



HUMAN RESOURCES

DEPARTMENT AND PROGRAM REVIEW: ANNUAL REPORT 2026

Part 5: Data Findings

This section summarizes the data collected during the 2026 review period and identifies key results, trends, and areas for continued improvement.

Goal or Outcome 1: Review and revise all internal Human Resources forms for content, length, ease of use, and format/process in order to improve the employee and HR experience.

- Inventory HR forms
- Determine the most effective format and delivery method (including Adobe Sign)
- Identify training needs
- Identify related website changes

Data Findings

- HR reviewed the full inventory of internal forms and identified six priority forms for improvement. Three forms have been completed and implemented, while three remain in development.

Priority HR Forms	Best Format	Training	Website Changes
Bereavement Form*	✓	✓	✓
HR-1*	✓	✓	✓
Salary Reduction Form*	✓	✓	✓
HR-T			
Approval to Hire/Rehire			
Employee Change Form			

*End users provided positive feedback regarding ease of use and time savings for the completed forms.

Goal or Outcome 2: Streamline the recruitment timeline and provide “just-in-time” communications for benefited positions, with a particular focus on the process after a position closes.

- Evaluate workflow states
- Provide supervisor/hiring manager training
- Develop just-in-time communications
- Incorporate culturally inclusive hiring practices aligned with the strategic plan

Data Findings

- Director initiated discussions with HR Specialists regarding potential new workflow states and process improvements.
- HR Specialists developed just-in-time communications for hiring managers to provide timely guidance throughout the recruitment process.

- HR also worked with ITS Functional Analysts to obtain additional system data and reports to better understand recruitment timelines and workflow performance.

CHART ONE: Average Time to Fill (Days) — average number of days from posting creation to the “considered hired” state.

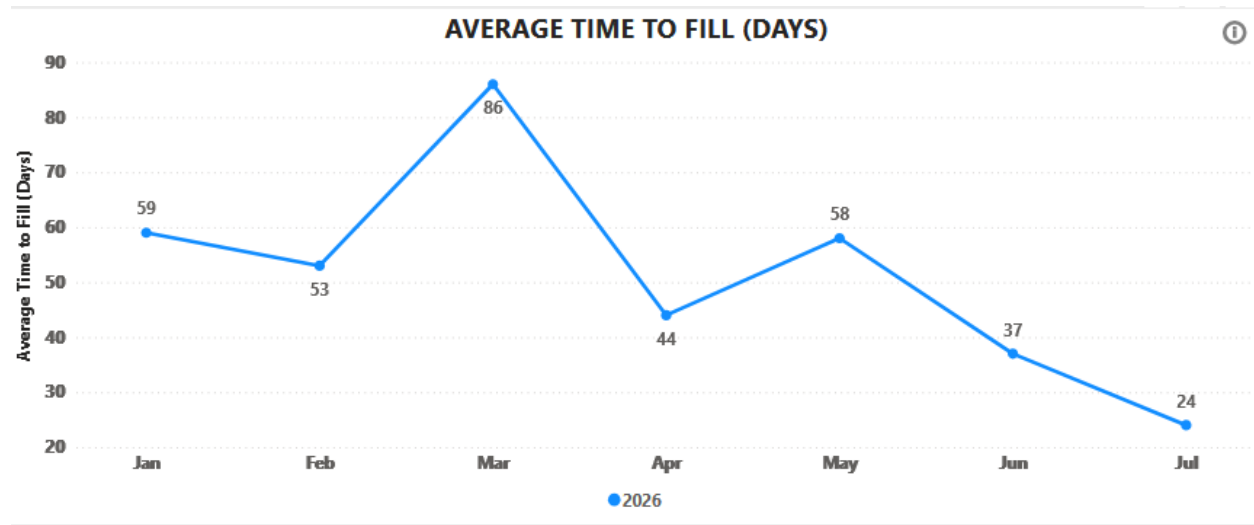


CHART TWO: Workflow States for Postings — average number of days spent in each workflow state.

- Hiring Manager Review = HR sends the drafted posting to hiring manager in order to obtain approval before posting live.
- Posted/Live = Posting is live and accepting applications.
- Remove from Web = System automatically closes the posting; HR reviews applicants and prepares the application matrix for the hiring committee.
- Matrix to Committee = Hiring committee receives the matrix and identifies candidates for interviews.
- Committee Interviewing = Hiring committee is actively conducting interviews.

	Created At	Hiring Manager Review	Posted/Live	Remove from Web	Matrix to Committee	Committee Interviewing
TOTAL AVERAGE 2025		0.60	32.45	2.97	11.65	29.91
TOTAL AVERAGE 2026		0.80	26.72	1.72	8.43	35.28

Goal or Outcome 3: Revamp onboarding, orientation, and offboarding processes for all employee groups (benefited and non-benefited) to improve employee satisfaction, engagement, and understanding of COCC’s mission, values, and culture.

- Form a campus-wide work group
- Research best practices
- Evaluate the current process

Data Findings — Measurement was not available during this reporting period. We intend to remove this item in the coming year to better focus on employee retention and wellness.

Goal or Outcome 4: Review current employee engagement practices and create or expand initiatives that support retention of benefited employees.

- Inventory current employee engagement practices
- Sustain and further develop and communicate the COCC wellness program
- Coordinate with the strategic planning awards and recognition group and identify at least one additional engagement strategy to adopt this next year

Data Findings — Measurement was not available during this reporting period.

Part 6: Data Interpretation

Goal or Outcome 1:

- The available feedback indicates that simpler, more user-friendly forms can improve the employee experience and reduce the time required to complete and submit required information. Continued standardization, electronic routing, and clear instructions should support timely HR processing.

Goal or Outcome 2:

- The 2026 recruitment data support continued use of just-in-time communications and closer monitoring of workflow stages. The monthly time-to-fill data declined substantially from 59 days in January to 24 days in July, although monthly results fluctuated during the period.
- CHART ONE: Average Time to Fill (Days) — average number of days from posting creation to the “considered hired” state.
 - Average time to fill declined from 59 days in January to 37 days in June. March was the highest month at 86 days, coinciding with a heavy full-time faculty recruitment period. The data show an overall downward trend after March, but the available data do not establish that the new communications alone caused the improvement.
- CHART TWO: Workflow States for Postings — average number of days spent in each workflow state.
 - Two post-closing workflow states improved from 2025 to 2026: “Remove from Web” decreased from 2.97 to 1.72 days (42.1% reduction), and “Matrix to Committee” decreased from 11.65 to 8.43 days (27.6% reduction). Together, these results indicate that HR is moving applicant materials to hiring committees more quickly. However, “Committee Interviewing” increased from 29.91 to 35.28 days, indicating an opportunity to examine the factors affecting the interview and selection stage.

Part 7: Action Plan

- **Goal/Outcome 1:** Complete and implement the HR-T, Approval to Hire/Rehire, and Employee Change Form by August 2027. Continue to gather user feedback after implementation to evaluate ease of use and processing efficiency.
- **Goal/Outcome 2:** Implement additional strategic workflow states, improve data definitions, and work with the ITS Functional Analyst to develop reports that support ongoing recruitment analysis. Continue and refine just-in-time communications based on hiring manager feedback and recruitment data.
- **Goal/Outcome 4:** Inventory current employee engagement practices, sustain and further develop and communicate the COCC wellness program, and coordinate with the strategic

planning awards/recognition group and identify at least one additional engagement strategy to adopt this next year.