
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).

III.A. HUMAN RESOURCES

**In order to avoid redundancy and be as concise as possible, the College created a Glossary located in the Appendix explaining the processes and structures of the institution, such as Program Review. These processes and structures referenced in the report are noted with asterisks which are explained in greater detail in the Glossary.*

III.A.1

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:

- The LACCD Human Resources Division (HRD), Board Rules, and the Personnel Commission (PC) collectively guide the hiring process in the District. Faculty and academic administrator hires occur under HRD's purview, whereas non-teaching and other classified positions are overseen by PC (III.A.1-1 through III.A.1-4).
- Faculty hires and selection committees adhere to the state minimum qualifications, LACCD HR Guide, and the District Academic Senate faculty hiring procedures (III.A.1-5 through III.A.1-7).
- Open positions are advertised on the California Community Colleges Registry and other job sites, at local job fairs, and with national professional organizations and local area colleges (III.A.1-8),(III.A.1-9).
- Classified job descriptions are collaboratively reviewed by PC, the District, and applicable unions (III.A.1-10).
- Academic candidates with degrees from non-U.S. institutions must have their degrees evaluated by a certified U.S. credential review service (III.A.1-11).
- The District relies on the Council of Higher Education Accreditation (CHEA) Database to assess classified candidates' degrees obtained from non-US institutions. (III.A.1-12).
- Job descriptions for various positions relate directly to the institution's mission and goals. (III.A.1-13).

Analysis and Evaluation:

The College Mission informs all employee selections: all faculty serve in one or more of the areas of basic skills, preparation for transfer, career and technical education, workforce development, or lifelong learning while support staff and administrators provide direct services to students, support faculty, supplement classroom instruction, or maintain a safe and clean campus.

As mandated by LACCD Board Rule 10304.1, all job announcements include applicable duties and responsibilities; minimum/desirable qualifications and/or licensure requirements; and all necessary knowledge, skills, and/or abilities, including sensitivity to and understanding of the diverse population that the College serves (III.A.1-1 through III.A.1-8).

Job announcements are available electronically on the District website and in hard copy format at the College campus (III.A.1-9). Recruitment for all faculty and administrator positions is done on a national level. Depending on the nature and level of the job, recruitment of classified personnel is done on a local, regional, state, and/or national level (III.A.1-10). Current classified employees may request a transfer by applying for positions in their current or related job classifications.

Faculty selection committees review all eligible applications, conduct interviews with selected candidates, and forward the finalists' names to the College President (III.A.1-8). This President makes the final selection and forwards the hiring packet to the District HRD, which appraises the candidate's minimum qualifications, degrees, and work history, and conducts reference and background checks. Candidates with certification from foreign universities must, at the time of application, provide equivalency documentation issued by a U.S. credential review service (III.A.1-12).

PC is responsible for the development and classification of job descriptions and the recruitment and testing of applicants for classified positions (III.A.1-2),(III.A.1-11). The development of test materials and rating of candidates is managed in consultation with internal and external experts. Furthermore, all applications are screened to ensure adherence to the District's minimum qualifications.

The PC audit unit ensures adherence with all state, District, and PC rules. Following a comprehensive review of all job descriptions in 2012, a five-year review cycle of all classified job descriptions was established to ensure they accurately reflect position duties, responsibilities, and authority. In addition, job description reviews may be initiated at any time by the administration, union, or PC.

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- III.A.1-1 [LACCD Board Rule Chapter X – Human Resources, Article III, 10304.1, Section 2.2 – Selection Policies](#)
- III.A.1-2 [LACCD Personnel Commission Website](#)
- III.A.1-3 [LACCD HR Guide R-000 – Recruitment, Selection and Employment](#)

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- III.A.1-4 [LACCD Board Rule, Chapter X – Article III, Section 10304](#)
 - III.A.1-5 [Minimum Qualifications for Faculty and Administrators in California Community Colleges](#)
 - III.A.1-6 [LACCD Human Resources Guide R-100 – Academic Minimum Qualifications](#)
 - III.A.1-7 [LAMC Academic Senate Faculty Hiring Procedures](#)
 - III.A.1-8 Sample LAMC Job Announcements for [Faculty](#) and [Administrator](#) Positions
 - III.A.1-9 [Sample LACCD Personnel Commission Job Advertisements for Classified Positions](#)
 - III.A.1-10 [LACCD Personnel Commission Job Review Process Flowchart](#)
 - III.A.1-11 [Foreign Degree Equivalency](#)
 - III.A.1-12 [Council of Higher Education Accreditation \(CHEA\) Database of Institutions and Programs](#)
 - III.A.1-13 Refer to [III.A.1-8](#) and [III.A.1-9](#).

III.A.2

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:

- The College’s Academic Senate Faculty Hiring Procedures guide faculty hiring on campus (III.A.2-1).
- LACCD HR Guide HR-000 delineates the requirements and procedures pertaining to the recruitment and selection of academic, classified, and unclassified staff (III.A.2-2).
- Faculty must meet the minimum qualifications established by the State of California (III.A.2-3).
- The development and review of curriculum, as well as the assessment of learning, are included in all faculty job announcements and form an important component of fulltime faculty duties. Adjunct faculty participate in learning outcomes assessment but are not required to develop SLOs (III.A.2-4).

Analysis and Evaluation:

The College Mission, upheld by instructional programs, are carried out by a sufficient number of full time and adjunct faculty, all of whom meet state-mandated minimum qualifications and hold degrees appropriate to their field of instruction. Faculty job descriptions include desirable qualifications and require specific discipline knowledge and teaching expertise (III.A.2-1).

All faculty interview process routinely involve a teaching demonstration, evaluated for content expertise, teaching ability, engagement with the audience, and use of appropriate technology. Curriculum development and revision, as well as the assessment of learning outcomes, constitute an integral part of faculty responsibilities. Discipline experts adhere to curriculum

revision and learning outcomes assessment cycles as set forth by the Curriculum* and Learning Outcomes Assessments (LOAC*) Committees.

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- III.A.2-1 [LAMC Academic Senate Faculty Hiring Procedures](#)
- III.A.2-2 [LACCD HR Guide R-000 – Recruitment, Selection and Employment](#)
- III.A.2-3 [Minimum Qualifications for Faculty and Administrators in California Community Colleges](#)
- III.A.2-4 Refer to [III.A.1-8](#)

III.A.3

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:

- All administrators meet the Academic Service minimum qualifications and hiring requirements in accordance with LACCD Board Rule, Chapter X, Article III, Section 10307 (III.A.3-1).
- LACCD HR Guide HR-000 delineates the requirements and procedures pertaining to the recruitment and selection of academic, classified, and unclassified staff (III.A.3-2).
- PC is responsible for periodic reviews of classified job descriptions and the development of selection procedures (III.A.3-3).
- Performance evaluations provide an opportunity for formative assessments and allow the College to sustain its academic quality and institutional effectiveness:
 - Classified employees are evaluated annually according to the AFT College Staff Guild, Local 1521A contract (III.A.3-4).
 - The performance of department chairs in their managerial capacity is distinct from their faculty evaluations and outlined in the Faculty Guild Collective Bargaining Agreement (CBA) (III.A.3-5). Chairs are elected by full-time faculty within their department for three-year terms and evaluated by their respective deans on an annual basis.
 - The performance review of administrators is addressed in Standard III.A.5.

Analysis and Evaluation:

The appraisal of minimum qualifications, degrees, and work history of applicants is performed by the District HR audit unit for academic administrators and by the District PC audit units for classified managers. The College conducts reference and background checks for classified administrative candidates while the HR audit unit performs this task for prospective academic administrators.

Academic candidates holding degrees from foreign universities must, at the time of application, provide equivalency documents issued by a U.S. credential review service (III.A.3-1),(III.A.3-2). Foreign-issued degrees of classified administrative candidates are verified based on the CHEA

Database of Institutions and Programs Accredited by Recognized United States Accrediting Organizations (III.A.3-3).

The College's dedication to sustained quality and effectiveness is demonstrated by regular performance reviews of administrators and other personnel responsible for educational programs and services. All classified personnel are evaluated on an annual basis by their immediate supervisor. The evaluation of department chairs, delayed in recent years due to a shortage in administrative staff, has been scheduled for the 2015-2016 academic year.

All evaluations are performed with the goal of improving college effectiveness, student success, and academic quality. As such, all performance review forms contain indicators to that effect (Refer to List of Evidence III.A.5-2).

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- III.A.3-1 [LACCD Board Rule Chapter X – Human Resources, Article III, Section 10307](#)
- III.A.3-2 [LACCD Human Resources Guide HR-000 – Recruitment, Selection and Employment](#)
- III.A.3-3 [LACCD Personnel Commission Website](#)
- III.A.3-4 [AFT College Staff Guild, Local 1521A - Article 16 Procedure for Performance Evaluation, page 32](#)
- III.A.3-5 [Los Angeles College Faculty Guild, Local 1521 - Article 19 Evaluation, page 69](#)

III.A.4

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

Evidence of Meeting the Standard:

- The LACCD Board Rule Chapter X, Article III, Section 10305, requires that all degrees, foreign or domestic, are from an approved accredited university (III.A.4-1).
- Academic candidates who have earned degrees from non-U.S. institutions are required to have their degrees evaluated by an approved certified U.S. credential review service (III.A.4-2).
- Classified hires holding degrees from non-U.S. institutions are evaluated based on the previously mentioned CHEA Database. Candidates with degrees omitted from the CHEA Database are required to have their credentials evaluated through a reputable foreign degree evaluation service (III.A.4-3).

Analysis and Evaluation:

Candidates with degrees from non-accredited US institutions are ineligible for interview or employment at the College.

Prospective faculty and administrators who have earned degrees from non-U.S. institutions are required to have their postsecondary transcripts and degrees evaluated by an agency endorsed by the California Commission on Teaching Credentialing Office (III.A.4-2).

Candidates are not eligible for classified employment until a degree equivalency evaluation is received by the Personnel Commission (III.A.4-3).

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- III.A.4-1 [LACCD Board Rule Chapter X – Human Resources, Article III, Section 10305 – The Equivalence Policy for Faculty Qualifications](#)
- III.A.4-2 [Foreign Degree Equivalency](#)
- III.A.4-3 [Council of Higher Education Accreditation \(CHEA\) Database of Institutions and Programs](#)

III.A.5

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:

- The Evaluation Alert System (EASY) sends notifications to supervisors alerting them of their staff’s evaluation timeline (III.A.5-1).
- The evaluation of faculty, academic administrators, classified administrators, and staff is conducted according to each group’s CBA (III.A.5-2).
- LACCD Personnel Commission Rule 702 describes the performance evaluation process for probationary and permanent classified employees (III.A.5-3),(III.A.5-4).

Analysis and Evaluation:

The College uses employee performance evaluations in accordance with applicable CBAs to optimize productivity and promote continuous improvement and institutional effectiveness (III.A.5-2).

Faculty: Tenured and adjunct faculty are evaluated following the procedures set forth in Article 19 of the AFT Agreement. Tenured faculty are evaluated every three academic years, while adjunct faculty receive a formal evaluation before the end of their second semester and at least once every six semesters.

Procedures for the evaluation of tenure track faculty are described in Article 42 of the AFT Faculty Agreement. The tenure review process is rigorous and includes a five-member tenure review committee.

Deans, Associate Deans and Assistant Deans: Evaluations follow the procedures set forth in Article 8 of the Administrators’ Contract. Deans are evaluated no later than 12 months after the start date of their assignment and every year thereafter.

Academic and Classified Administrators: The College President evaluates the Vice Presidents according to District policies, while the District Chancellor evaluates the College President’s performance.

Classified Employees: Evaluations for classified employees, except SEIU Local 721, are conducted yearly by June 30. Unrepresented classified employees, including confidential employees, are evaluated on an annual basis according to District and PC rules (III.A.5-3).

ACTIONABLE IMPROVEMENT PLAN

Despite EASY, some classified employee evaluations have been conducted in irregular cycles. Furthermore, the recent hiring of a large number of deans has created a backlog in administrative performance review. The College will work more closely with its Personnel Office to identify and close gaps in performance evaluations.

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- III.A.5-1 [Screenshot of LACCD Evaluation Alert System \(EASY\)](#)
- III.A.5-2 LACCD Collective Bargaining Agreements:
 - [Los Angeles College Faculty Guild, Local 1521 - Article 19 Evaluation](#)
 - [AFT College Staff Guild, Local 1521A - Article 16 Procedure for Performance Evaluation](#)
 - [Los Angeles/Orange Counties Building and Construction Trades Council – Article 15, Performance Evaluation Procedure](#)
 - [Los Angeles City and County Schools Employees Union, Local – Article 12, Performance Evaluation Procedure](#)
 - [California Teamsters Public, Professional and Medical Employees Union, Local 911 Article 8, Evaluation for Administrators](#)
 - [Supervisor Employees’ Local 721 – Article 11 Performance Evaluation Procedure](#)
- III.A.5-3 [LACCD Personnel Commission Laws and Rules 702 – Performance Evaluation for Probationary and Permanent Classified Employees](#)
- III.A.5-4 LACCD Performance Evaluations Forms for Employees in the Classified Service - [Clerical/Technical](#); [Crafts](#); [Operations](#); and [Classified Supervisors](#)

III.A.6

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.

Evidence of Meeting the Standard:

- Faculty performance evaluations are outlined in the AFT, Local 1521 CBA and incorporate SLO assessments as part of the faculty contractual responsibility (III.A.6-1).

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- The faculty driven SLO initiative has incorporated the values of quality teaching and student achievement into a very effective College assessment model (III.A.6-2).

Analysis and Evaluation:

Since 2010, participation in the SLO assessment cycle and inclusion of SLOs in class syllabi have been incorporated into evaluation forms for all full-time and adjunct faculty.

Academic administrators, while overseeing outcomes assessments through the supervision of faculty, are currently not evaluated in a direct fashion on using the results of the assessment of SLOs.

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

III.A.6-1 [LACCD Faculty Guild, Local 1521, Appendix C, Section II, p. 180](#)

III.A.6-2 [SLO Online System Website](#)

III.A.7

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:

- The College hired 11 probationary faculty in 2014-2015 and has planned for another 12 for 2015-2016 (III.A.7-1),(III.A.7-2). Adjunct faculty are hired as needed to address the instructional/student services needs.

Analysis and Evaluation:

The College employs a sufficient number of experienced and qualified faculty, both full-time and adjunct, to achieve its institutional mission.

Guided by the District Office, the College moves consistently closer to meeting its Faculty Obligation Number (FON) determined by the state of California. Approval of permanent faculty hires occurs through the Program Review, Faculty Hiring Prioritization, and Budget and Planning process. The President, in consultation with the Chancellor and Academic Senate, makes the final determination of how many full-time faculty will be hired each year. Despite several years of budget reductions, the College has remained compliant with the District Allocation Model and the state-mandated Faculty Obligation Number (FON) (III.A.7-2). The number of adjunct faculty often fluctuates to accommodate ebbs and flows in enrollment.

The College currently employs 86 full-time and 282 adjunct faculty. The low full-time to part-time faculty ratio poses a number of challenges, including sustained participation in shared governance. According to the fall 2014 Faculty and Staff Survey, only one-third of

respondents agreed or strongly agreed that “There are enough qualified faculty with full-time responsibility to the College.” The District is attempting to address these needs in part by revising the District Allocation Model to provide additional funds to support full-time faculty positions. In fall 2014 the District instructed the College to hire 12 tenure-track faculty for 2015-2016 to comply with the state mandated Faculty Obligation Number (FON).

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

III.A.7-1 [2014-2015 LAMC Probationary Faculty Positions Filled](#)

III.A.7-2 [LACCD Allocation Model for Los Angeles Mission College](#)

III.A.8

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:

- A New Faculty Orientation is scheduled at the start of each fall semester (III.A.8-1).
- Department chairs provide guidance to adjunct faculty in the development of syllabi and the assessment of SLOs (III.A.8-2).
- Adjunct faculty receive a formal evaluation before the end of their second semester and subsequently at least once every six semesters of employment (III.A.8-3).
- The Eagle’s Nest extends professional development to all faculty through technical assistance, online resources, workshops, and in-person training sessions (III.A.8-4).

Analysis and Evaluation:

The New Faculty Orientation typically consists of a campus tour, an orientation on college policies and administrative procedures, and the introduction of new employees to key college personnel (III.A.8-1).

Performance reviews of adjunct faculty include administrative, student, self, and peer evaluations. Department chairs coordinate and oversee adjunct evaluations (III.A.8-3).

In spring 2015, the Eagle’s Nest has sponsored 16 professional growth opportunities to support all faculty (III.A.8-4).

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

III.A.8-1 [Fall 2015 New Faculty Orientation Agenda – 8/25/2015](#)

III.A.8-2 [Student Learning Outcomes Annual Summit – 11/6/2015](#)

III.A.8-3 [Los Angeles College Faculty Guild, Local 1521 – Article 19 Evaluation](#)

III.A.8-4 [LAMC Eagle’s Nest Website](#)

III.A.9

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:

- LACCD employment guidelines are set forth by HRD for faculty and academic administrator hires, and by the Personnel Commission (PC) for all others (III.A.9-1),(III.A.9-2).
- The fall 2014 Faculty and Staff Survey solicited the campus' response to: *“There is a sufficient number of classified staff to support the College’s Mission and purpose”* (III.A.9-3).
- Since fall of 2014, the College has filled 12 classified positions (III.A.9-4).

Analysis and Evaluation:

The College maintains a sufficient number of qualified staff to support the instructional, technological, physical, and administrative operations of the institution. The LACCD Board of Trustees and the Personnel Commission ensure that all state requirements and District policies are met relative to faculty and classified staff employment (III.A.9-1),(III.A.9-2). See III.A.1.

According to the LAMC 2014 Faculty and Staff Survey, only 36 percent of survey respondents agreed or strongly agreed that: *“There is a sufficient number of classified staff to support the College’s Mission and purpose”* (III.A.9-3).

As indicated in the 2013 Follow-Up Report to the ACCJC, the College determined that the Student Services division was understaffed and did not adequately meet students’ needs. To correct this gap, the College undertook an overall assessment of its student support services offerings to determine the full scope of services it needs to offer to meet the diverse needs of its students as well as all federal and state requirements. Throughout the fall 2013 and spring 2014 terms, the College conducted several research activities to determine the full scope of services it needs to offer to meet the diverse needs of students. One area in particular was adequate staffing levels. Based on the findings the College developed an action plan which resulted in filling many staffing positions that enabled the division to deliver an acceptable and sustainable level of service to students. The College needs to re-assess the staffing levels in Student Services in order to determine if they are meeting performance goals (III.A.9-4), (This topic will be further explored in the Quality Focus Essay).

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- III.A.9-1 [LACCD Board Rule Chapter X – Human Resources, Article III, 10304.1, Section 2.2 – Selection Policies](#)
- III.A.9-2 [LACCD Personnel Commission Website](#)
- III.A.9-3 [Fall 2014 LAMC Faculty and Staff Survey Results, page 38](#)
- III.A.9-4 [2014-2015 LAMC New Classified Hires](#)

III.A.10

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:

- Five key administrator positions have been filled since the last ACCJC visit in April 2014 (III.A.10-1),(III.A.10-2a-d).

Analysis and Evaluation:

Since the last ACCJC team visit in April 2014, the College has filled key leadership positions. In academic affairs, two permanent deans and one interim dean have been added to the ranks. A fourth dean overseeing Career and Technical Education retired in July 2015 and her position was advertised in fall 2015. The administrative structure in Student Services has been expanded to include a new dean of Student Success and an associate dean of Disabled Student Programs and Services

The quantity and quality of administrative leadership demonstrates a commitment to effective leadership and services in support of the College's Mission, Vision, and Purpose (III.A.10-1), (III.A.10-2a-d). For further details, please refer to standards III.A.1 and III.A.9.

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- III.A.10-1a [Deans of Academic Affairs Notice of Intent](#)
[Deans of Academic Affairs Job Announcement](#)
[SAP Screenshot for Deans of Academic Affairs](#)
- III.A.10-1b [Dean of Student Success Notice of Intent](#)
[Dean of Student Success Job Announcement](#)
[SAP Screenshot for Dean of Student Success](#)
- III.A.10-1c [Associate Dean of Disabled Student Programs and Services Notice of Intent](#)
[Associate Dean of Disabled Student Programs and Services Job Announcement](#)
[SAP Screenshot for Associate Dean of Disabled Student Programs and Services](#)
- III.A.10-1d [Interim Dean of Academic Affairs Notice of Intent](#)
[Interim Dean of Academic Affairs Job Announcement](#)
[SAP Screenshot for Interim Dean of Academic Affairs](#)

III.A.11

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 Human Resources and Personnel Guides, and LACCD Board Rules pertaining to personnel policies are available on the District website (III.A.11-1),(III.A.11-2), (III.A.11-3).

- The District Personnel Commission laws and rules are posted on the Personnel Commission site (III.A.11-4).
- The LACCD Employer-Employee Relations (EER) website includes publications on contract negotiations, employee discipline, best practices guides, fair and equitable hiring, disciplinary issues, and consequences for violations (III.A.11-5),(III.A.11-6).

Analysis and Evaluation:

The College’s personnel policies and procedures adhere to the LACCD Personnel Guides, LACCD Board Rules, LACCD HRD guidelines, LACCD Personnel Commission Laws and Rules, and the faculty and administrators’ CBAs (III.A.11-1 through (III.A.11-4). To ensure fair employment procedures, all hiring committees include an Equal Employment Opportunity (EEO) officer.

The District Office of Diversity, Equity, and Inclusion handles issues pertaining to sexual harassment, gender equity, accommodation of the disabled, complaint resolutions, and conflict resolution regarding equal employment and fair hiring practices (III.A.11-5).

The EER department’s duties include contract interpretation and administration, disciplinary action, change management, conflict resolution, supervisory and management techniques, performance management, and information on extended medical leaves and ADA issues. The EER reviews and oversees campus processes and provides a system of checks and balances to ensure the equitable and fair handling of disciplinary issues (III.A.11-6).

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- III.A.11-1 [LACCD Human Resources Guides](#)
- III.A.11-2 [LACCD Personnel Guides](#)
- III.A.11-3 [LACCD Board Rule Chapter X – Human Resources](#)
- III.A.11-4 [LACCD Personnel Commission Laws and Rules](#)
- III.A.11-5 [LACCD Employer-Employee Relations Website](#)
- III.A.11-6 [LACCD Employer/Employee Relations Handbook](#)

III.A.12

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:

- The College adheres to the LACCD Non-Discrimination Policy, published in the College catalog, schedule of classes, and employment advertisements (III.A.12-1).
- The LACCD Office for Diversity, Equity and Inclusion promotes diversity and equal employment opportunities throughout the District (III.A.12-2).
- The LACCD sponsors an Employee Assistance Program (EAP) for all nine colleges (III.A.12-3).

Analysis and Evaluation:

The College regularly highlights its commitment to diversity in its interview questions and strictly adheres to equitable hiring practices by including an EEO representative in all hiring committees and requiring all search committee members to sign a non-discriminatory policy prior to reviewing applications (III.A.12-1),(III.A.12-2).

The collective bargaining units' grievance representatives often mediate between the College administration and their members to address personnel complaints pertaining to fairness or diversity.

All college employees are encouraged to attend Employee Assistance Program (EAP) workshops, many of which include topics on diversity (III.A.12-3).

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- III.A.12-1 [LACCD Prohibited Discrimination and Harassment Policy, Chapter XV, Section 15001](#)
- III.A.12-2 [LACCD Office for Diversity, Equity and Inclusion Website](#)
- III.A.12-3 [LACCD Employee Assistance Program \(EAP\) Website](#)

III.A.13

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

Evidence of Meeting the Standard:

- All faculty must adhere to the Faculty Code of Conduct of the Academic Senate (III.A.13-1).
- The College's Code of Conduct was reaffirmed by the College President in 2014. In addition, the College established an Anti-Bullying Pledge in 2012 (III.A.13-2).
- LACCD Board Rule 1204.13 outlines standards of ethical behavior for all employees (III.A.13-3).
- The Classified Employee Handbook delineates requirements pertaining to proper workplace behavior (III.A.13-4).
- LACCD HRD Employer-Employee Relations Handbook outlines prescribed disciplinary actions in response to code of conduct violations (III.A.13-5).
- The LACCD Discrimination Policy prohibits discrimination against any student, faculty, or staff member (III.A.13-6).

Analysis and Evaluation:

The College expects all personnel to uphold a high level of respect and professionalism toward fellow employees and students and observe all applicable codes of conduct (III.A.13-1), (III.A.13-2),(III.A.13-3). Mandatory annual sexual harassment trainings keep all College employees abreast of sexual harassment policies (III.A.13-6).

Disciplinary actions in response to faculty code of conduct violations include notices of unsatisfactory conduct, demotions, suspensions, or dismissal. District employees are also expected to adhere to ethical standards specified in the District Board Rules (III.A.13-3). Moreover, classified employees must observe the standards of conduct featured in the Classified Employee Handbook (III.A.13-4).

The executive staff and supervisory units are obligated to investigate and respond to instances of suspected ethics violations. In the event of a violation, EER is consulted to begin the disciplinary process or provide alternative solutions to resolve the issue. If EER determines that there is just cause, progressive levels of discipline, up to and including termination, are implemented (III.A.13-5).

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- III.A.13-1 [LAMC Academic Senate Faculty Code of Conduct Statement](#)
- III.A.13-2 [LAMC Anti-Bullying Pledge](#)
- III.A.13-3 [LACCD Board Rule Chapter I, Article II, Section 1204.13 – Code of Conduct](#)
- III.A.13-4 [LACCD Personnel Commission Classified Employee Handbook](#)
- III.A.13-5 [LACCD HRD Employer-Employee Relations Handbook](#)
- III.A.13-6 [LACCD Discrimination Policy](#)

III.A.14

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:

- The professional and staff development committee, along with the Eagle’s Nest*, coordinate activities and provide resources in support the mission and goals of the College (III.A.14-1),(III.A.14-2). In addition, the committee publishes a schedule of workshops with topics ranging from pedagogical approaches to general skills development (III.A.14-3).
- The Professional Growth Committee of the Academic Senate support faculty attendance at conferences and workshops (III.A.14-4).

Analysis and Evaluation:

The faculty flex coordinator is in charge of keeping records of faculty professional development activities and submitting annual flex reports to the State Chancellor’s office (III.A.14-1 through III.A.14-4).

The effectiveness of activities and workshops is evaluated by way of surveys and new topics scheduled based on their results.

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- III.A.14-1 [LAMC Professional and Staff Development Committee Website](#)
- III.A.14-2 [Eagle's Nest Website](#)
- III.A.14-3 [LAMC Professional & Staff Development Calendar of Activities](#)
- III.A.14-4 [LAMC Professional Growth Committee Website](#)

III.A.15

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:

- The District HRD maintains personnel paper files containing employees' work history, original employment application, performance evaluations, leave of absence and transfer requests, notices of outstanding or unsatisfactory performance, as well as the employee responses, resignations and reinstatement requests (III.A.15-1).
- The District EER office maintains paper files on disciplinary actions, poor performance evaluations, written forewarnings and notices, letters of reprimand, demotions, and dismissal notices. These files are kept under lock and key in the EER office and access is limited to specific EER or District HRD staff (III.A.15-2).
- The College maintains duplicate personnel files in the Personnel Office. These files are held under lock and key and solely accessible by the College's personnel staff (III.A.15-3).

Analysis and Evaluation:

LACCD employees are allowed to review their personnel files by scheduling an appointment with the specified District HRD or EER staff. Employees are permitted a limited amount of time to review their files but may obtain copies of their documentation (III.A.15-1), (III.A.15-2).

The College maintains a second set of personnel files and make those available to employees upon request. Furthermore, electronic personnel records are housed in the Systems Applications and Products (SAP) HR system and available to employees through the Employee Self-Service Portal (III.A.15-3).

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- III.A.15-1 [LACCD Human Resources Website](#)
- III.A.15-2 [LACCD Employer-Employee Relations Website](#)
- III.A.15-3 [LAMC Personnel Office Website](#)