in order to foster an atmosphere of collegiality and integrity. In 2016, PCC adopted a summary statement of ethics (IIIA.13_6_Ethical Statement Summary) that governs interactions between and within its various constituency groups. This statement is intended to guide interactions between individuals, departments, divisions, and the institution, and further an atmosphere of mutual respect and collaboration to advance the interests of the College. This statement of ethics is published on the College website and is posted in conference rooms and division offices around campus. The district also has approved ethics policies and Administrative Procedures for faculty, management, and classified staff. AP 3050, Professional Ethics of Faculty, details the code of ethics for faculty ([IIIA.13_1_AP3050_Professional_Ethics_of_Faculty.pdf](#)). AP 3060 outlines the professional ethics for management (IIIA.13_3_AP 3060 Professional Ethics of Management) and AP3070 outlines the professional ethics for classified staff (IIIA.13_5_AP 3070 Professional Ethics of Classified Staff).

The College also has adopted and publicized a reporting process for ethics violations on its Office of Internal Audit webpage. Ethics violations can be reported via the PCC Tips Report

Hotline (online or by phone). The Office of Internal Audit receives initial reports of ethics violations, and the Office of Human Resources receives official reports generated by the Office of Internal Audit (IIIA.13_7_Internal Auditor web page).

Consequences for violations of ethical principles are considered working conditions, and as such would be covered in the union contracts with College constituent groups.

Analysis and Evaluation

Pasadena City College meets this Standard. The College upholds written codes of professional ethics for all personnel, including faculty, administrators, and classified employees, in addition to a general summary of ethics posted campus-wide.

A14. The institution plans for and provides all personnel with appropriate opportunities for continued professional development, consistent with the institutional mission and based on evolving pedagogy, technology, and learning needs. The institution systematically evaluates professional development programs and uses the results of these evaluations as the basis for improvement.

Evidence of Meeting the Standard

In January 2018, PCC hired a Director of Professional Development to oversee the design and implementation of a purpose-driven program that directly aligns with PCC's mission and supports the professional learning of all constituent groups. Since that time, the Office of Professional Development has facilitated the: (a) revision of Board policies and Administrative Procedures related to professional development and Flex programs, (b) reorganization of the professional development /Flex committee structure, and (c) launch of a new professional development website and events calendar.

Opportunities for professional development are numerous on campus and include:

- PD (Flex) Day
 - At PCC, PD (Flex) days are dedicated to campus-wide learning, and typically include cross-divisional/inter-departmental activities, division/department time, and special-topic breakouts
(IIIA.15_2_Sample_Professional_Learning_Workshop.pdf).

- New Faculty Orientation/Seminar

- The New Faculty Orientation/Seminar seeks to support new full-time Faculty as they integrate into the PCC community by providing them with relevant professional development and a community of practice.
- Adjunct Faculty Orientations/Workshops
 - Adjunct Faculty Orientations are facilitated at the beginning of the fall and spring semesters and are complimented by additional workshops throughout the academic year. These offerings aim to provide relevant professional development and a venue through which adjunct faculty can better integrate into the PCC community.
- Book Clubs
 - At least eight *book clubs* have been facilitated between 2018 and 2020. These books primarily examine equity-related topics and individuals from all three constituent groups have participated.
- College 1 Professional Learning Institute / Learning Community
 - The three-day College 1 Professional Learning Institute aims to deepen College 1 instructors' capacity for supporting students' successful transition into College and maintains a particular focus on equity-mindedness. Through the College 1 learning community, College 1 instructors collectively examine their classroom practices and the ways in which they are linked with observed equity gaps, in an ongoing structured format.
- New Employee Orientation
 - PCC's new employee orientation seeks to support newly hired individuals (i.e., classified employees and managers) in making a smooth transition into the college community. The Office of Human Resources facilitates this orientation and it commences on the first day of employment. The program includes a tour of the PCC Colorado Campus, and covers a variety of topics, including: PCC Police and Safety, employment benefits, Kronos, and the PCC website.
- Classified Days
 - Classified Day is an annual event that aims to provide classified employees with an opportunity to network and renew themselves through relevant professional learning activities.
- Managers Retreats
 - A Managers Retreat is held annually. The purpose of this event is to provide professional development that fosters the leadership capacity of PCC managers, and to serve as a space for networking and breaking down departmental/divisional silos.

- San Gabriel / Foothill Association of Community Colleges (SanFACC) Mentor Program
 - The SanFACC Mentor Program seeks to build both individual and regional leadership capacity among full-time/permanent community college employees. Mentees with a clear interest in entering or advancing in community college management are paired with mentors from neighboring colleges already serving in administrative role.
- Various Other Opportunities
 - A range of other stand-alone and multi-part professional learning opportunities exist at the College.
 - A workshop explaining *PCC's equity dashboard* was designed and then delivered to each division. This was a collaboration between the Offices of Institutional Effectiveness, Student Equity, and Professional Development.
 - Winter *STEM series* were facilitated in winter 2018 and 2019. These opportunities supported pedagogical refinement and/or inquiry into the link between pedagogy and equity gaps.
 - *AB 705 Retreats/Workshops* have been facilitated since the emergence of this bill. In addition to division retreats in Math, English, and ESL, the College also supported on-campus workshops facilitated by experts in this domain.

To ensure that professional development is meaningful, the College regularly evaluates its professional development program. This evaluation is conducted through surveys and other evaluation instruments on professional development:

- PD Community Forum
 - In spring 2018, shortly after our first Professional Development Director was appointed, the Office of Professional Development facilitated a series of community forums (three at Colorado campus, one at Foothill, and one at Rosemead). These forums were intended to serve as a space where community members could meet the new director and share their ideas related to PD (via a checklist).
- PD Needs Survey
 - Throughout Winter Intersession 2019 and early Spring Semester 2019, PD Standing Committee members collaborated with the Offices of Professional Development and Institutional Effectiveness to design a new PD survey (variations for each constituency group were included). The survey was launched in late spring 2019, and will be administered annually ([IIIA.15_3_Professional_Development_Standing_Committee.pdf](#)).

Evaluation Instruments for Professional Development

- PD (Flex) Day Instruments
 - Evaluation instruments are administered at the end of each session, throughout the PD (Flex) day.

- Classified Day Instrument
 - Evaluation instruments are administered at the end of each Classified Day.
- Managers Retreat Instrument
 - Evaluation instruments are administered at the end of each Managers Retreat.

The Professional Development Standing Committee is drafting a set of learning outcomes based on the College's recently adopted Educational Master Plan (EMP) and identifying additional signature experiences that ought to be included as part of PCC's professional development program. Relatedly, the Office of Professional Development, in collaboration with the Flex Advisory Committee, is preparing for the College's integration with the Vision Resource Center. This will mark the first time that PCC has an online learning management system dedicated to the professional learning of its employees.

Analysis and Evaluation

The College meets the Standard. It offers a professional development program consistent with its mission, and it has methods to identify professional development needs of its faculty and other personnel. The institution engages in meaningful evaluation of professional development activities and uses the results for improvement. Finally, the College measures the impact of professional development activities on the improvement of teaching and learning.

A15. 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.

Evidence of Meeting the Standard

Pasadena City College maintains the security and confidentiality of personnel records and provides access for employees in accordance with state and federal regulations. The Office of Human Resources is the primary custodian of employee records. All official employee records are kept in the HR office in secured cabinets. Employees may access their individual employee records by requesting to do so in person at the Office of Human Resources but are not allowed to remove their file from the HR office.

In accordance with Education Code and Labor Law, Article 17 of the PACCD-CFT contract ([IIIA.15_1_PACCD_CFT-CBA_2017_2020_Contract.pdf](#)) Article 5.9 of the PCCFA contract, Article 6 of CSEA Contract ([IIIA.15_2_CSEA_Contract-Article-6-Personnel-Files](#)) ensure employees access to their personnel records ([IIIA.5_1_PCC_Faculty_Association_CBA_2013-2016.pdf](#)).

Analysis and Evaluation

PACCD meets this Standard. District policies ensure that personnel records are kept secure and confidential. Employees can access their personnel records at the District Human Resources Office.

Conclusions on Standard III.A. Human Resources

Through documents published on the Human Resources website, Board policies and Administrative Procedures published on the College's website, and through various handbooks developed and revised by constituent groups and available on the college's website in various locations, the institution ensures that its faculty, classified staff, and managers have the skills, knowledge, and qualifications to meet its mission and goals.

PACCD follows a process for determining the number of full-time faculty, staff, and administrators needed to fulfill its mission. This process gathers input from Annual Updates, the Faculty Hiring Prioritization Process, and written requests from relevant stakeholders at all levels of the College. Once requests for new positions are approved, the College follows its Equal Employment Opportunity Plan which it adopted in June 2017. This plan outlines how the institution will recruit diverse personnel to create and maintain an equity-minded learning community. Through its job descriptions, screening tools, rubrics, and interview process, the College hires personnel who have the requisite qualifications, training, and experience.

New employees, whether they are part-time or full-time, are provided an orientation to Pasadena City College. As of 2019, with the hiring of the Adjunct Faculty Coordinator and the implementation of its adjunct integration plan, part-time faculty are provided with orientation and professional development. Additionally, PACCD hired a Director of Professional Development. This individual and his office have designed a professional learning program for all employees that is evaluated systematically and improved for effectiveness.

All District employees are asked to follow a written code of ethics. With the adoption of the Summary Code of Ethics code in 2016, followed by the publicized procedure for reporting violations either directly to the Office of Internal Audit or indirectly through the PCC Tips Report Hotline, the institution resolves ethics violations and maintains a collegial and professional work environment for all of its employees.

Furthermore, the College follows procedures for evaluating its personnel and uses those evaluations for performance improvement. The Office of Human Resources maintains the confidentiality and security of all official employment records, including evaluations. All employees can access their personnel records through the Office of Human Resources.