



**Governing Board's  
Human Resources Advisory Committee**

March 3, 2022

3:00 pm

<https://pima.zoom.us/j/94542353352>

Meeting ID: 945 4235 3352

Dial-in: (669) 900 6833

**Meeting Notice and Agenda\***

**General Matters**

1. Call to Order

**Reports and Feedback**

2. HR Department Strategic Alignment
3. Employment Division Development
4. Classification/Compensation Study Update
5. Performance Evaluation Draft Proposal
6. Effective Remote and Flexible Work Initiatives/Programs

**Committee Member Comments**

**Future Agenda Items**

**Action Item**

Additional Committee members

**Next Meeting:**

TBD Via Doodle Poll

**\*Option to recess into executive session** – Pursuant to A.R.S. 38-431.03(A)(2) the Committee may vote to go into executive session for discussion or consideration of records exempt by law from public inspection, including the receipt and discussion of information or testimony that is specifically required to be maintained as confidential by state or federal law.

**Additional Information** – Additional information about the above agenda items is available for review on the College's [website](#).

\*\*The Committee reserves the right to change the order of agenda items.

To request a reasonable accommodation for individuals with disabilities, a minimum of five (5) business days before the event is requested. Contact Phone: (520) 206-4539 Fax: (520) 206-4567.

Members of the Committee may participate by telephone, video conferencing.

#### **VIRTUAL MEETING**

Following the guidance of public health officials, the College has closed its facilities to the public and allows only restricted access for essential personnel to promote social distancing and limit the spread of the coronavirus.

Accordingly, the Human Resources Advisory Committee will conduct this meeting through remote technology only. Members of the public interested in following the proceedings may do so via Zoom webinar.

# Pima Community College

Talent Acquisition and Employee Relations Team



- **Talent Acquisition Team - 4 Team Members** *(2 new as of 2021)*
  - Case Management approach to servicing our clients (Pro-active vs. Reactive)
  - Develop PCC Employer brand & create opportunities for visibility
  - Source, Recruit, Select and Onboard New Hires
  - Focus on new D & I practices
  - Implement a robust and focused Onboarding program
  - Support an exemplary candidate experience at every stage of the process
  - Promote, encourage, and support horizontal and vertical movement of internal talent in order to create learning and growth opportunities for existing employees
  - Assists in the development of process improvement by partnering with other functional areas of the College such as Faculty Affairs, FWS Program, Class & Comp.

- **Employee Relations Team- 3 Team Members** *(2 new as of 2022)*
  - Over 50 years HR and ER experience
  - Title IX Coordinator and Employment Investigator
  - Case Management approach to servicing our clients
  - New initiatives to engage, retain, and reward our employees
  - Cross train with OED Team in the delivery of management training programs
  - Assists in the development of process improvement by partnering with other functional areas of the College such as ESC, Faculty Affairs, General Counsel, and ODR
  - Collect employee feedback and make data driven decisions
  - Revise and improve our Performance Appraisal Process

1. Increase Visibility in the Tucson Community and beyond through focused PCC Employer Branding
  - a. Redesign the PCC Career Opportunities Web page
  - b. PCC LinkedIn Page
  - c. PCC Glassdoor Page
2. Remote Work Opportunities & Flexible Work Arrangements
3. New and Improved Performance Appraisal Process aligned with PCC annual goals
4. Consistent and continuous utilization of data and reporting in HR
  - a. Stay/Retention Interviews
  - b. Exit Interviews
  - c. Hire source, time to fill,
5. Automate a variety of processes to improve effectiveness of our team
6. Continuous career development and training for both the TA and ER teams

# Compensation Study

An Overview of the  
Study and Progress to Date



# Project Overview

## Work Completed

- Phase 1
- Phase

## Work in Progress

- Phase 3

## Next Steps

- Phase 4





# Compensation Study

- **Evaluation to assess whether pay is at a level that is competitive**
- **Competitive = % market median**
- **Percent is based on College's ability to pay**



# Phase 1 – Project Initiation

- ▶ Selected Committee Members
- ▶ Held Focus Group Interviews
- ▶ Held Kickoff Meetings - Town hall
- ▶ Developed a Philosophy & Market Strategy



# Guiding Philosophy

- ▶ **Financial Sustainability** – We provide a compensation program that is designed and administered in a financially sustainable manner to ensure good stewardship of our resources and financial stability.
- ▶ **External Competitiveness** - Our compensation, policies, and procedures will be competitive with comparable institutions based on defined external markets.
- ▶ **Internal Equity and Compliance** – We ensure equitable salaries for comparable jobs and comply with all applicable federal and state laws and regulations.
- ▶ **Excellence** - We maintain a compensation program that provides growth and promotional opportunities; and supports a culture of accountability and high performance.
- ▶ **Transparency** - The College will communicate compensation policies and structures clearly and openly and will strive to administer compensation consistently.



# Market Strategy Key Points

- ▶ **Comparison markets**
  - reflect a number of factors similar to PCC
  
- ▶ **Competitive positioning**
  - generally target the 50<sup>th</sup> percentile



# Phase 2 - Structure Redesign

## ▶ Position Description Questionnaire

- Training
- Created Job Families, Job Levels
- Created Job Descriptions

## ▶ Develop Evaluation Methodology

- Salary surveys
- Peer Institutions



# Identifying Salary Surveys

- ▶ CUPA-HR Faculty Salary Survey
- ▶ Comp Analyst
- ▶ PayFactors
- ▶ Willis Towers Watson



# Selecting Peers

- ▶ **Criteria 1: Institutional Characteristics**  
Carnegie Classifications = Associates Colleges
- ▶ **Criteria 2: Financial Characteristics**  
50% to 200% of PCC's Total Expenses
- ▶ **Criteria 3: Population Size**  
50% to 200% of PCC's population characteristics



# Phase 3 - Market Assessment

- ▶ Identify Job Matches
- ▶ Median Data
- ▶ Variance Analysis





# Salary Structure Design

- ▶ **Aligns pay levels to the external market**
- ▶ **Provides flexibility in managing pay**
- ▶ **Supports a career path/progression**
- ▶ **Sets minimum and maximum salaries to manage cost**



# PCC Salaries to Market Median

## Initial

18

- ▶ Overall, PCC Faculty salaries are **96%** of the Market Median
- ▶ PPC Staff salaries are **86%** of the Market Median



# Next Steps: Phase 4

- ▶ Select salary structure
- ▶ Assign jobs to the structure/ranges
- ▶ Conduct employee impact and costing analyses
- ▶ Review current pay guidelines
- ▶ Prepare an implementation plan



# Questions?



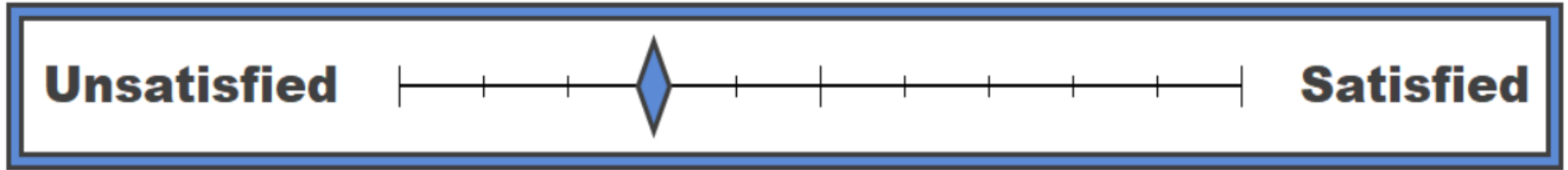
# Pima Community College

Performance Evaluation **Draft** Proposal.

## Guides Leaders and Employees to...

1. Document progress, strengths and accomplishments
2. Indicate where good performance can be elevated or where improvement is needed
3. Identify goals and needed career skill development and growth opportunities

## Overall Process Satisfaction



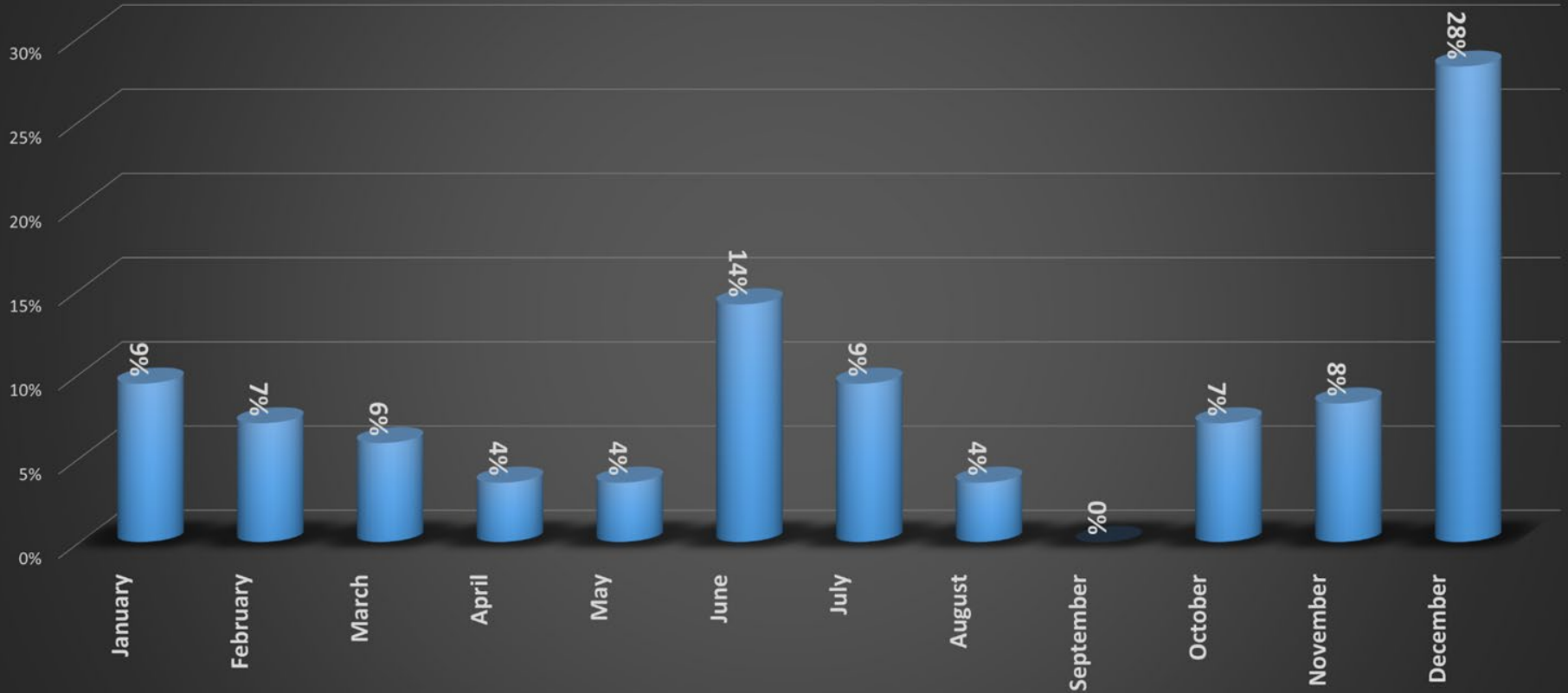
\*Total Responses: 88 (77 complete + 11 partials)

## Which of the following items would you like to see in the 2022 Performance Evaluation?





## Best Month for Performance Review?



## 1. Confusing

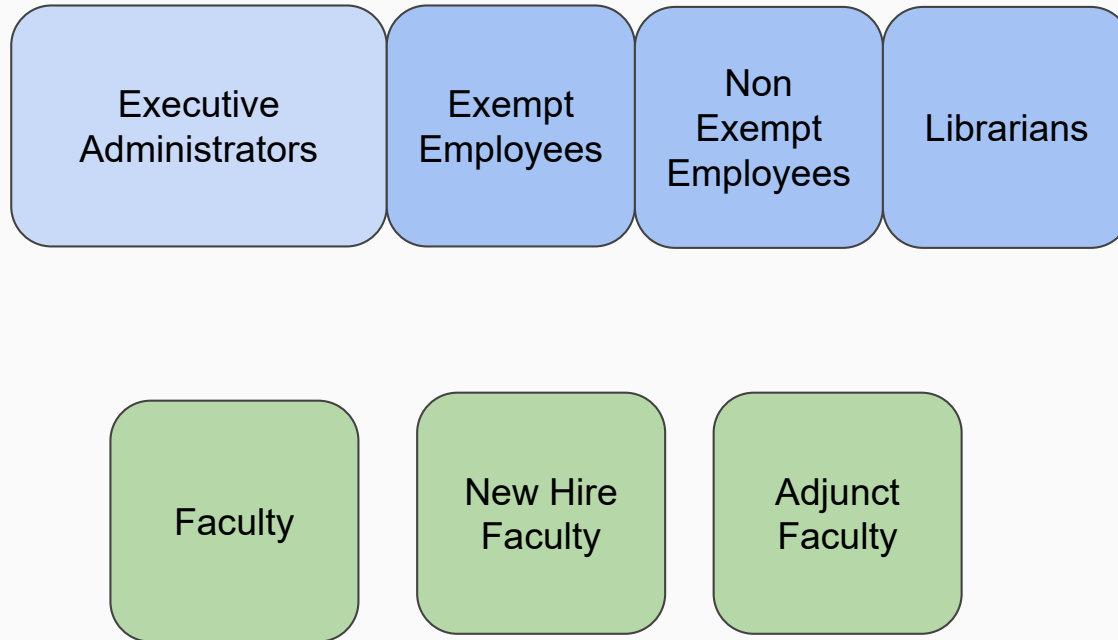
- *"The process is too complicated, confusing and time consuming."*

## 2. Time Consuming

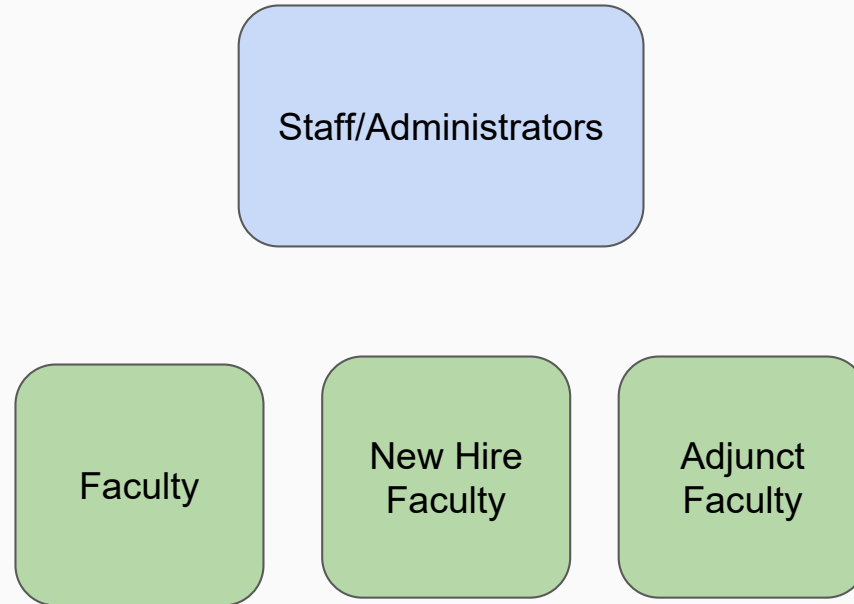
- *"The entire thing is too time consuming"*
- *"Please simplify the process."*

- 1. Better Instructions**
- 2. Shorter**
- 3. Discussion Between Manager and Employee**
- 4. Notifications**
- 5. Self Review First**

## Existing Groups for Evaluations



## New Groups for Evaluations



1. **Commit to equity and social justice** - Meet each learner where they are and seek to improve equity in our community through every decision that we make.
2. **Have frank and open conversations** - Give each other the benefit of the doubt. Act earnestly, ethically, and value integrity in everything we do.
3. **Open up to change** - Endeavor to serve our learners and the community by soliciting, valuing and using their input.
4. **Innovate** - Actively seek new ways of serving our learners and bring creativity to everything we do. Have the courage to take risks.
5. **Challenge our processes** - assumptions, and the status quo to remove barriers and find more efficient ways to operate.
6. **Evaluate our Effectiveness** - Assess outcomes regularly to champion what is proven to work well and direct resources to the areas in greatest need of improvement.
7. **Serve** - Provide outstanding service to our learners, the community and each



## Additional Changes:

- Goals will automatically be fed into Performance Review
- Optional goal planning for the next year within process
- Just-in-time reminders and notifications
- Training provided for each part
- Self-Evaluation as the First Step
- Discussion between Supervisor and Direct Reports





# Performance Review Employee Step Walkthrough


# 2022 PE Task V7


Options <sup>34</sup>

 Overview

 Behaviors Review

 Goals Review

 Plan Goals

 Summary

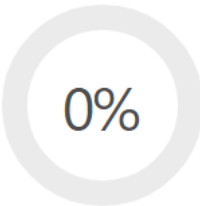
 Sign Off Section



**Jesus Diaz**

Program Manager, Advanced

1/1/2021 - 12/20/2021



## Overview

Follow the instructions on each section

### Review Step Progression



**Self Review**

Due : 2/10/2022



**Manager Review**



**Get Started**


# Behaviors Review

- ✓ Summary
- ✓ Sign Off Section

Instructions Here

## Challenge our processes

Assumptions, and the status quo to remove barriers and find more efficient ways to operate.

Select 



Comments :

**B I U S**  $x_2$   $x^2$   $I_x$  |   |   |     | Font - Size -  

Supporting Comments Here

# Behaviors Review

Instructions Here

## Challenge our processes

Assumptions, and the status quo to remove barriers and find more efficient ways to operate.

Meets Expectations

- Select
- Too Soon To Assess
- Needs Improvement
- ✓ Meets Expectations
- Exceeds Expectations



Supporting Comments

Rich text editor toolbar with icons for bulleted list, numbered list, indent, outdent, bold, italic, font color, background color, font size, and text color. Below the toolbar is a large text area for supporting comments.

- Plan Goals
- Summary
- Sign Off Section

# Goals Review

Instructions Here

**Goal 1** ▼

Description of the Goal will go here


**Goal Progress :****100%**

**Goal Status :** Completed

**Goal Start Date :** 1/1/2021

**Goal Due Date :** 12/14/2021

more...

Select ▼ 

**Comments :**

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Supporting Comments Here


- Plan Goals
- Summary
- Sign Off Section

# Goals Review

Instructions Here

### Goal 1

Description of the Goal will go here


**Goal Progress :**  100%

**Goal Status :** Completed

**Goal Start Date :** 1/1/2021

**Goal Due Date :** 12/14/2021

more...

Exceeds Expectati... 

**Comments :**

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Supporting Comments Here

# 2022 PE Task V7

39  
Options ▾



**Jesus Diaz**  
Program Manager, Advanced  
1/1/2021 - 12/20/2021



Add Goals

## Plan Goals

Instructions Here

Back   Save and Exit   **Save and Continue**

- Overview
- Behaviors Review
- Goals Review
- Plan Goals**
- Summary
- Sign Off Section

# Create Goals





Enter details for the goal you are creating,

All fields marked "\*" are required

Title \*

Description of Goal \*

**B** *I* U ~~S~~ *I<sub>x</sub>* |    



Goal Start Date \*

3/1/2022



Goal Due Date \*

10/31/2022



Behaviors \*

Select ▾

Category \*

Select options ▾

- ✓ Select
- Challenge our processes
- Commit to equity and social justice
- Evaluate our Effectiveness
- Have frank and open conversations
- Innovate
- Open up to change
- Serve

Cancel

Save

- Goals Review
- Plan Goals
- Summary
- Sign Off Section

# Plan Goals

Add Goals

Instructions Here

Goal 2022

**New – Please Review**

Describe goal

Goal Progress :  0%

Goal Status : In Progress

Goal Start Date : 3/1/2022

Goal Due Date : 10/31/2022

more...

Comments :

**B I U S x<sub>2</sub> x<sup>2</sup> I<sub>x</sub>**          Font    Size   

Supporting Comments Here

Back    Save and Exit    **Save and Continue**

## 2022 PE Task V7

Options ▾



Overview



Behaviors Review



Goals Review



Plan Goals



Summary



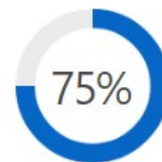
Sign Off Section



**Jesus Diaz**

Program Manager, Advanced

1/1/2021 - 12/20/2021



### Summary

	Self Review	Manager Review
Behaviors Review	<b>2.6 / 3.0</b> Exceeds Expectations	-
Goals Review	<b>3.0 / 3.0</b> Exceeds Expectations	-
Plan Goals	N/A	-
Overall	<b>2.8 / 3.0</b> Exceeds Expectations	

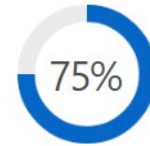
Back

Next

- Overview
- Behaviors Review
- Goals Review
- Plan Goals
- Summary
- Sign Off Section**



**Jesus Diaz**  
Program Manager, Advanced  
1/1/2021 - 12/20/2021



### Sign Off Section

Self

Jesus Diaz Date: 2/8/2022

Redo

Manager

Pending Signature

#### Comment

**B I U S I<sub>x</sub>** | **¶** **¶¶** | **≡** **≡** | **ABC**

Supporting Comments Here

Back

Save and Exit

Submit

## Goals March

Streamlined Goals configuration will be launched in March for employees to use. Employees will be asked to set 3 goals minimum.

## Assessment August

Assessment will be fully configured in August but will be launched in October inside of the Performance Evaluation

## Performance Evaluation Task Start Oct. - Due Dec.

PE will be launched in October. It will auto-populate goals and deliver the assessment for employee and supervisor to complete. It will be due in December.