

North Orange Continuing Education Position Management Process

Background

As a WASC accredited institution, NOCE is committed to aligning planning with resource allocation. This position management process identifies, assesses, and prioritizes the classified and/or management position needs, through the NOCE Budget and Facility Planning Committee, a shared governance subgroup of the NOCE President's Cabinet.

Position management is an important process throughout NOCE for several reasons. First, staffing costs currently represent at least 90% of NOCE's annual budget. Evaluating staffing needs is a key factor in ensuring that resources are being utilized in a manner that maximizes the quality and quantity of services provided to our diverse student population. Second, the community we serve, and our programs are constantly evolving, thus staffing needs must be reevaluated periodically to be aligned with the needs of the community served by NOCE. Third, given limited resources, position needs must be prioritized to ensure that positions are filled based on the level of importance and in the context of honoring NOCE's mission.

As a result, NOCE's position prioritization process should provide a formal, transparent method to:

- Prioritize vacant positions to ensure that positions are filled based on the level of need
- Identify and prioritize new positions
- Evaluate changes in positions resulting from workload shifts (increased/decreased responsibilities, other added/eliminated positions)

General Fund Permanent Management and Classified Position Process

The responsibility of identifying and/or prioritizing management and classified positions covered by the General Fund is assigned to the NOCE's Budget and Facility Planning Committee and is ultimately designed to develop recommendations to the President.

The review process begins with the identification of classified and management positions by NOCE departments. Next, the positions are prioritized according to set criteria using a weighting mechanism. The position prioritization work results in two prioritized lists, one for management and one for classified positions. The purpose of the priority lists is to determine which positions to fill first based on available resources. The position prioritization process will be performed during Budget and Facility Planning Committee meetings. Managers requesting positions are encouraged to attend the Budget and Facility Planning Committee meetings and participate in the weighting/prioritization process. The weighting mechanism is used to rank positions by need using the following criteria:

Based on department/institutional level needs:

1. How do the duties and responsibilities of the position fulfill the following:
 - Program review needs
 - Needs of the department, identified through program planning, if applicable
 - NOCE goals and the strategic plan
2. Will this position contribute to meeting increased demand or growth?
3. Will this reduce the need for hourly employees and offset the cost of hiring a permanent employee?
4. Can process improvements or technology eliminate the need for this position?

Additional criteria to consider:

1. Can job duties be shared amongst current staff?
2. Can the requested position be postponed?

The position prioritization process is intended to be performed no less than annually and it can be scheduled as often as needed. If a high-priority position becomes vacant prior to the next scheduled review process, the President may decide to fill the position to avoid interruption of critical services. Under such circumstances, the President will report the decision and share the underlying reasoning at the following President's Cabinet and Budget and Facility Planning Committee meetings.

Categorically Funded Permanent Management and Classified Position Process

As categorical needs and funding sources are unique to each program and because categorically funded positions do not impact the General-Fund budget, management and classified positions requested for categorical programs will be determined by a separate process described in this section.

Categorically funded management and classified position needs as determined by the program director in consultation with the vice president overseeing the program. The vice president and program director will work with the Director of Administrative Services to identify an appropriate funding source and determine its sustainability. Upon determination that the position can be sustained by the selected categorical funding source, the vice president will bring the position request to President's Staff for discussion and as a recommendation to the President.

To ensure transparency, positions filled through this process will be reported as an informational item at the President's Cabinet and Budget and Facility Planning Committee meetings.

Budget Committee Approved: 4.27.22

President's Cabinet Approval: 4.19.22

Budget Committee Updated: 10.27.21

President's Cabinet Approval: 6.18.19