



“We Strive to Guarantee Quality and Excellence”

Palau Community College is an accessible public educational institution helping to meet the technical, academic, cultural, social, and economic needs of students and communities by promoting learning opportunities and developing personal excellence.

T5 - Non-Academic Areas
(Administration & Finance, Development Office, Bookstore and
Institutional Research & Evaluation)

Three Year Program Review

Service Area

Human Resources

Period of Three Year Review

FY 2015, 2016, 2017

Program Review Completed By:

Name	Title	Signature	Date
Harline Haruo	Personnel Manager	<i>Harline Haruo</i>	2/19/18

Program Review Certified By:

Name	Title	Signature	Date
Jay Olegeriil	Vice President of Administration & Finance	<i>Jay Olegeriil</i>	2/19/18

Program Review Received By: (Institutional Research & Evaluation Office)

Name	Title	Signature	Date
<i>Husto Ulengchong</i>	<i>Data Tech</i>	<i>Husto Ulengchong</i>	02/19/18

SERVICE AREA REVIEW

I. MISSION OF SERVICE AREA

1. State the purpose (mission statement) of this service area.

The Human Resource Division (HRD) is responsible for the recruitment, training, development and retention of PCC's employees. HR division works with PCC's employees to shape policies and procedures ensuring that PCC's business and long-term goals are in harmony with that of its working staff.

2. How does this service area purpose support the overall institutional mission? Provide the relationship of service area to the college Mission statement.

By recruiting, training, developing and retaining qualified employees, the HR division helps support the college mission in hiring qualified individuals that work to support "technical, academic, cultural, social, and economic needs of students and communities by promoting learning opportunities and developing personal excellence."

II. SERVICE AREA FUNCTIONS, SERVICE AREA OUTCOMES, GOALS & OBJECTIVES

1. List the principal functions of this service area below.

Function	Description
Recruitment/Hiring	Recruit qualified individuals to serve as faculty members, support staff and administrator of the college to serve the diverse population of students.
• New Employee Orientation	New Employee Orientation provides campus tour, introduction, and information of benefits, and a brief overview of college personnel rules and regulations.
• Employee Verification	Verify new employee's credentials using World Education Services, as well as previous employment.
Training Development	Seek and provide appropriate trainings to accommodate specific needs of employees, as well as departments and divisions to be able to provide services to ensure student success.
Retention	Retaining each employee with benefits, salary negotiations, employee appreciation and recognition; addressing and remedy conflicts that may arise.
• Maintaining Personnel Records	Keeping each employee's personnel records in a safe and secure area; as well as renew contracts based on employee's evaluation and college needs.

2. Provide Service Area Outcomes below.

Function	Service Area Outcome (SAO)
Recruitment – New Employee Orientation	To recruit and hire qualified individuals to serve as faculty, support staff and administrator of the college to ensure student learning and success.
Training Development	To provide professional development trainings based on institutional needs and requirements.
Retention	To provide employees with benefits, salary negotiations, employee appreciation and recognition; address and remedy conflicts that may arise.

3. Provide goals and objectives of each of the functions in this service area below.

Service Area Outcome (SAO)	Goal	Objective
To recruit and hire qualified individuals to serve as faculty, support staff and administrator of the college to ensure student learning and success.	80% of hires will be qualified individuals.	At least 80% of hires will be qualified to the positions.
To provide professional development trainings based on institutional needs and requirements.	80% of trainees will be satisfied with the training provided.	At least 80% of college employees will be satisfy with professional development provided to meet their specific needs.
To provide employees with updated information of all available benefits, salary negotiations, employee appreciation and recognition.	80% of employees will be retained.	At least 80% of employees will be retained each year because they are satisfied with salary, benefits, and recognitions.

4. Provide summary of the Service Area Functions, Outcomes, Goals and Objectives below.

Recruitment-New employee orientation – To recruit and hire qualified individuals to serve as faculty members, support staff and administrator of the college to ensure student learning and success and orient the new employee with campus tour, introductions to offices and benefits, and a brief overview of the personnel rules and regulations. Training Development- To make available of and to provide appropriate trainings to employees based on requested needs from the different areas of the college to ensure the student learning success, as well as upgrade employees skills and knowledge to continue ensuring best services to students. Retention- To retain employees by providing updated information of all available benefits, salary negotiations, employee appreciation, employee recognition and remedy conflicts that may arise. Maintain personnel records in safe and secure areas and renew contracts based on employee evaluations and college needs. Human Resource will make sure that all employees understand personnel rules and regulations and in compliance at all times.

III. TREND ANALYSIS

1. Provide data and use data to indicate trends in each service area measures.

Function	Service Provided	Service Clientele	Year 1 2015	Year 2 2016	Year 3 2017
Recruitment/ Hiring	To recruit and hire qualified employees.	Individuals or potential applicant that turns in PCC Employment Application	12 Total (4 FT, 8 LT) 100% qualified	12 Total (3 FT, 9 LT) 100% qualified	21 Total (3 FT, 18 LT) 100% qualified
New Employee Orientation	Oriented new employees with college policies, regulations, benefits, specific duties and responsibilities, as well as introduced new employees to other college administrators, faculty and staff.	College's newly hired employees	12 Total Orientation	12 Total Orientation	21 Total Orientation
Employee Verification	To verify employee's credentials thru World Education service, as well as previous employment.	Existing employees and newly hired employees.	12 Total Verifications	12 Total Verifications	21 Total Verifications
Training Development	Professional Development made available off island and on island	All employees	14 off- island and 10 on-island Off island training and meetings – <i>ACCJC Regional Workshop & Self Evaluation</i> <i>Yamaha Technical Academy</i>	7 off- island and 6 on-island Off island training and meetings – <i>Nuventive Users Conference</i> <i>Pacific Islands STEM Student Seminar</i>	6 off- island and 14 on- island Off island training and meetings – <i>ESOL Mini Conference</i> <i>Institutional Effectiveness</i> <i>ACCJC Program</i>

			<i>Accreditation Training</i> <i>29th Pacific Educational Conference</i> <i>Self-Evaluation of Educational Quality & Institutional Effectiveness Workshop</i> <i>Nuventive users Conference</i> <i>25th Annual PIALA Conference</i> <i>APIPA</i> <i>PACARO Annual Conference</i> <i>ACCJC Accreditation Standard Symposium</i> <i>TRACDAT Training</i> <i>Association for Institutional Researchers Forum</i> <i>Multi Hazard Emergency Planning</i> <i>ACCJC Self Evaluation & Institutional</i>	<i>Campus Network Design</i> <i>AIR Forum</i> <i>40th Pacific Circle Consortium</i> <i>FSA Training Conference for Financial Aid Professionals, USDOE</i> <i>Quantitative Research Using Multivariate Statistical Models with Software Application</i> <i>On island trainings and meetings –</i> <i>San Diego State University (SDSU) Bachelor of Arts and Master of Arts in Education</i> <i>Institutional-Set Standards for Students Achievement</i> <i>SAT 10 Training</i> <i>Faculty Training</i>	<i>Assessment Workshop</i> <i>ACCJC Conference 2017</i> <i>10th Annual Nuventive Users Conference</i> <i>91st Conference & Annual Meeting PACRAO Partners in Excellence: Co-Creating an Outstanding Student Experience</i> <i>On island training and meetings –</i> <i>San Diego State University (SDSU) Bachelor of Arts and Master of Arts in Education</i> <i>Institutional Effectiveness Workshop for Instructional Programs</i> <i>SAT 10 Training for Palau Schools Principals</i> <i>SAT 10 Monitors Training</i>
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			<i>Quality Assurance & SLO Assessment Regional Workshop</i> <i>On island training and meetings –</i> <i>San Diego State University (SDSU) Bachelor of Arts and Master of Arts in Education.</i> <i>Faculty Training</i> <i>USDOE Consumer Disclosure Requirement & Tools Workshop</i> <i>Campus Crime Policy Training</i> <i>Faculty Training</i> <i>Institutional Self-Evaluation and ACCJC Standards Training</i> <i>Institutional-Set Standard for Student Achievement Training</i>	<i>Accreditation Standards 2014 & 21 Eligibility Requirements</i> <i>Student Learning Outcomes (SLO) Training</i> <i>Accreditation ISER</i>	<i>Institutional Effectiveness Training for Faculty</i> <i>Accreditation & ISSA</i> <i>CTE Lab School Training</i> <i>Assessment Workshop for Non-Academic & Non-Instructional Areas</i> <i>Accreditation Workshop</i> <i>Academic Workshop for CTE Lab School Parents</i> <i>SS100 Course Assessment Training</i> <i>“F” Grade Workshop</i> <i>Programs & Service Area Mapping Workshop</i> <i>USDOE Policies & Regulations Workshop with COSFA members</i>
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			<i>Assessment Training for New Faculty</i> <i>Assessment Training for Adjunct Faculty</i> <i>SAT 10 Workshop</i>		
Retention	To make sure that benefits include salary increase, adjustment, employee appreciation, and medical health insurance, Pension Plan and Social Security, as well as off island recruits receive housing allowance are available for all employees.	All employees	195 Employees (140 Regular FT; 55 LT)	192 Employees (134 Regular FT; 58 LT)	195 Employees (124 Regular FT; 71 LT)
Contract Renewals	Renew existing employee contract based on employee evaluation and college needs.	All employees	33 Regular FT; 21 LT.	46 Regular FT; 20 LT.	31 Regular FT; 31 LT.
Compliance with Personnel Rules and Regulations	To make sure that all employees are abide and understand the Personnel Rules and Regulations.	All employees	140 Regular FT; 55 LT	134 Regular FT; 58 LT	124 Regular FT; 71 LT

2. Provide summary of trend analysis below.

Recruitment – In 2015, 12 qualified employees were hired; in 2016, 12 qualified employees were hired; and in 2017, 21 qualified employees were hired to various positions and areas of the college. There was an increase of employee hiring because a good number of employees exiting the college for other employment and retirement; therefore, the college was required to fill vacant positions that were

required by the institutions and to ensure student learning, student services, and student success.

- New employee orientation – In 2015, a total of newly hired full time employees were 12, 4 out of the 12 were regular and 8 were limited term contracts; in 2016, a total of newly hired full time employees were 12, 3 out of the 12 were regular and 9 were limited term contracts; and in 2017, a total of newly hired full time employees were 21, 3 out of the 21 were regular and 18 were limited term contracts. Total of 45 new hired employees received new employee orientation during the years within this cycle (2015-2017).
- Employment Verification – To ensure that applicants applying for vacant positions of the college are qualified and hold required credentials to teach, to supervise and to provide support services to students, HR runs employment verifications using official educational credentials, as well as verification from former employment when it is necessary. The 45 hired employees during this cycle from 2015 to 2017 educational and employment credentials were verified accordingly. Verifications of those who came in from foreign institutions were also verified through the World Education Services (WES).

Training development – In 2015, an average of 24 professional development trainings were made available to college employees; in 2016, an average of 13 professional development were made available to college employees; and in 2017, 20 professional development were available made to college employees. Professional development trainings provided are both on island and off island made available every year for all college employees requested by the different departments/divisions according to their needs. There are required professional trainings and meetings that the college must attend every year to ensure that the college meets requirements of the Federal government and its accreditor.

Retention - In 2015, 140 regular full-time employees and 55 limited term full time employees were retained; in 2016, 134 regular full-time employees and 58 limited term full time employees were retained; and in 2017, 124 regular full-time employees and 71 limited term full time employees were retained. The trend of retention of regular full-time employees continued to decrease, however; the retention of limited term employees continues to increase during the three years of this cycle, and that showed that the college is retaining more than 80% of its employees each year. With the overall retention of employees for these three years above 80%, the college remains to comply with its goals and objectives.

- Maintain all personnel files – In 2015, there were 140 regular full-time employees and 55 limited term full time employees; in 2016, there were 134 regular full-time employees and 58 limited term full time employees; and in 2017, there were 124 regular full-time employees and 71 limited term full time employees. Personnel files of all employees during these three years were updated and maintain accordingly in the highest confidentiality and integrity.
- Contract Renewals - In 2015, there were 54 contract renewals; in 2016, there were 66 contract renewals; and in 2017 there were 62 contract renewals. All the contract renewals were required according to the anniversary date of each employee. Contract renewals were also completed based on the merit evaluation of each employee that is required annually.
- Negotiating benefits with outside vendors and provide updated information to all employees - In 2016, the college negotiated Calvo's Health Insurance for two years and 6% employee's gross earnings of employer share for two consecutive years from 2016 - 2018.

- Enforcement & explanation of PRRM – In 2015, 2 reprimand letters were issued; in 2016, 7 reprimand letters were issued; and in 2017, 2 reprimand letters issued. HR works with employees to resolve any conflicts so that they can be retain at the institution, as well as improve their work attitudes and behavior to support and ensure quality services to students.
- Customer Services – HR provided customer services to all current employees of the college including community patrons and potential employees. The HR will continue to provide needed customer services to all college employees to make sure that each employee is equipped with up-to-date information to perform duties and responsibilities accordingly.

3. Provide data and use data to indicate trends in staffing.

Staffing	Management Level (position)	Professional Level (credential)	Classified Level	Student Worker / Volunteer
2015	Director – 1 FT	1 Director	1 Secretary 1 Personnel Manager	None
2016	Director – 1 FT	1 Director	1 Secretary 1 Personnel Manager	None
2017	Director – 1 FT	1 Director	1 Secretary 1 Personnel Manager	None

4. Provide summary of trend analysis below.

The Human Resource office currently consists of an HR director, a personnel manager and an office secretary. Together, these personnel work to provide HR related services in relation to human resources matters to perform HR division work meeting the expectations and need of the institution. On July 2017 Human Resource was understaffed by a Director; however, the remaining two individuals, namely the Personnel Manager and the secretary performed all duties and responsibilities including some of the Director's responsibilities with the support and guidance of the institution's Vice President of Administration & Finance. With the departure of HR director in July of 2017, the college has announced the vacancy of Human Resource Director and will be hiring when the position is filled with a qualified applicant.

IV. SERVICE AREA OUTCOMES, GOALS & OBJECTIVES ASSESSMENTS

1. Provide Service Area Outcomes assessment results below.

Year: 2015

Function and SAO	Goal and Objective	Assessment Tool	Actual Result	Analysis and Action Plans
<p>Recruitment/hiring– New Employee</p> <p>To hire qualified individuals to serve as faculty, support staff and administrator of the college to ensure student learning and success.</p>	80% of hires will be qualified individuals.	<p>Recommendation letter from hiring department/division heads.</p> <p>Qualifications of college newly hired employees</p> <p>Employment contracts</p>	100% of newly hired were qualified individuals.	The college hired 100% qualified individuals; the college met its 80% qualification; and therefore, the college will continue to provide each service and make changes when necessary.
Training Development	80% of professional development participant will be satisfied with training provided.	Post training evaluation	100% of employee's Post Training Evaluations were satisfied with the training that was provided.	100% of professional developmental trainings participants were satisfied with the training provided. The college continue to provide the trainings and will make changes when need arises.
Retention	80% of employees will be retained	Number of College employees.	195 college employees were retained.	195 college employees are retained to ensure that student support needs are met. The 195 employees is a satisfied number based on student enrollment and other college services to the community.

Year: 2016

Function and SAO	Goal and Objective	Assessment Tool	Actual Result	Analysis and Action Plans
<p>Recruitment/hiring – New Employee</p> <p>To hire qualified individuals to serve as faculty, support staff and administrator of the college to ensure student learning and success.</p>	80% of hires will be qualified individuals.	<p>Recommendation letter from hiring department/division heads.</p> <p>Qualifications of college newly hired employees</p> <p>Employment contracts</p>	100% of newly hired were qualified individuals	The college hired 100% qualified individuals; the college met its 80% qualification; and therefore, the college will continue to provide each service and make changes when necessary.
Training Development	80% of professional development participant will be satisfied with training provided.	Post training evaluation	100% of employee's Post Training Evaluations were satisfied with the training that was provided.	100% of professional developmental trainings participants were satisfied with the training provided. The college continues to provide trainings and will make changes when need arises.
Retention	80% of employees will be retained.	Number of College employees.	192 college employees were retained.	192 college employees are retained to ensure that student support needs are met. The 192 employees is a satisfied number based on student enrollment and other college services to the community.

Function and SAO	Goal and Objective	Assessment Tool	Actual Result	Analysis and Action Plans
<p>Recruitment/hiring – New Employee</p> <p>To hire qualified individuals to serve as faculty, support staff and administrator of the college to ensure student learning and success.</p>	80% of hires will be qualified individuals	<p>Recommendation letter from hiring department/division heads.</p> <p>Qualifications of college newly hired employees</p> <p>Employment contracts</p>	100% of newly hired were qualified individuals	The college hired 100% qualified individuals; the college met its 80% qualification; and therefore, the college will continue to provide each service and make changes when necessary.
Training Development	80% of professional development participant will be satisfied with training provided.	Post training evaluation	100% of employee's Post Training Evaluations were satisfied with the training that was provided.	100% of professional developmental trainings participants were satisfied with the training provided. The college continues to provide the trainings and will make changes when need arises.
Retention	80% of employees will be retained.	Number of College employees	195 college employees were retained	195 college employees are retained to ensure that student support needs are met. The 195 employees is a satisfied number based on student enrollment and other college services to the community.

2. Provide summary of the Service Area Outcomes assessment including the trend analysis of the last three years below.

Recruitment & Hiring – During 2015, 39 applications were received for various positions of the college; 2016, 34 applications were received for various positions; and in 2017, 55 applications were received for different positions of the college. Out of 39 applications in 2015, 12 qualified employees were hired with 100% employee verifications completed. In 2016, 12 qualified employees were hired where 100% of employee verifications were completed, and in 2017, 21 new employees were hired with 100% employee verifications were completed.

There was an increase in hiring during this cycle of three years from 2015 – 2017. Because of a good number of employees exiting the college for other employment and/or to pursue higher education outside of Palau, and retirement, the college needed to hire qualified employees during the last three years to ensure student learning, student services, and student success.

Training/Development – During 2015, an average of 14 off island and 9 on island trainings were conducted; in 2016, an average of 7 off island trainings and 6 on island trainings were conducted; and in 2017, an average of 6 off island and 14 on island trainings were conducted. The college supports professional development to help ensure quality services are provided to students to help support their educational goals. The number of trainings was requested by different service areas of the institution, as well as trainings that the college is required to attend on an annual and bi-annual basis by the US Department of Education, ACCJC-WASC, TRIOs programs, US Department of Agriculture, and the Republic of Palau.

Trainings off island and on island were assessed during this cycle with 100% participants' satisfaction. HR division will continue to seek and provide appropriate trainings to support specific needs of employees and the institution, and as well as to work closely with trainers and presenter to ensure evaluation is complete at the end of each training.

Retention – The college works to retain its employees by providing different benefits including medical/life insurances, retirement and Social Security benefits. During 2015, 2016 & 2017, all employees were enrolled in the Palau government required health benefits. In 2015, 52% of employees were enrolled in optional benefits, such as Calvo's (medical insurance) and Netcare (life insurance); 51% employees were enrolled in optional benefits in 2016; and 49% employees were enrolled in optional benefits in 2017. There was a decrease in the enrollment of optional benefits during 2015 to 2017, because employees are not required to enroll, employees make the decision for enrollment. However, the college will continue to negotiate benefits with outside agencies and provide updated information to all its employees on a regular basis.

To retain qualified college employees, the college continues to make sure that all employees are in compliance with the college personnel rules and regulations. Personnel rules and regulations are in place to help employees conduct themselves in proper manners working together in an educational community in harmony and in the highest integrity and respect. There were 2 out of 195 (1%) disciplinary actions in 2015; 7 out of 192 (3%) disciplinary action in 2016 and 2 out of 195 (1%) disciplinary actions in 2017. The decrease of disciplinary actions is a prove that college employees are aware of personnel rules and regulations, and try at all times to be in compliance of these rules and regulations.

V. PERSONNEL

1. List the information requested below for all full-time and part-time personnel.

Position/Title (no name)	Status (FT/PT)	Highest Degree	Initial Date of Hire	Description of Duties (Use HR information)
Director	FT	Master of Arts	8/22/11	Manage the overall operation of HR in all aspects.
Personnel Manager	FT	Bachelor of Arts	3/31/05	Maintain personnel records and assists the Director and daily customers.
Secretary	FT	Associate of Applied Science	8/25/2014	Customer service, filing, answering phones, typing, scheduling of meetings and process contract.

2. Is the number of personnel adequate to support the service area? If no, explain based on assessment results and/or other college plan(s).

Yes, the number of personnel is adequate to support the service area functions and responsibilities. However, with the departure of the HR director towards the very end of this cycle, the college is seeking a new HR director.

3. Do available personnel possess adequate skills required to support the service area? If no, explain based on assessment results and/or other college plan(s).

Yes, the personnel possess adequate skills required to support the service functions and responsibilities.

4. Provide summary of Personnel in the space below.

During this cycle, the Human Resource office is currently staffed with professionals that provide the required services to all college employees. During the years within this cycle, Human Resources Division employs staff that can perform the required duties and responsibilities of the functions within the division to support department/division needs, as well as needs of the institution. Opportunities of professional development trainings are in place and Human Resource Division staff is given an opportunity to attend trainings according to service area needs. With the departure of the HR director towards the very end of this cycle, the college is seeking a new HR director.

VI. PROFESSIONAL DEVELOPMENT ACTIVITIES

1. In what professional organizations (related to work position, duties and responsibilities) do personnel in this service area participates in?

Organization	No. of Personnel Participating	Office Held (if any)
Classified staff Organization	2	members
Executive committee	1	member

2. List professional development activities that personnel in this service area have participated in during this review period? (Such activities include trainings, workshops, courses, and degrees both on and off island.)

Professional Development Activity	No. of Personnel Participating	Date of Activity
San Diego State University Cohort	2	One graduated in 2015 with a Bachelor of Science Degree and another one graduated in 2017 with a Master of Science Degree
Using Microsoft Excel	1	2016
Microsoft Access & Database Design	1	2016
Institutional Effectiveness Training	1	2017

3. Do any personnel need any professional development in order to improve services in this service area? If so, list those areas of need. Base this response on assessment results and/or other college plan(s).

Yes, current personnel need to continue attending professional development training in regards to customer services, education, evaluation and analysis of data to fully understand HR assessment in order to create outcomes to improve daily services to all college employees and the community.

4. Provide summary of Professional Development Activities below.

Human Resource Division's personnel needs to continue more professional development such as HR related trainings/workshops to enhance knowledge and skills in order to serve the institution, community and student needs.

VII. FACILITIES AND EQUIPMENT

1. Are available general use facilities, such as office and work spaces, adequate to support the service area? If no, provide response based on assessment results and/or other college plan(s).

Yes, existing facilities, such as office and work space is adequate to support the service area at this time. However, when need arises, replacement of devices, such as computer desktop and copier will be required along the way.

2. Is available equipment adequate to support service area functions? If no, provide response based on assessment results and/or other college plan(s).

Yes, at this time, existing equipment is adequate to support service area outcomes. Again, when need arises, replacement of equipment will take place to ensure the daily operation of the service area.

3. Does the service area generate revenue? If yes, explain how it is generating revenue.

No. the service area does not generate revenue.

4. Provide summary of Facilities and Equipment below.

At present, Human Resources Division is equipped with facility space enough to perform the duties and responsibilities of the service area. Equipment currently in place is adequate to perform required duties and responsibilities of the service area. When need arises, equipment will be replaced with new ones to ensure a smooth daily operation of the service area.

VIII. EVALUATION OF PREVIOUS PROGRAM REVIEW ACTION PLANS

1. Indicate the period of the last program review cycle of this service area.

Cycle: October 1, 2011 – September 30, 2014 Years: 3 years

2. Indicate the status of the previous program review action plans below.

Action Plan Activity/Objective	Status Complete/Ongoing/Incomplete	Remarks
To work closely with on island trainers and presenter to conduct post training evaluations	Ongoing – on island post training evaluations continue to ensure that the college is providing relevant trainings and workshops to accommodate needs of departments and divisions of the college.	Human Resource Division started on-island evaluations in 2017 and will continue to evaluate trainings and workshops conducted on island.
To replace existing floor tiles at HRD	Completed	December 2017

3. Provide evaluation summary of the previous Program Review Action Plans below.

Assessing on island training/workshops will provide valid data and information to help Human Resource Division in its planning and scheduling professional development training throughout the institution. Post training evaluation will help Human Resource Division on decision on which trainings needs to continue and trainers and presenters to conduct requested training based on institutional needs.

Replacing Human Resource Divisions floor tiles was completed in December 2017. The new floor tiles have helped ensure the safety and security of HR staff and clientele.

IX. SERVICE AREA STRENGTHS AND IMPROVEMENT NEEDS

1. List and explain service area strengths.

During 2017, the Human Resource Director resigned from the institution toward the very end of this cycle. From August 2017 to present, the Human Resource Division is understaffed by one person; however, the remaining two individuals, namely Personnel Manager and the secretary performed all

duties and responsibilities including some of Director's duties and responsibilities under the supervision of the Vice President of Administration and Finance.

2. List and explain service area improvement needs based on assessment results and/or other college plan(s).

Without a Human Resource Director does not affect the daily services and operations of the service area. However, a need to hire a Director is required in the near future to alleviate the work load to ensure that current service providers are able to concentrate and focus on their positions responsibilities. HR will continue to work closely with presenters/trainers to do post training evaluations to ensure that the evaluation results are available to support future trainings and also accommodate other required needs of the institution.

3. Provide summary of Strengths and Improvement Needs below.

Though Human Resource is understaffed by a Director, it does not affect the daily services and operations of the service area. The remaining two individuals, namely Personnel Manager and the secretary performed all duties and responsibilities under the supervision of the Vice President of Administration and Finance. Human Resource Division will continue to seek and hire HR Director with the assistance of the Vice President of Administration & Finance. In the mean time, Human Resource Division will continue its daily operation under the supervision of the Vice President of Administration and Finance.

HR will continue to work closely with on-island presenters/trainers to do post training evaluations to ensure that the evaluation results are available to support future trainings.

X. SERVICE AREA ACTION PLANS

1. Based on this program review results, describe the service area action plan(s) for the next cycle. Include necessary resources.

Action Plan Activity/Objectives	How will this action plan improve the service area?	Needed Resources (if any)	Timeline
Hire HR Director	To lighten up the workload and allow the current staff to concentrate and focus on their positions responsibilities. To have the Director concentrates on administrative matters of the division: whereas, the personnel manager and secretary concentrates with the division's daily operation and technical matters.	26,000.00 annual salary	By the end of 2018

2. Provide summary of Action Plan(s) for the next cycle below.

The need to hire Human Resource Division Director is required in the near future to alleviate the work load to ensure that current service providers are able to concentrate and focus on their positions responsibilities in order to serve the institution and the community. Human Resource Division will

continue to seek and hire HR Director with the assistance of the Vice President of Administration & Finance. In the mean time, Human Resource Division will continue its daily operation under the supervision of the Vice President of Administration and Finance.

XI. RESOURCE REQUEST

1. Based on Service Area Action Plans, provide detailed information for any resources that will be requested below.

Type of Resource	Description	Estimated Amount Requested	Justification
Personnel	Director	26,000.00 Annual Salary	Human Resource Director exited the college in July of 2017; a need to hire an HR director is required by Palau Community College ISER result - (ACCJC) recommendation in 2010; and this will also help ease the work load at Human Resource office where other personnel may concentrate on the daily operation of the office and the director will handle all administrative matters.
Total		26,000.00 Annual Salary	See above Personnel justification.

2. Provide summary of Resource Request that may require institutional support to ensure the implementation of service area action plans.

The need to hire Human Resource Division Director is required in the near future to alleviate the work load to ensure that current service providers are able to concentrate and focus their positions' responsibilities in order to serve the institution and the community better. This will help the personnel manager and the secretary to concentrate on the daily operation of the office while the Director handles the administrative responsibilities.

Note: Human Resource Division of the college holds personal information of personnel in personnel files. This Program Review Report is not accompanied by any supporting evidence. Should there be a need to review any supporting documents of this report, please visit the Human Resource Division for instructions on how to request for supporting evidence. All files at the Human Resource Division office are held at the utmost confidentiality and integrity.