



**MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT
GOVERNING BOARD WORK SESSION
OCTOBER 2, 2012
MINUTES**

A Work Session of the Maricopa County Community College District Governing Board was scheduled to be held at 6:00 p.m. at the Rio Conference Center at Rio Salado College in Tempe, Arizona, pursuant to A.R.S. §38-431.02, notice having been duly given.

PRESENT

GOVERNING BOARD

Doyle Burke, President
Dana Saar, Secretary
Randolph Lumm, Member

Absent:

Don Campbell, Member
Debra Pearson, Member

ADMINISTRATION

Rufus Glasper
Andrea Buehman for Maria Harper-Marinick
Nikki Jackson
Angela Genna for Anna Solley
Lee Combs
Ernie Lara
Gene Giovannini
Todd Simmons for Chris Bustamante
Linda Lujan
Greg Rogers for Irene Kovala
Shouan Pan
Jan Gehler
Paul Dale
Shari Olson

Absent:

George Kahkedjian
Debra Thompson
Steve Helfgot

BOARD WORK SESSION – HR Strategic Focus

CALL TO ORDER

Governing Board President Doyle Burke called to order the work session on the HR Strategic Focus at 6:02 p.m. He then turned the work session over to Vice Chancellor of HR Nikki Jackson.

**INTRODUCTION &
OVERVIEW**

Vice Chancellor Jackson stated she was excited to have this opportunity to talk about what is happening in HR. She stated it was important for her to share where HR had come from and where they are going. There is a new way, there is an HR that was and an HR that is. The evening's agenda would include the following:

- Link to Board Priorities
- Division Dialogues
- H.O.A.
- Questions, Thoughts, Reactions

Vice Chancellor Jackson provided an overview of the District HR. She stated that there were 60 HR Practitioners in four separate departments (HR Solutions Center, CHRISP, CEOD, and HR Administration). Added as new departments this year were EEO/AA and Employee Well-Being. In addition, there were 60 or so more practitioners at the colleges with various structures and responsibilities that reported to the Vice Presidents of Administrative Services. She stated in the past year there had been a focus on two things which had been ignored in the past. On a priority standpoint, there was a need to establish order, structure, and standards. She indicated there was no leadership, clarity on roles, what they did and it was carried out. HR needed a belief system, who is HR to HR?, and a need to establish their value and what they are supposed to be doing. With the new structure which they have attempted to accelerate, they put in place stability which denotes confidence. This was fragmented in the past. The following things were needed from HR:

- New employee policies (in the past they had a life of their own). They were not reconcilable to what the Chancellor wants to deliver to students. They became a distraction.
- New approaches to decision making and conflict resolution
- Assistance and guidance in getting to “yes”
- Radically simple employee life cycle transactions (not rigidly anchoring to a book, policy, or statutes.)
- Consistency and competence. Other framework from which we can guide our customers. Basic things that employees should be delivering to the enterprise. Bring simplicity and speak clearly.

Last year the HR Customer Service Team developed the Role Statement and Guiding Principles. They introduced new language and nomenclature. They filled all open leadership roles with emphasis on transformational modeling versus technical background. They now have quarterly HR extended leadership meetings, monthly HR operations council meetings, bi-annual HR summit meetings, they have two HR “intranet” websites, HR Onboarding and HR Convocation. The new structure includes defined service and contribution areas.

Ms. Jackson read the HR Role Statement and Guiding Principles which are as follows:

Role Statement: The role of Human Resources is to provide knowledge, counsel and services to help MCCCDC attract, develop, and retain a talented, diverse workforce.

Guiding Principles:

- We work collaboratively and share ideas to provide seamless and consistent customer service.
- We foster relationships on trust by delivering consistent customer resolutions that inspire confidence and credibility.
- We are accountable to ethically utilize our resources in an efficient and effective manner.
- We embrace and promote an inclusive environment where everyone is treated with fairness and respect.
- We encourage innovation and creativity through an open exchange of ideas, progressive thinking and responsible risk taking.
- We demonstrate and advocate for value added personal and professional development.

Ms. Jackson informed the group that the organization had been introduced to IBN as both a means for policy development, conflict resolution and decision making. They defined a consulting team for the purpose of providing consulting to college. They are looking at what areas are more vulnerable.

Ms. Jackson explained that the changes made are consistent with two of the Chancellor's Policies:

2.2 Treatment of Faculty and Staff

- Advancing Leadership Principles.
- How we hire and how we service
- Orientation around how to perform
- People matter and development matters

2.7 Staff Compensation and Benefits

- New Well-Being Program under Michelle Hamm

DIVISION DIALOGUES

Division Dialogues

HR ADMINISTRATION

Kathy Brooks, District Director of HR Administration, came forward to explain the areas that report to this division. They are Benefits, Compensation, Strategic Staffing, HR Information Systems. Their

strategic priorities include: hiring process revamp with emphasis on diversity recruiting, classification and compensation study, and standardized adjunct faculty hiring process.

Ms. Brooks also reported on their accomplishments which included:

- Assembled compensation team with two seasoned compensation analysts
- Strategized with Faculty of Color team to set the plans for this year's participation in job fairs, etc.
- New Hire process revamp
- I-9 Audits complete at all colleges with a full report to each college on findings. Additional training to be conducted.
- Finalized guide/plans for managing personnel files at MCCCDCD
- 9.1 PeopleSoft upgrade completed
- Revamped Hiring Process Outcomes
- Identified future state of compensation department

**HR SOLUTIONS
CENTER**

Jim Bowers, District Director of HR Solutions Center, indicated the areas responsible in this division were HR Compliance, Resolutions, Inclusion and Diversity. Their strategic priorities included:

- Interest Based Negotiations – Common Staff Policy Development
- Single web-based Staff Policy Manual
- IBN Facilitator Community for conflict resolution and decision making
- Simple and effective Performance Management process and tool
- Radically simplified leaves management process
- Simplification of employee status categories

Mr. Bowers described his division's accomplishments:

- Led Administration team in All CPD negotiations
- Staff Policy Manual completion
- Established trained IBN facilitator community
- Launching an ongoing and meaningful performance management system and intuitive electronic performance evaluation tool
- Implementing consultative service model with college and district customers
- Implementing business partner liaison role and relationship model with college and district customers

**CENTER FOR
EMPLOYEE AND
ORGANIZATIONAL
DEVELOPMENT**

Pat Honzay, District Director of Center for Employee and Organizational Development, explained that her division included the following three areas: Employee and Organizational Learning, Technology Training Services, and Wellness. Strategic priorities include: Leadership Foundations, Career Pathing and Succession Planning.

Accomplishments include:

- 418 EOLT workshops/10,857 total course completions

- Successful launching of Leadership Foundations Mandatory training
- Maricopa Learns Through Service – Community Project
- Professional Growth Application Process
- Creative Pathways Internship Application Process
- Technology Training in HRMS Upgrade and Google Mail
- Smoking Cessation and Health Screenings

CHRISP

Josh Mackey, District Director of Center for HR Innovation, Strategy and Planning, explained that the vision for CHRISP was to have an integrated department that is the bridge for Maricopa HR to each other and the external world. It provides infrastructure, communication, tools and support to Maricopa HR. Strategic priorities include:

- HR communications and internal/external website
- HR and employer brand
- HR benchmarking and best practices
- All HR meetings
- HR development
- HR technology planning

Accomplishments for CHRISP included launching of two HR intranet sites, one HR campaign and HR branding standards, 2012 HR summit, society of HR Management (PHR certification), partnership with University of Phoenix to develop HR Leadership Development Series, introducing Consulting Models for all HR.

**CONCLUDING
REMARKS**

In conclusion, Ms. Jackson spoke about H.O.A., Hope, Order, and Accountability. Hope includes trust and transparency, communications, belief in employer, interest in employment, and connection to Mission/Brand. Order encourages fighting fair and handling disappointments maturely, challenging the tendency to usurp and circumvent, honoring the process, particularly that which has been “brokered”, redirecting to appropriate channels for resolution, and establishing role clarity and decision-making protocols. Accountability is not synonymous with punishment. It is the acknowledgement and assumption of responsibility for actions within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences.

ADJOURNMENT

The Work Session concluded at 7:40 p.m.

Dana G. Saar
Governing Board Secretary