DISTRICT-WIDE DECISION MAKING

Overview

Because of its size, geographic reach, and the scope of its operations, the District has evolved a number of complex interrelated processes to facilitate decision making related to the formulation of district policies and administrative procedures. Processes involving issues relevant to areas of faculty and student concern are structured to maximize consultation with these groups. Processes that primarily involve the coordination of administrative services or operations are designed to maximize inter-college cooperation. In all, there are five different processes through which district-wide decision making occurs within the LACCD related to the development of policies and procedures:

1. Through direct consultation with constituency groups
2. Through representation on district-level governance committees
3. Through the “Internal Management Consultation Process”
4. Through the Human Resource Guide development process
5. Through the Personnel Commission and its processes

Direct Collegial Consultation

In compliance with Assembly Bill 1725 and California Code of Regulations Title 5 §53200, 51023.5, and 51023.7, and as specified within the Board Rules (Chapter XVIII, Articles I & II), the Los Angeles Community College District seeks to “ensure faculty, staff, and students the opportunity to express their opinions at the campus level and to ensure that these opinions are given every reasonable consideration” in the formulation of recommendations to the Chancellor and the Board of Trustees on all issues related to District-wide policy, planning, and resource allocation decision making. One of the most robust forms of collegial consultation within the LACCD occurs by means of direct consultation. As described earlier, the following major constituency groups meet on a regular basis and as needed with the Chancellor or his or her designee(s) to address matters of mutual concern:

- The District Academic Senate
- The Student Trustee
- The AFT Faculty Guild, Local 1521
- The AFT Staff Guild, Local 1521A
- The California Teamsters Public, Professional and Medical Employees Union, Local 911
- The Supervisory Employees’ Union, S.E.I.U. Local 721
- The Los Angeles City and County Schools Employees, Local 99
- The Los Angeles/Orange County Buildings & Construction Trades Council

In addition, the above-mentioned groups are offered opportunities to address the Board of Trustees directly from the Resource Table during the public session of each monthly Board meeting.
Overview of District Governance Committees

In addition to direct collegial consultation, district-wide constituency groups also provide input in the development of district-level policy and procedures and district-level operational decision making through five district governance committees. Reporting directly to the Chancellor and the Board of Trustees and typically meeting on a monthly schedule, these committees include:

The District Planning Committee (DPC)

The DPC brings together staff from the District’s Division of Institutional Effectiveness with faculty and administrators involved in the planning efforts and research offices of the nine colleges. It is responsible for overseeing the development and assessment of the District Strategic Plan, for monitoring progress toward district-wide strategic plan goals and objectives, for coordinating district and college planning and accountability processes, and for facilitating the sharing of institutional effectiveness best practices across the District.

The District Budget Committee (DBC)

The DBC includes representatives of District Administration, the Chancellor’s Cabinet, the District Academic Senate, the college senates, the unions, and the ASO. It is responsible for overseeing the development of the District’s annual budget, for setting annual FTES targets, for monitoring college debt reduction efforts and for making recommendations on district-wide fiscal policies.

The Student Success Initiative Committee (SSIC)

Established in fall 2005, the LACCD Student Success Initiative is a joint effort of the LACCD administration and the District Academic Senate aimed at improving student learning and student success outcomes at all LACCD colleges. The SSI was created in direct response to concerns raised by the District Academic Senate and the Board of Trustees about student achievement and student success rates at all levels across the District. The overarching purpose of the Student Success Initiative is to create an effective district-wide "network" of faculty, administrators and staff dedicated to improving student success.

The Joint Labor/Management Benefits Committee (JLMBC)

The JLMBC includes District and college-level administrative representatives and representatives of all collective bargaining groups. It is responsible for selecting, reviewing, and monitoring the effectiveness of the District’s health benefits plans.

The District Technology Planning and Policy Committee (TPPC)

Newly created in spring 2010, the TPPC includes District and college-level administrative, faculty, and staff representatives working in instructional and administrative technology. It is responsible for creating and monitoring the District Technology Plan and for making recommendations on all district-wide policies and procedures related to administrative, and instructional, and student support-related technology systems.
The Internal Management Consultation Process

Established in 1995 through Chancellor’s Directive Number 70, the Internal Management Consultation Process was designed to facilitate an orderly process for identifying, considering, and acting upon operational and policy matters which affect all colleges in the District simultaneously. It is meant to guarantee consultation across and among related district-level committees and to assure that all consultation groups have the opportunity for input and are informed about all proposed changes in district-level administrative and operational policies and procedures. The Internal Management Consultation Process is built on the principle of systematic recursive review of recommendations between councils and committees involved in the LACCD consultation hierarchy, from the level of college and district-wide coordinating committees, through administrative (VP) councils, District Senior Staff and the Chancellor’s Cabinet:

Within the Management Consultation Process, policy or procedure-related recommendations are routed from the point of origin to the appropriate VP Council, which shares them with its two counter-part councils. Once all councils have reviewed and amended a recommendation, it is forwarded to Senior Staff for transmission to the Cabinet and the Chancellor before being
forwarded to the Board for action. If it is not approved at any of these stages, it is returned to the
originating body. Recommendations originating at the VP level are shared among the three
councils and forwarded to the appropriate committees for comment. Once reviewed and
amended, they are returned to the VP Councils for final comment before being forwarded to
Senior Staff, the Cabinet, and the Board for action.

The Human Resource Guide Development Process

The District’s Human Resources Council (HR Council) plays a critical role in district-wide
decision making related to operational procedures involved in all aspects of human resources
management. Reporting to the Chancellor’s Cabinet and meeting on a monthly schedule, the HR
Council includes two college presidents, two representatives from each VP Council, the
Personnel Director of the District’s Personnel Commission, the Senior Associate Vice
Chancellor of Human Resources, the Associate General Counsel, and five additional HR
Division staff members. The HR Council serves as a clearinghouse for all proposed changes in
HR procedures originating from the VP Councils and the Personnel Commission. It also serves
as a consultative body on other HR issues with district-wide import or application. Examples of
the procedures and issues consulted within the HR Council include the following:

- Departments & Org. Hierarchy
- Employee Subgroup
- Payroll Area, Wage Types & Pay Scales
- Recruitment, Selection, & Employment
- Academic Minimum Qualifications
- Faculty Equivalency
- Faculty Substitutes & Special Assignments
- Tuition Reimbursement
- Athletic Directors & Coaches
- Student Employees
- Employee Assignment
- Work Schedule & Overtime, etc.
- Additional Assignments
- Resignation & Retirement
- Leave of Absence
- Derogatory Communications

Once consulted, proposals for procedural changes are codified and published in the form of
Human Resources Guides (see http://www.laccd.edu/faculty_staff/extranet2/hr_guides.htm).
The Personnel Commission

As established within Article 4, Chapter 4, Sections 88060 through 88139 of the California State Education Code, the Personnel Commission administers the Merit System of the Los Angeles Community College District. The Merit System is a personnel system that provides for the selection, retention, and promotion of classified employees on the basis of individual merit and fitness demonstrated by competitive examinations and performance. The Personnel Commission is composed of three commissioners. Their term of office is three years with one seat being appointed each year. Members of the Personnel Commission are appointed by the State Chancellor based on the recommendation from the Board of Trustees. All policy and procedural decisions of the Personnel Commission are made during public Commission meetings, held on the second and fourth Thursdays of the month.

The Personnel Commission is responsible for decision making related to the following:

- Establishing, maintaining and implementing a job classification plan to include all positions within the classified service
- Conducting salary surveys and establishing salary rates
- Developing and administering examinations and establishing employment eligibility lists
- Establishing employment policies and rules to implement the Merit System provisions of the Education Code and other laws necessary to ensure the efficiency of the classified service
- Auditing and certifying that employees have been employed in accordance with the rules of the Personnel Commission and related law and District policy
- Conducting appeals of administrative actions, such as demotions, suspensions, and dismissals
- Conducting investigations into Merit System matters as prescribed by the Education Code