



Maricopa County Community College District Governing Board Minutes May 11, 2015

A Special Session of the Maricopa County Community College District Governing Board was scheduled to be held beginning at 6:00 p.m. at the District Support Services Center, 2411 West 14th Street, Tempe, Arizona, pursuant to A.R.S. §38-431.02, notice having been duly given.

GOVERNING BOARD

Tracy Livingston, President
Johanna Haver, Secretary
Doyle Burke, Member
Alfredo Gutierrez, Member
John Heep, Member
Jean McGrath, Member
Dana Saar, Member

ADMINISTRATION

Rufus Glasper
Maria Harper-Marinick
Debra Thompson
LaCoya Shelton-Johnson

CALL TO ORDER

The Special Session was called to order at 6:05 p.m. President Tracy Livingston introduced Vice Chancellor for Human Resources, Mrs. LaCoya Shelton-Johnson, who presented on ONE Maricopa Workforce—the consolidation of the existing five staff employee groups into one. Its purpose is to operate as ONE workforce that is no longer divided by labels and divergent interests and will be focused solely on a single employee population within the workforce.

ONE MARICOPA WORKFORCE

Employees have more commonalities than differences when it comes to what qualities create a positive employment experience. In the current state, MCCCDC has five employee groups: Crafts; Maintenance and Operations (M&O); Management, Administrative, and Technical (MAT); Professional Staff Association (PSA); and Public Safety. Each has its own council, rules of operation, meeting schedule, voting processes, and types of non-medical benefits. Wages and benefits are not negotiated, because MCCCDC understands that basic needs must be met in order to create and sustain a high performing workforce. Instead, negotiations focus on those aspects that influence performance. HR uses the Interest-based approach to Collaborative Policy Development (CPD).

The ONE Maricopa Workforce is not:

- Automatic elimination of property interests (due process, grievance, and appeal rights)
- Removal of employee benefits
- Elimination of professional growth or employee participation in committees
- Elimination of the function of employee groups

The ONE Maricopa Workforce is grounded in ONE Maricopa and follows the same philosophy which is fueled by a commitment to student success and predicated on the belief that we are all part of one great system and that together we can be more effective and efficient in serving our communities.

In the 2015-2018 Human Resources Strategic Plan, there are five goals, each one focused on core HR/workforce infrastructure issues with an overarching goal to stabilize and modernize the Human Resources System. Specifically, HR Strategic Plan Goal Four is to develop a ONE Maricopa Workforce strategy in support of ONE Maricopa. This will be accomplished by assessing MCCCDC's employee group model and creating a plan (Summer 2015); creating a culture of accountability by implementing a district-wide performance management system for all staff employees at Maricopa (Fall 2015); improving ADA implementation for MCCCDC employees, facilities, and technologies beyond compliance in order to be effective, inclusive, and fiscally accountable (Fall 2015); and providing access to information resources used by division and department chairs throughout Maricopa (Fall 2015).

The benefits of a ONE Maricopa Workforce include: furthering the reality of ONE Maricopa; reducing perceptions of different employees being valued differently due to the separations of the employee groups; enabling employees, as a collective body, to leverage their voice to affect positive change; and eliminating confusion, inconsistency, and the massive amount of time spent resolving matters resulting from divergent policies and practices due to multiple policy appendices. Employees can aspire to specific skills, abilities, and competencies within a particular area of expertise rather than aspiring to achieve a label and it lays a foundation for other critical HR/workforce related improvements (i.e., culture of accountability through Performance Management and Classification / Compensation).

The future desired state would be comprised of ONE employee council with the ability to represent the interests of employees regardless of classification or grade. Employee group representatives' roles, responsibilities, conduct, and organizational expectations will clearly be established and onboarding and training will be provided regarding how to advocate for interests and fulfill the employee representative role. MCCCCD will continue the Collaborative Policy Development ("All-CPD") with modifications to the process and it will remain grounded in the Interest-Based methodology.

The transformation will be spearheaded by the ONE Maricopa Workforce (OMW) committee comprised of all current employee group leaders, a project manager, a change manager, a communications coordinator, and some staffers (all current MCCCCD employees). The committee will use an interest-based, collaborative approach to designing the new model. "Interests" have been gathered from employees and they are currently being inventoried. The initial timeline targeted July/August. The timeframe will be modified to ensure adequate time has been allowed to work through all the details of the transformation. A communications strategy has been implemented consisting of weekly emails containing updates and next steps; ONE Maricopa Workforce webpage; FAQs published regularly; and discussions with various groups of employees. Next steps will include designing the model; identifying what must be in place in time for implementation (i.e., policy changes) and what modifications can be phased over time; breaking off into subcommittees to work on major areas of the transformation; and continuing communications.

THINGS FOR CONSIDERATION

Some Board members expressed some concerns at combining the different groups into one entity because it stood to reason that the groups evolved over time because they had different roles and different needs. It seems unrealistic to some to create a homogenous environment. Additionally, if you collapse the groups, the new group may not be representative of all members. MCCCCD chances losing input from some groups. There was a fundamental objection to the idea of consolidating the groups into one for fear that specific issues, which affect only certain groups, could be glossed over or lost completely in the new model. The new model must maintain the integrity of listening to its groups' unique perspectives.

Questions for Follow-Up

- What are the cost savings to making training streamlined (i.e., onboarding)?
- What are the common issues being presented?
- What is the driving force behind this change?

ADJOURNMENT

The Special Session was adjourned at 7:16 p.m.