PimaCommunityCollege

Governing Board's
Human Resources Advisory Committee

September 9, 2022

1:00 pm

https://pima.zoom.us/j/93908466347

Meeting ID: 939 0846 6347
Dial-in: (669) 900 6833

Meeting Notice and Agenda

General Matters

    1. Call to Order

Reports and Feedback

    2. New Compensation Structure, Aida Vasquez, Manager, Compensation Joseph Murrieta, Compensation Analyst

    3. Talent Acquisition and Employee Relations Team, Laurie Natale, Human Resources Business Partner, Yitsiee Riggan, Human Resources Business Partner

    4. Performance Evaluation-Technical Enhancements, Tina Neil, Director, Organizational Effectiveness and Development

    5. Effective and Flexible Work Initiatives/Programs Committee, Carleen Thompson, CHRO/AVC for Human Resources

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.

New Compensation Structure

Agenda

- Overview – Before and After
  - Staff and Administrator Salary Structure
  - Faculty Structure

- Post Implementation
  - Appeal Process
  - Job Description Review

Problems with Old Structure

20+ Years Old

- Positions and job duties have changed
- Jobs/schedules were not regularly adjusted to market
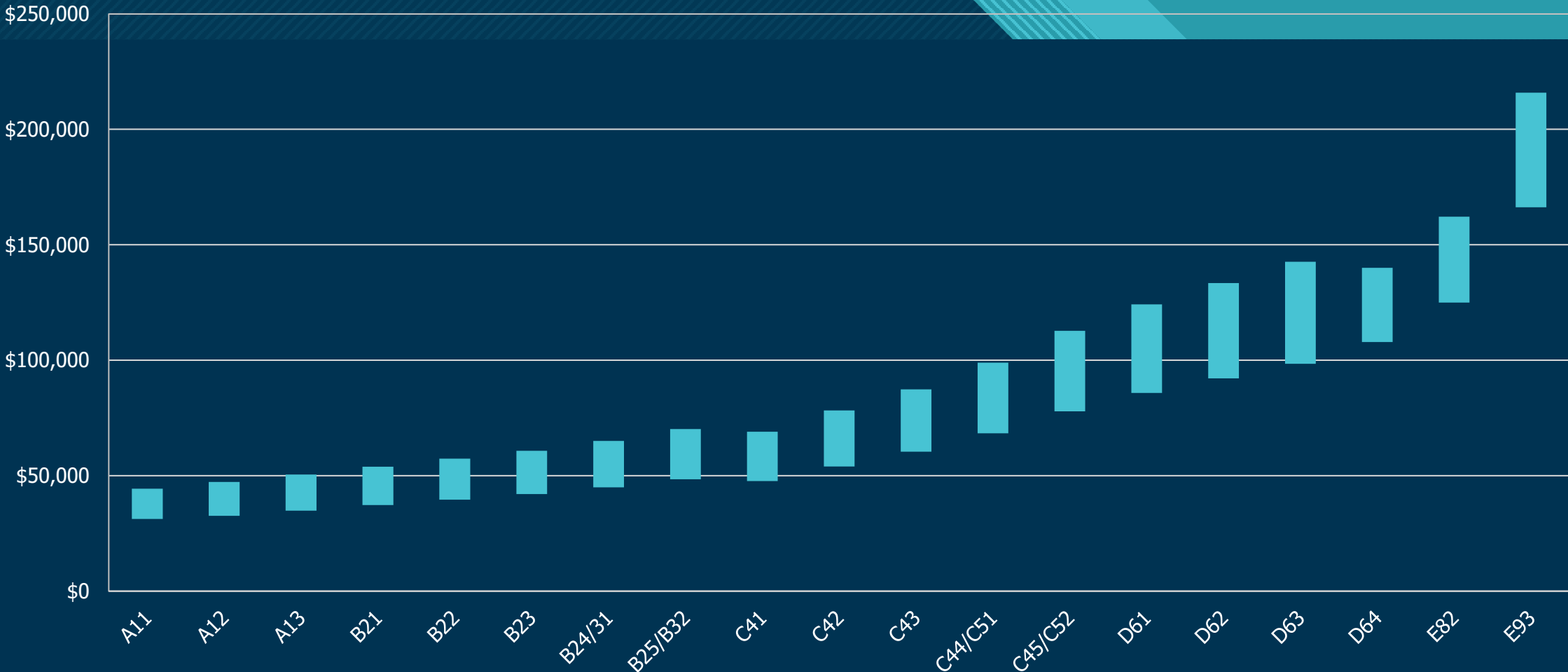- Salary inversion

Resource Limitation Impacts

- Low salary pool increases
- Suspension of step progression
- Salary compression
- Limited recognition of College experience/value

Staff & Administrator Structure

Previous Distribution of Employees by Class and Step
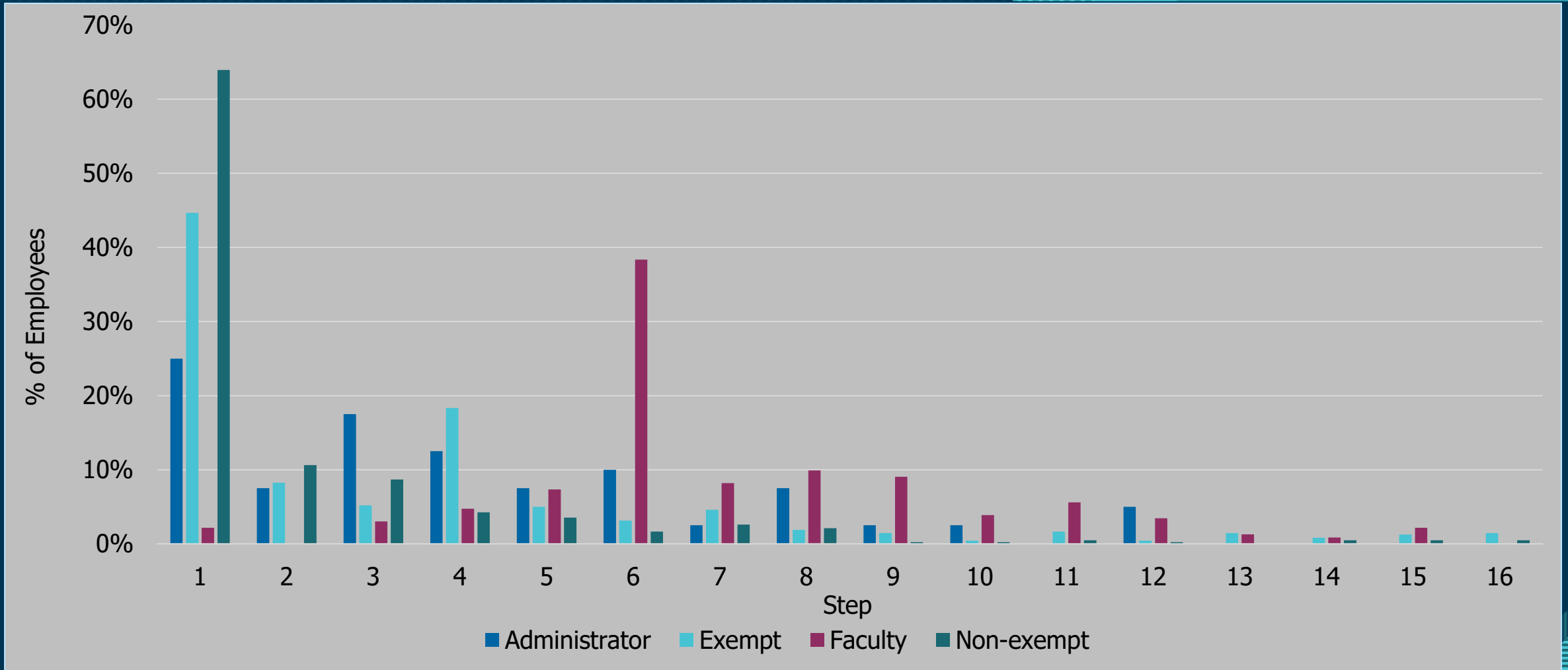
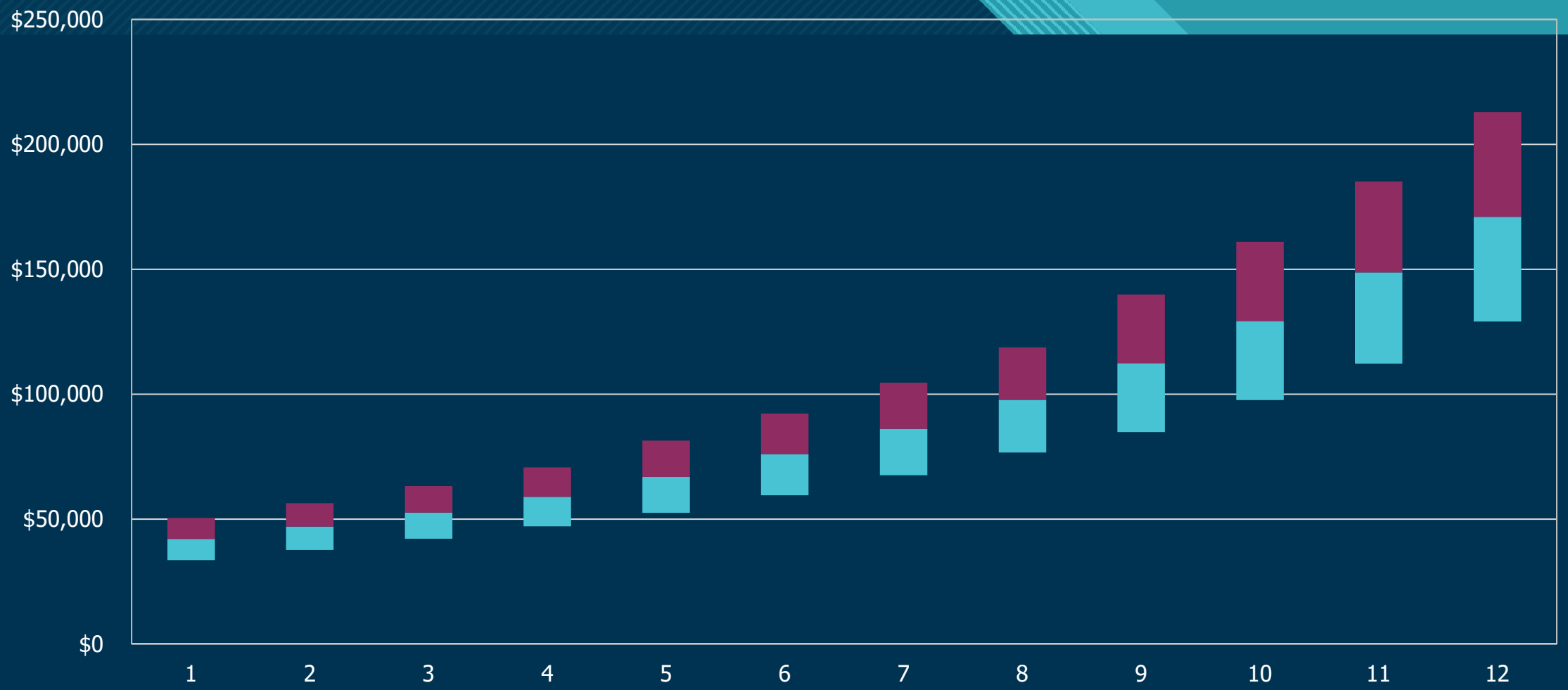# Previous Staff and Administrator Salary Schedules

Highlights!

- 255 Job Descriptions specific to position duties and responsibilities
- Job titles that describe the work performed
- Updated 25 job families
- Updated 11 job levels
- 1 Salary table for Exempt and Non-Exempt jobs – 12 grades
- Market alignment - competitive, equitable, financially sustainable
- Minimum wage $16.15 for Regular staff
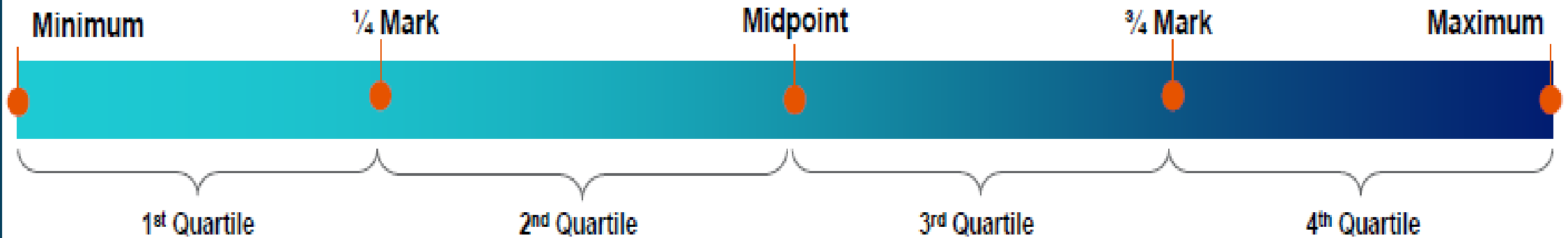
Salary Table for Regular Staff & Administrators

Salary Band	Minimum	Midpoint	Maximum
1	$33,600	$42,000	$50,400
2	$37,600	$47,000	$56,400
3	$42,100	$52,600	$63,200
4	$47,100	$58,900	$70,700
5	$52,500	$66,900	$81,400
6	$59,500	$75,900	$92,200
7	$67,500	$86,100	$104,600
8	$76,600	$97,700	$118,700
9	$84,800	$112,400	$139,900
10	$97,600	$129,300	$161,000
11	$112,200	$148,700	$185,100
12	$129,100	$171,000	$213,000

New Staff and Administrator Schedules

Initial Salary Placement

Determining Individual Placement in Range

Minimum   ¼ Mark   Midpoint   ¾ Mark   Maximum

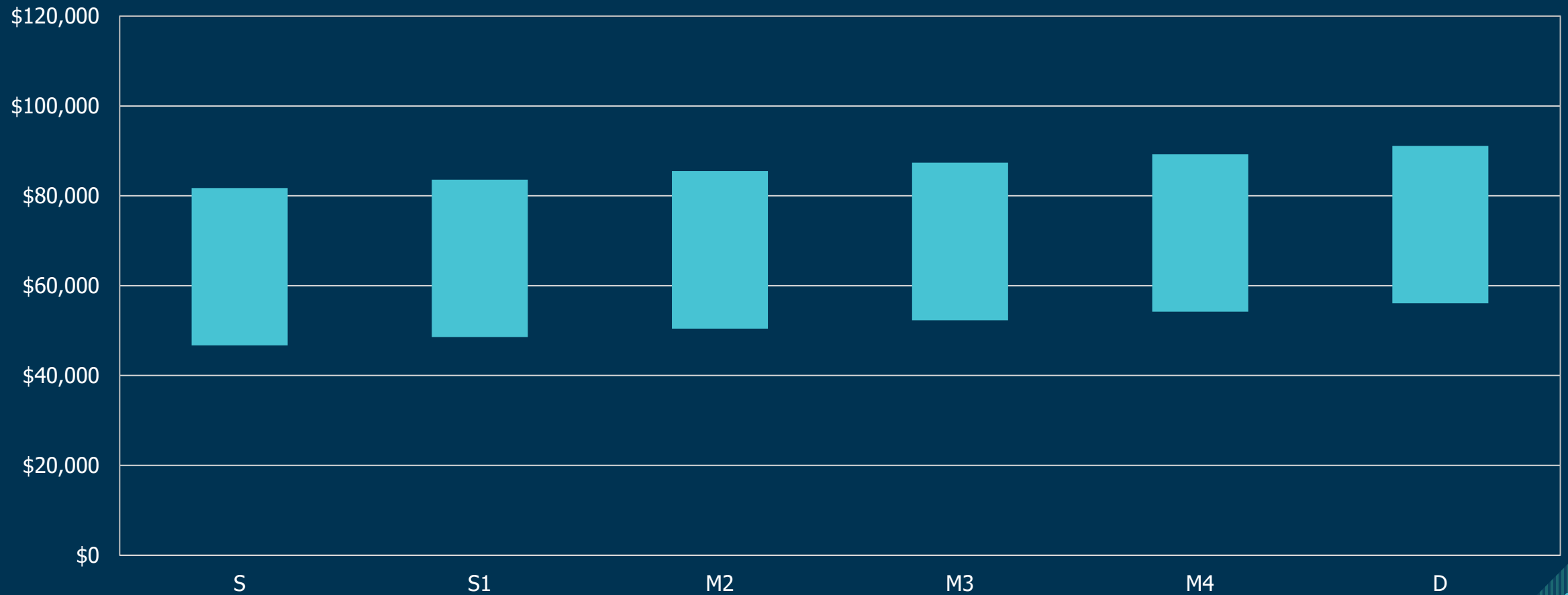1st Quartile   2nd Quartile   3rd Quartile   4th Quartile

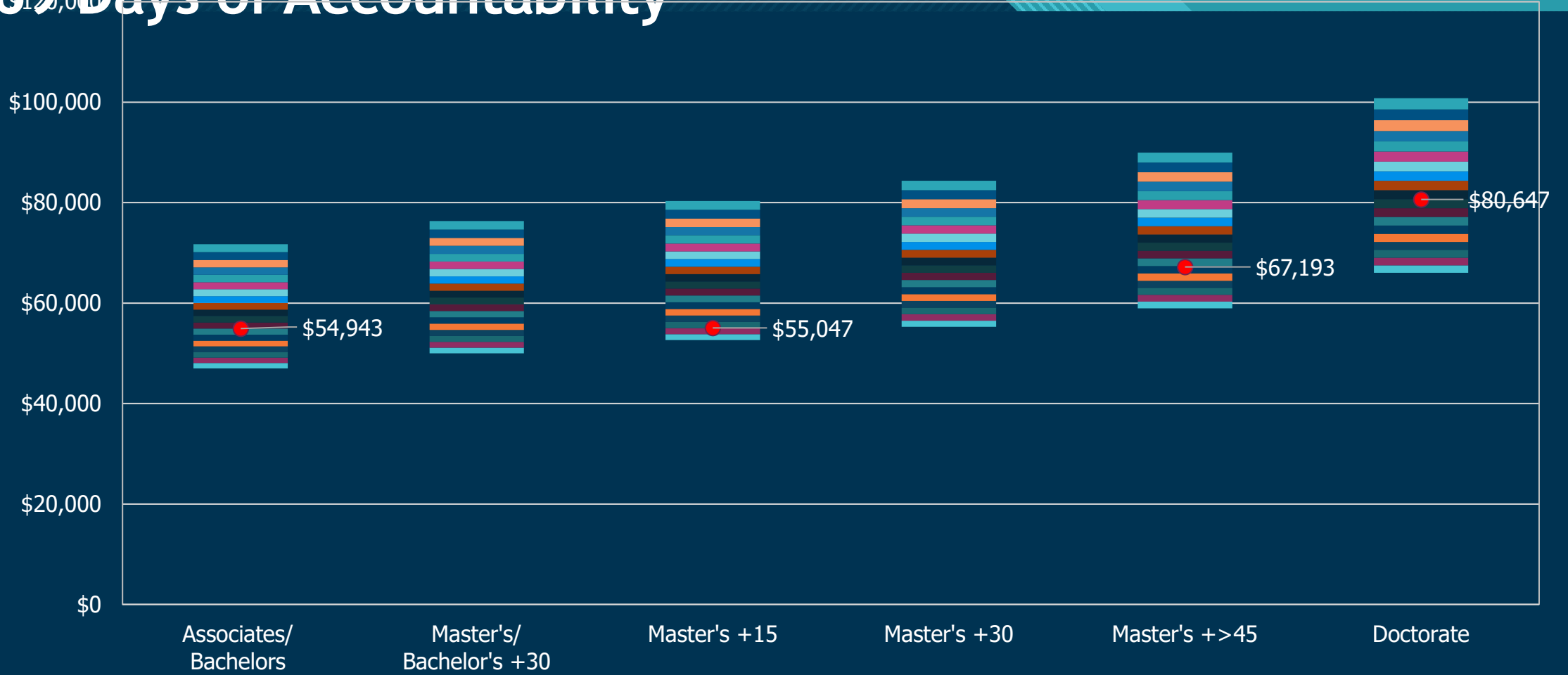New Distribution of Employees by Salary Grade
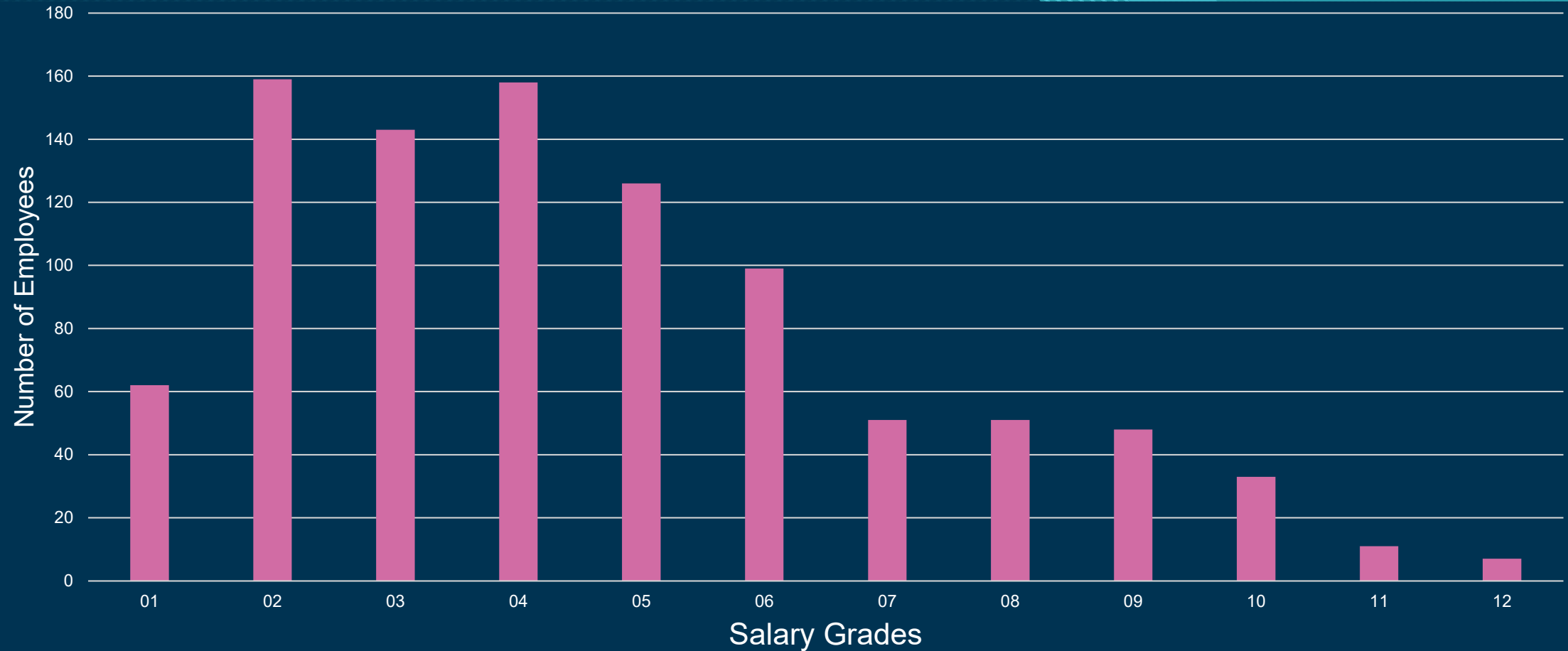
Faculty

Old Faculty Schedule: 16 Steps, Variable Range Spread (62%-75%), 169 Days of Accountability

New Faculty Schedule: 20 Steps, 53% Range Spread, 169 Days of Accountability

New Faculty Salary Table

Steps	Grade 1 Associates/ Bachelors	Grade 2 Master's/ Bachelor's +30	Grade 3 Master's +15	Grade 4 Master's +30	Grade 5 Master's +>45	Grade 6 Doctorate
1	$47,000	$50,008	$52,640	$55,798	$58,957	$66,032
2	$48,058	$51,133	$53,824	$57,054	$60,283	$67,517
3	$49,139	$52,284	$55,035	$58,338	$61,640	$69,036
4	$50,244	$53,460	$56,274	$59,650	$63,027	$70,590
5	$51,375	$54,663	$57,540	$60,992	$64,445	$72,178
6	$52,531	$55,893	$58,835	$62,365	$65,895	$73,802
7	$53,713	$57,150	$60,158	$63,768	$67,377	$75,463
8	$54,921	$58,436	$61,512	$65,203	$68,893	$77,161
9	$56,157	$59,751	$62,896	$66,670	$70,443	$78,897
10	$57,421	$61,096	$64,311	$68,170	$72,028	$80,672
11	$58,713	$62,470	$65,758	$69,704	$73,649	$82,487
12	$60,034	$63,876	$67,238	$71,272	$75,306	$84,343
13	$61,384	$65,313	$68,750	$72,875	$77,001	$86,241
14	$62,765	$66,782	$70,297	$74,515	$78,733	$88,181
15	$64,178	$68,285	$71,879	$76,192	$80,505	$90,165
16	$65,622	$69,822	$73,496	$77,906	$82,316	$92,194
17	$67,098	$71,392	$75,150	$79,659	$84,168	$94,268
18	$68,608	$72,999	$76,841	$81,451	$86,062	$96,389
19	$70,152	$74,641	$78,570	$83,284	$87,998	$98,558
20	$71,730	$76,321	$80,338	$85,158	$89,978	$100,775

Faculty Placement by Salary Grade

Current Schedule Grade Distribution
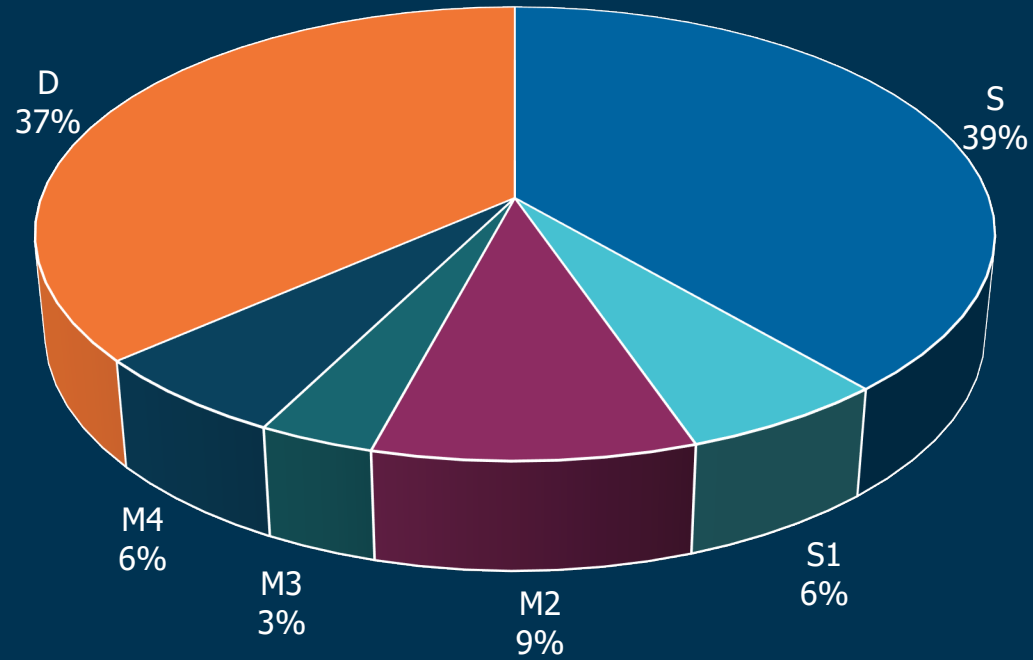
Proposed Schedule Grade Distribution
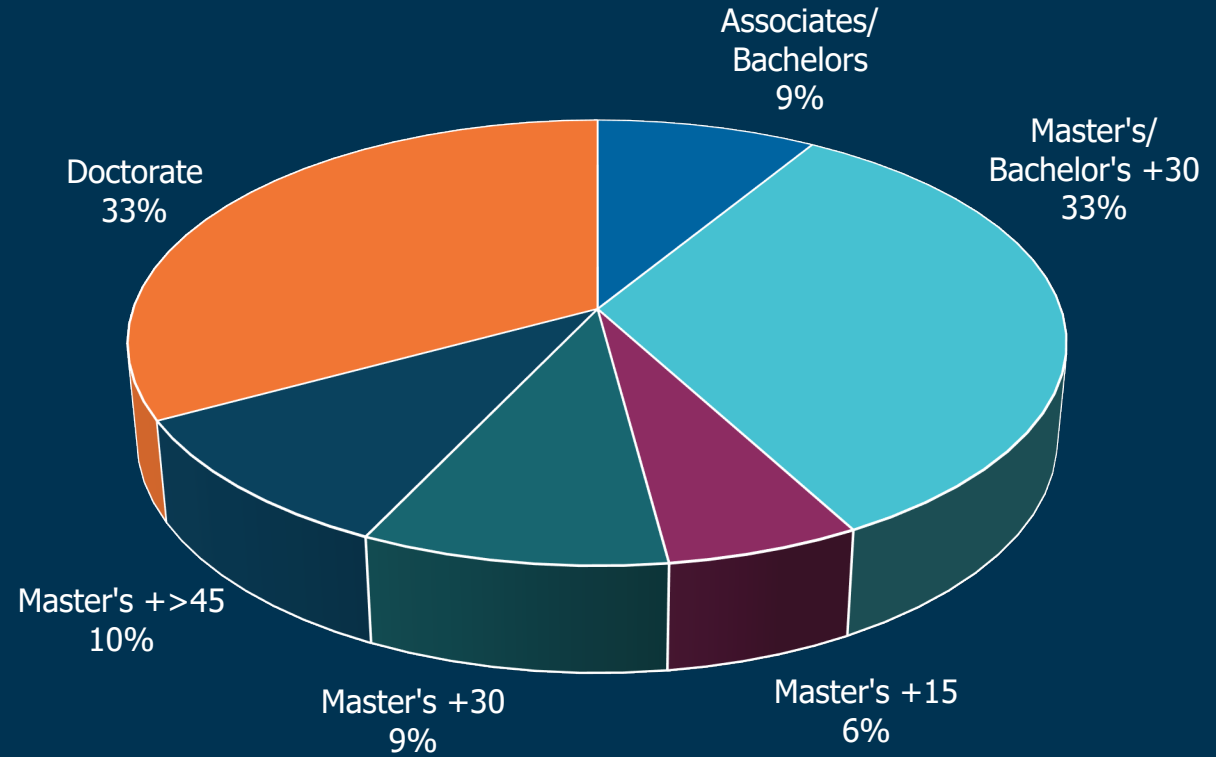
Post Implementation

Appeal Process

Job Description Appeal Review

Steps in the review:

• Employee complete the Job Classification Appeal Form. Supervisor adds comments, as appropriate, signs the form and forwards it to the next level of management. The form must be received in Human Resources no later than September 30, 2022.

• The Compensation team will review the Job Classification Appeal Form and all supporting documentation including the original job questionnaire and any additional information submitted

• A meeting may be scheduled to discuss materials.

• The Compensation team will notify the employee and the employee's supervisor of its decision in writing. All appeal decisions, i.e. acceptance or denials, shall be final.

Reviewing and Developing Job Descriptions

- Job Naming Conventions

- Essential Functions

- Knowledge and Skills Required

- Minimum Qualifications

- Assign Job Level

- Assign Job Family

- Assess Salary Grade

Future Work – Continuous Improvement

- Identify alternative qualifications for educational attainment placement
- Define performance-based pay adjustment
  - Mechanism
  - Criteria
- Faculty
  - Define hard-to-fill field qualification for faculty stipend (currently only applies to Nursing)
  - Review other faculty supplemental pay rates
- Executive compensation review

Questions

Pima Community College

Talent Acquisition and Employee Relations Team

Top Initiatives for 2022

1. **Increase Visibility in the Tucson Community and beyond through focused PCC Employer Branding, and community engagement.**

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**

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**

Visibility in the Tucson Community (Job Fairs & Advertising)

Job Fairs

- November 30, 2021 – Build Your Career Success Network Career Event
- April 21, 2022 - Focus on Your Future Career Event
- September 28, 2022 - State of AZ Virtual Hiring Event for Veterans
- October TBD – Tucson Job Fair (jobertising.com)
- November TBD, 2022 – Pima Community College Job Fair

Diversity Advertising

- Native Americans in HigherEd
- Black Police Jobs
- Asian HigherEd
- LGBT In HigherEd
- Veterans In HigherEd
- Arizona at Work
- Hispanics in HigherEd
- Pima County One Stop
- AZ Job Connections
- Alliance of Hispanic Serving Institution Educators
- Disabled In HigherEd

Human Resources Internal email listing all open positions to spark interest and encourage employees to stretch and grow.

MyCareerCenter
PimaCommunityCollege

JOB CORNER
Opportunity Awaits

Are you looking to expand your career with Pima Community College? Check out our recently posted positions!

Maker Space Specialist, Close Date: 12/31/2022
Workforce Trainers, Public Safety & EMT, Paramedic Programs, Close Date: 12/31/2022
Advanced Program Coordinator, Workforce Opportunities & Outcomes, Close Date: open until filled
Classroom Model, Close Date: open until filled
Director of the Sustainability Office, Close Date: open until filled
Library Services Technician, Close Date: open until filled
Procurement Manager, Close Date: open until filled
Public Safety Dispatcher, Close Date: open until filled

Please visit the internal and external career sites for a full list of available positions.

Increasing Visibility with External Advertisement

In addition to the diversity and specialty sites, PCC advertises all external recruitments to eleven (11) different public sites
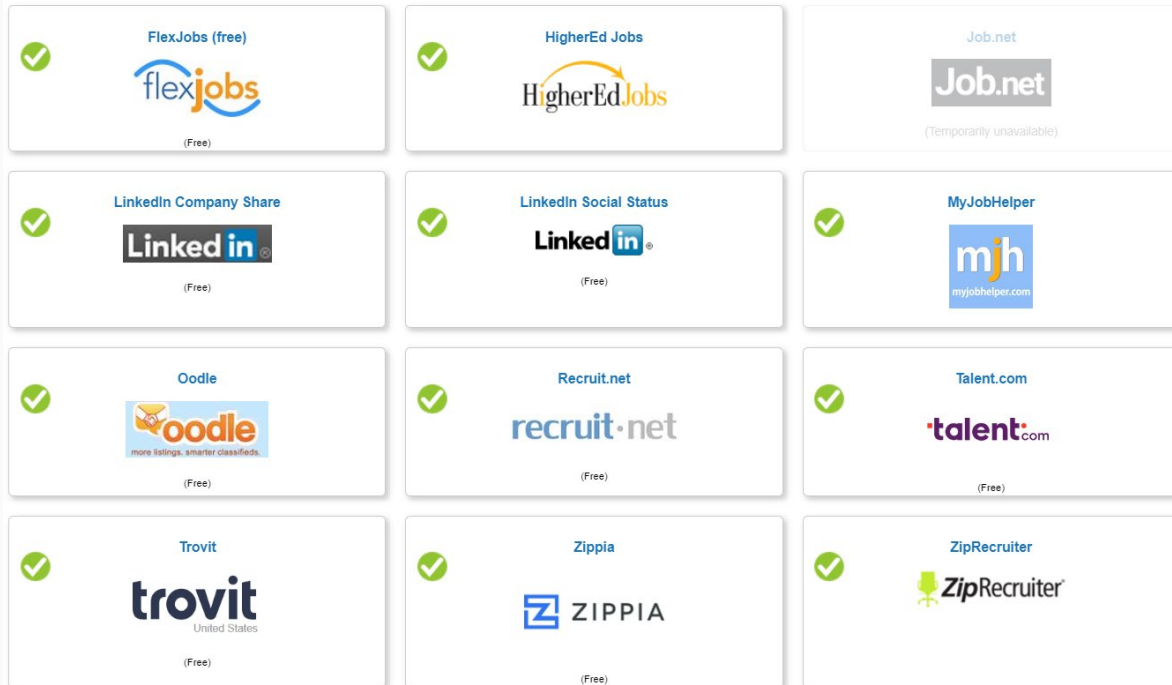
Ratio of External Hires to Internal Hires

Number of employees hired using the "External Competitive Process" compared to the "Internal Competitive Process"

Internal/ External Hire Counts

	External	Internal	Grand Total
2020	12	35	47
Qtr3	3	15	18
Qtr4	9	20	29
2021	38	113	151
Qtr1	7	21	28
Qtr2	5	34	39
Qtr3	9	23	32
Qtr4	17	35	52
2022	31	106	137
Qtr1	19	54	73
Qtr2	12	31	43
Qtr3		21	21
Grand Total	81	254	335

2021 Internal-External Hire Counts

Q1	Q2	Q3	Q4
External 7, Internal 21	External 5, Internal 34	External 9, Internal 23	External 17, Internal 35

External 25% Internal 75%

Diversity Demographics

- All recruitments are required to have diverse pool of applicants

- Hiring stats are reflected in the Affirmative Action reporting November 1, 2021

- Selection Advisory Committee members are required to closely match the Pima Community College demographic for the population they serve

Tucson Race

Category	Percentage
WHITE	69.3%
HISPANIC	44.2%
BLACK OR...	4.9%
OTHER OR...	0.0%
ASIAN	3.2%
AMERICAN...	3.3%
NOT REPORTED	0.0%
MULTI-RACIAL	8.7%
NATIVE...	0.2%

PCC Employee Race

Category	Percentage
WHITE	60.41%
HISPANIC	25.64%
BLACK OR...	3.66%
OTHER OR...	2.33%
ASIAN	3.31%
AMERICAN...	2.09%
NOT REPORTED	1.86%
MULTI-RACIAL	0.52%
NATIVE...	0.17%

Diversity Equity & Inclusion
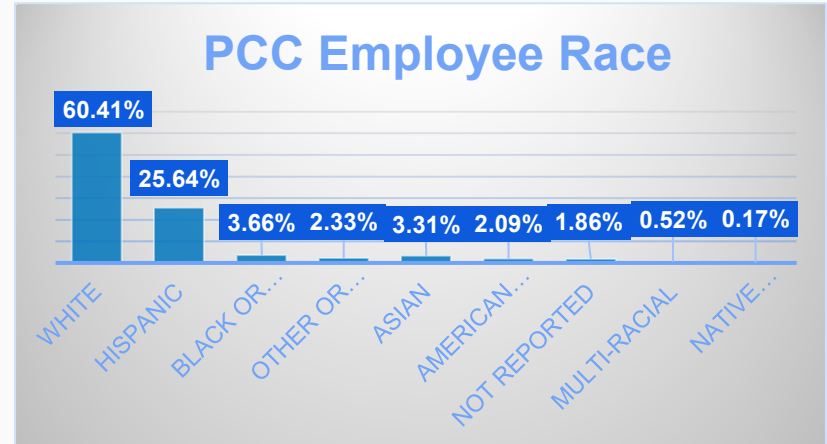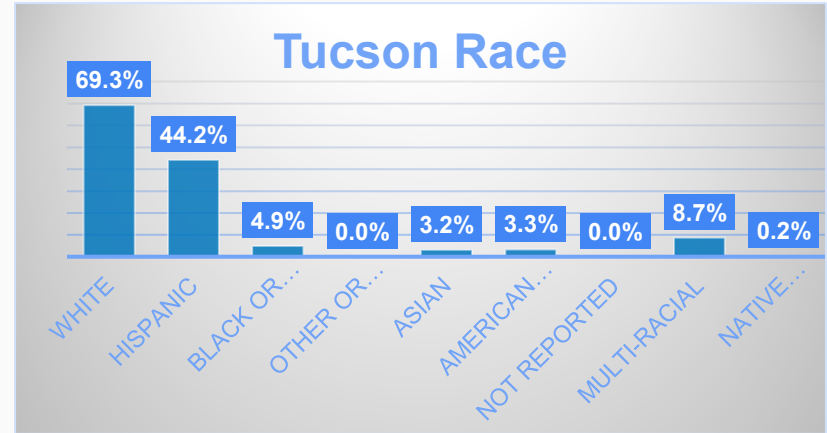
DEI Strategic Plan, Bridge the Gap

- Skills and Education- Job Announcements will clearly list the equivalencies for education and experience "An equivalent combination of certification, education and experience sufficient to successfully perform the essential duties of the job such as those listed above"

- Transferable skills definition and examples be more visible in the application process

- Add links & attachments to each Job Ad to ensure inclusivity: (benefit flyers, benefit of education through PCC, Pima free tuition-link and/or QR code)

- Flyers to be posted for Job fairs, especially near reservations (San Xavier Indian Reservation, IHS Medical Center)

- Partner with University of Arizona, create a Native American/Hispanic resource group

- Establish Natural Promoters - Create & maintain Trust within the community

Automation

Automate a variety of processes to improve effectiveness of our team

Completed:

- Automation in MyCareerCenter

- Automation and Training Google Suite

- Reporting of EEO statistics for interview pools

- Ethics Point updates

- Process improvement distribution of workload

In Process:

- Requisition alignment

- Improving New hire automation

- Creating automated posting to Diversity websites

Continuous career development and training

- Talent Acquisition Recruiter training

- Improve consistency and information to our business partners

- Cross training

- New bias and confidentially training for all at the College

- Recruitment process improvement

- Custom report training and development

- Standardized Templates

- Identify knowledge gaps and training

- Recertification of PHR credentials

- Upskilling and reskilling HR Team

Performance Evaluation

Technical Enhancements
For a Better System

Pima Community College

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

Note Faculty/Librarian Evaluations remain unchanged
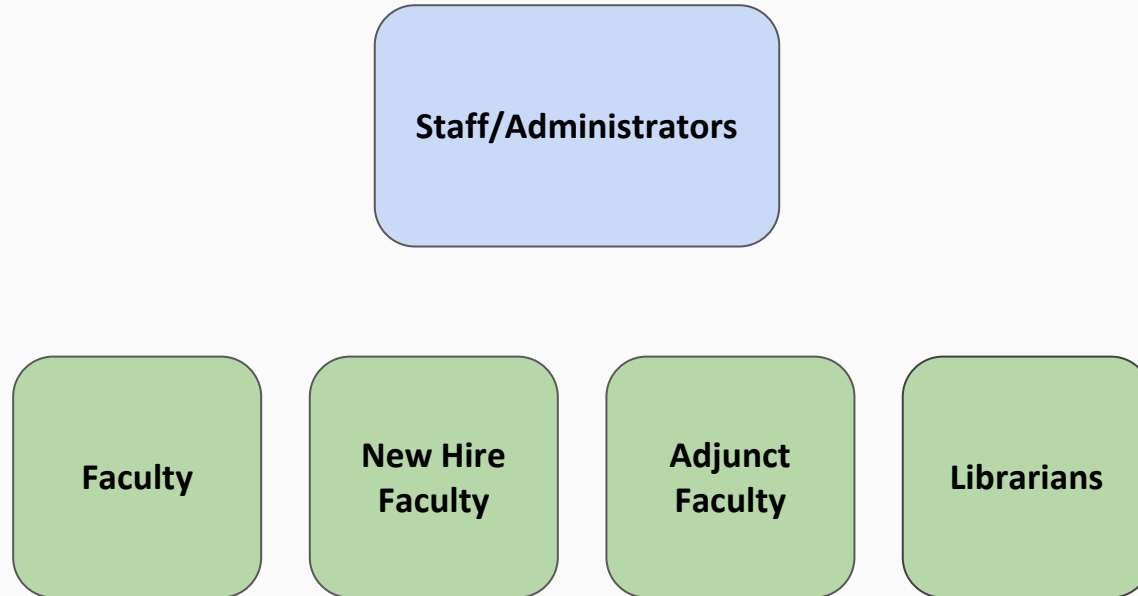
Steps:

1. Researched capabilities of HRIS - MyCareerCenter system
2. **Feb 2022** - Surveyed Staff who had completed the Performance Evaluation for 2021
3. Identified areas of possible enhancements
4. **Mar/April 2022** - Met with ELT, Deputies Group, & AERC to propose updates
5. **April 2022** - Launched Goals Module & Training
6. **May 2022** - Built Rating Scale
7. **Summer 2022** - Tested Technical Enhancements
8. **Sept 2022** - Launching Pre-training & visiting AERC, Deputies Group, & Staff Council.
9. **October 2022** - Assign & Release Performance Evaluation for 2022

Overall Process Satisfaction
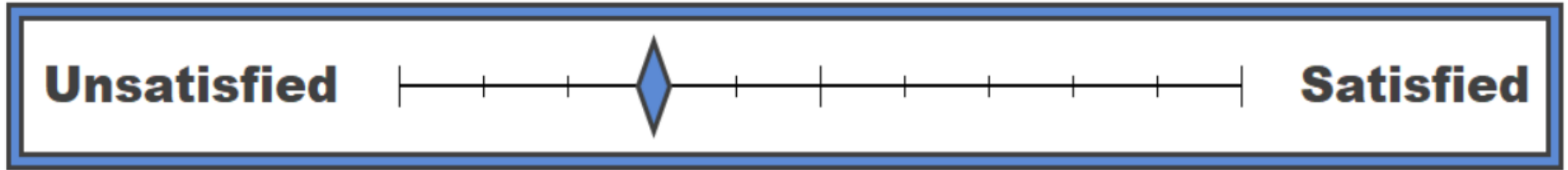
*Total Responses: 88 (77 complete + 11 partials)

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

- Easier to use — 22%
- Alignment to College Goals and Strategy — 10%
- Automatic connection between Goals Tool and Performance Evaluation in MyCareerCenter — 19%
- Just in time reminders and notifications — 20%
- Setting Goals for the next year — 11%
- All of the above — 17%

AERC:

- March 9, April 8, June 22, September 9

Staff Council:

- Regular updates via HR reports, Meeting - September 2

Deputies Group:

- April 12

ELT:

- February 14

1. **Better Instructions**
   - **Providing more instructions, examples, & walkthroughs**
   - **Providing "How To" training & assistance from HR Employee Relations**
1. **Shorter**
   - **Reduced behaviors assessed from 11 to 8**
1. **Discussion Between Manager and Employee**
   - **Promoting conversations at the Goals and Assessment stages**
1. **Goals - Enhanced & Connected**
   - **Launched Goals Module (April 2022)**
   - **Pull Goals directly into Assessment**
1. **Notifications**
   - **Automating notifications to notify and remind employees**
1. **Self Review First**
   - **Changed order for Employees to enter Goals & do Assessment first**

Create Goals

Directions:

Please write a minimum of 3 goals. 1-2 in each goal category (i.e. Individual Professional Development or Department/College Contribution).

Give your goal a Title and Description. Make sure that your goal is specific enough for people to understand what you are trying to accomplish and how you will accomplish it, as well as making sure it is achievable for the 1 year time period. If you need some examples of goals, please click here - Goal Examples.

All fields marked "*" are required

Title *

| Title |

Description *

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Start Date *   **Due Date** *

| 1/1/2022 🗓 | | 12/31/2022 🗓 |

Category *

| Select options ▾ |

☐ Select All
☐ Department/College Contribution
☐ Individual Professional Development

Choose File

Goals & Performance Evaluation Process Revamp

84%

Status : In Progress   Due Date : 12/31/2022

Description :

In partnership with HR - ER team, Jesse Diaz and I will be working to revamp the goals module and the Performance Evaluation process to provide more timely feedback to employees, less time consuming and confusing, and better aligned to the college. This process will be completed in Oct/Nov 2022 with a new evaluation being sent out to Staff and Administrators.

read less

Start Date : 1/1/2022
Category : Department/College Contribution

Attachments

1. **Committed to equity and social justice** by engaging learners, co-workers, and community members where they are without judgement and making decisions that foster a culture of equity.

2. **Has thoughtful, respectful, and open conversations** with others, while always assuming positive intent from others.

3. **Open to change** by having a growth mindset and is receptive to change by soliciting and using feedback from others.

4. **Innovates** by actively seeking new ways of providing services and finding creative solutions through risk-taking.

5. **Challenges processes**, assumptions, and the status quo to remove barriers and increase operational efficiency.

6. **Evaluates effectiveness** by identifying best practices/procedures and allocating resources to areas of improvement.

7. **Serves,** providing outstanding service to learners, co-workers, and community members in order to support our College's Purpose: Transforming lives through affordable education.

8. **Job Duties,** performs expected job duties and other duties as assigned, with acumen and excellence.

https://www.pima.edu/about-pima/mission-history/index

Example of Rating Scale

Has thoughtful, respectful, and open conversations

1 pt. Does Not Meet Expectations – Fails to have thoughtful, respectful, and open conversations with others, not always assuming positive intent from others.

2 pts. Needs Improvement – Sometimes has thoughtful, respectful, and open conversations with others, while assuming positive intent from others.

3 pts. Meets Expectations – Has thoughtful, respectful, and open conversations with others, while always assuming positive intent from others.

4 pts. Exceeds Expectations – Always has thoughtful, respectful, and open conversations with others, while always assuming positive intent from others.

5 pts. Outstanding – Serves as a role model by having thoughtful, respectful, and open conversations with others, while always assuming positive intent from others.

Too Soon to Rate – Too soon or cannot rate at this time.

https://www.pima.edu/about-pima/mission-history/index

Has thoughtful, respectful, and open conversations
1 pt. Does Not Meet Expectations – Fails to have thoughtful, respectful, and open conversations with others, not always assuming positive intent from others.
2 pts. Needs Improvement – Sometimes has thoughtful, respectful, and open conversations with others, while assuming positive intent from others.
3 pts. Meets Expectations – Has thoughtful, respectful, and open conversations with others, while always assuming positive intent from others.
4 pts. Exceeds Expectations – Always has thoughtful, respectful, and open conversations with others, while always assuming positive intent from others.
5 pts. Outstanding – Serves as a role model by having thoughtful, respectful, and open conversations with others, while always assuming positive intent from others.
**Too Soon to Rate** – Too soon or cannot rate at this time.

Rylie works in the IT department. During department meetings, Rylie cuts others off and ends meetings on a negative note. They accuse others of sabotaging projects they are working on by having side meetings. Rylie also withholds important information that others need to successfully complete projects.

How would you rate Rylie?
● Does Not Meet Expectations
● Needs Improvement
● Meets Expectations
● Exceeds Expectations
● Outstanding

We suggest Rating Rylie **1 pt. Does Not Meet Expectations**.
Why: Unless there is other information where Rylie sometimes has thoughtful….conversations with others, and/or sometimes assumes positive intent. They are not meeting this expectation at all in their job. Note: As a supervisor you should be addressing it when it happens and you will need to document your rating reasons in the comments section of the Performance Evaluation.
   https://www.pima.edu/about-pima/mission-history/index
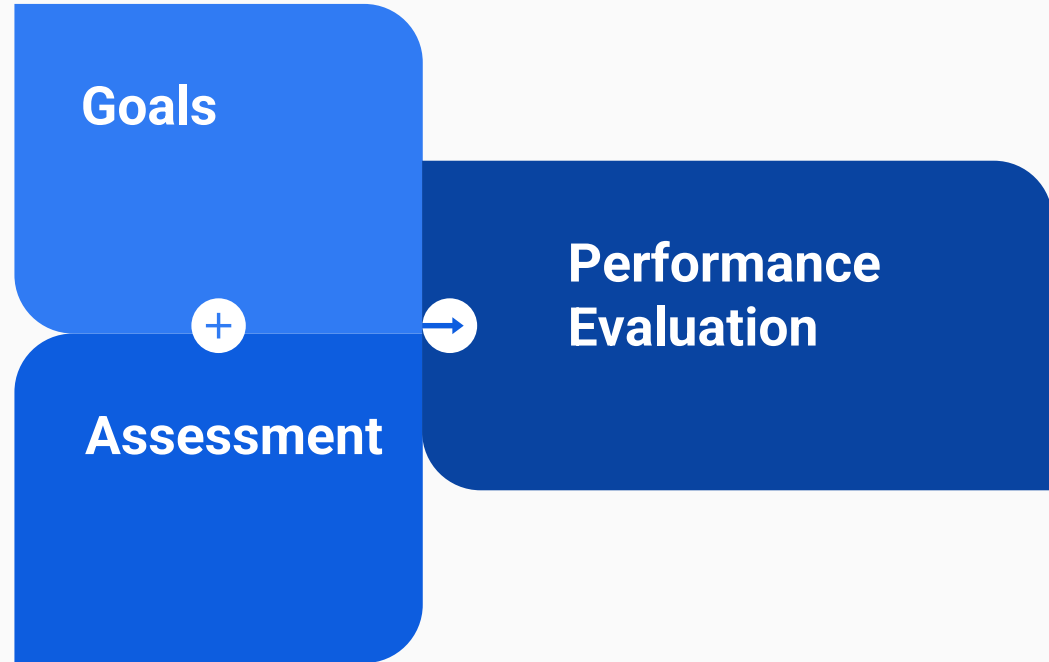
Alpha Demo-Performance Reviews for Administrators and Staff

Options ▾

Demo-Employee1 Pima1
Human Resources Specialist
1/1/2022 - 12/31/2022

0%

- ⌂ Overview
- ✓ Goals Review 2022
- ✓ Performance Review B...
- ✓ Summary
- ✓ Sign Off 2022

Overview

*If you have not entered or updated your Goals, click here before starting your Performance Evaluation.

(Visit the resources page for tutorials and job aids.)

The Performance Evaluation is easy to follow and separated into three sections. The three sections are **Goals**, **Performance**, and **Sign Off**. The Employee will complete the Performance Evaluation first and then the Supervisor.

(Supervisors cannot see the review until the Employee finishes.)

Review Step Progression

✓ | **Employee Review**
Due : 12/1/2022 | ✓

✓ | **Supervisor Review** | ✓

Get Started

Goals Review 2022

For directions visit the resources page for tutorials and job aids.

Overview

Goals Review 2022

Performance Review B...

Summary

Sign Off 2022

Attain Cornerstone Master Administrator Certification

Obtain the highest level certification offered by Cornerstone OnDemand for system administrators. Will study for exam and then take the test before due date.

Progress : 100%

Status : Completed

Start Date : 6/6/2022

Due Date : 8/26/2022

more...

Select

- Select
- Too New To Rate
- 5 pts. Outstanding
- 4 pts. Exceeds Expectations
- 3 pts. Meets Expectations
- 2 pts. Needs Improvement
- 1 pt. Does Not Meet Expectations

Font   Size   A

Supporting Comments Here

Goals Review 2022

Rating Scale

Rating	Description
Too New To Rate	To soon or cannot rate at this time
5 pts. Outstanding	Outstanding - Met agreed upon Goal with desired results that made an institutional, community, or department impact.
4 pts. Exceeds Expectations	Exceeds Expectations - Met agreed upon Goal with results that exceed expectations.
3 pts. Meets Expectations	Meets Expectations - Met agreed upon Goal with desired results.
2 pts. Needs Improvement	Needs Improvement– Met agreed upon Goal, but the desired results were not fully attained.
1 pt. Does Not Meet Expectations	Does Not Meet Expectations – Failed to meet agreed upon Goal and did not attain results.

Close

Select

Performance Review Behaviors 2022

For directions visit the resources page for tutorials and job aids.

1. Committed to equity and social justice

Committed to equity and social justice by engaging learners, co-workers, and community members where they are without judgement and making decisions that foster a culture of equity. Click Here for More Details on this BAR

Select ▼ ❓ *

Select ✓
Too New To Rate
5 pts. Outstanding
4 pts. Exceeds Expectations
3 pts. Meets Expectations
2 pts. Needs Improvement
1 pt. Does Not Meet Expectations

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Supporting Comments Here

1. Committed to equity and social justice

Committed to equity and social justice by engaging learners, co-workers, and community members where they are without judgement and making decisions that foster a culture of equity. Click Here for More Details on this BAR

Items

- Does Not Meet Expectations-Fails to engage learners, co-workers, and/or community members where they are without judgement and does not make decisions that foster a culture of equity. Click Here for More Details on this BAR
- Needs Improvement-Sometimes engages learners, co-workers, and/or community members where they are without judgement and makes decisions that foster a culture of equity. Click Here for More Details on this BAR
- Meets Expectations-Committed to equity and social justice, engages learners, co-workers, and/or community members where they are without judgement and makes decisions that foster a culture of equity. Click Here for More Details on this BAR
- Exceeds Expectations-Always committed to equity and social justice, engages learners, co-workers, and/or community members where they are without judgement and makes decisions that foster a culture of equity. Click Here for More Details on this BAR
- Outstanding-Serves as a role model to actively commit to equity and social justice, engages learners, co-workers, and/or community members where they are without judgement and makes decisions that foster a culture of equity. Click Here for More Details on this BAR
- To soon or cannot rate at this time.

Close

8 Job Duties

Performs expected job duties and other duties as assigned, with acumen and excellence. Click Here for More Details on this BAR

Select ▾ ❓ *

✓	Select
	Too New To Rate
	5 pts. Outstanding
	4 pts. Exceeds Expectations
	3 pts. Meets Expectations
	2 pts. Needs Improvement
	1 pt. Does Not Meet Expectations

Overview

Goals Review 2022

Performance Review B...

Summary

Sign Off 2022

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Supporting Comments Here

Alpha Demo-Performance Reviews for Administrators and Staff

Options ▼

Overview
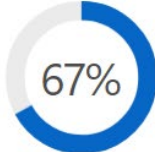
Goals Review 2022

Performance Review B...

Summary

Sign Off 2022

Demo-Employee1 Pima1
Human Resources Specialist
1/1/2022 - 12/31/2022

67%

Summary

	Employee Review	Supervisor Review
Goals Review 2022	**5.0** / 5.0 5 pts. Outstanding	-
Performance Review Behaviors 2022	**4.3** / 5.0 4 pts. Exceeds Expectations	-
Overall	**4.7** / 5.0 5 pts. Outstanding	

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Effective and Flexible Work Initiatives/Programs Committee

Carleen M Thompson

Goal: The continuation of better life-work integration. Looking beyond Covid hybrid work models

- Committee Members
  - Aubrey Conover – West Campus President
  - Denise Morrison – Director, Employee Service Center
  - David Parker – Director Enterprise Risk Mngt.
  - Jason Brown – Curriculum Assistant Mngr.
  - Jamie Irvin Support Specialist
  - Jeff Silvyn – General Counsel
  - Kate Schmidt – Exec. Dir. Faculty Affairs
  - Ouatfa Chuffe-Moscoso – Dir. Environment Health
  - Seth Shippee – Dep. General Counsel
  - Evan Goldberg – Director Information Technology
  - Makyla Hays – Instructional Faculty

Survey Administration: Feedback & Ideas

- What worked well during the recent work from home experience

- What challenges arose during work from home in the past

- Do employees have the technology they need for effective work from home

- What support did people feel they had/or did not have

- What type of schedule(s) would be most effective

- Is fairness in administration an issue? What questions involving equity are important?

- How will the College address accountability issues?

Next Steps

- Survey Results

- Best Practice Comparisons

- Program Options

- Policies / Procedures

- Training

- Employee and Manager On-Line Guidance

FLEXIBLE WORK INITIATIVES SURVEY

▶ **REMOTE WORK SURVEY RESULTS, 04/14 – 05/06/2022**

▶ The survey was open for three weeks, from April 14 to May, 6, 2022.

▶ Nine hundred seventy (970) respondents answered the 26 survey questions and wrote more than 100 pages of comments.

▶ The response rate (83%) is very high compared to the colleges average response rate of 10-15%.

▶ High metrics show the importance of employees' interest in the topic.

SURVEY RESULTS

▶ **In summary, results indicated that the majority of the PCC employees would like flexible work options, if job duties allow it.**

▶ **The main benefits mentioned relative to flexible work options were:**

▶ *** Time saving** because of not commuting (experienced by 73% respondents),

▶ *** Improved work/life balance** (61%), **cost saving** (60%), and **greater productivity** (57%).

 * Only 3% of respondents answered that they do not see any benefit from flexible work options.

… On average, the respondents checked 6 benefits of flexible work, out of 14 options.

▶

Details…….on "Remote/Hybrid"

▶ 6% of respondents did not see any personal challenges working remotely. Others mentioned an increased difficulty to communicate with students or colleagues (22%), or potential internet issues (16%).

▶ "**A good office chair**" (26%) is the most frequent suggestion for improving remote work conditions. More, **computer screens**, **scanners and printers**, and **flexible working hours** were desired by 20% respondents.

▶ On average, across all departments, the respondents prefer to spend

▶ 70% of their working time remotely

▶ 30% "On-site or remotely as needed"

▶ 16% "Only remote work"

▶ 14% "3/5 days remotely"

▶ 6% of the respondents did not prefer the remote work option.

Management's View

- 41% of supervisor respondents consider that the best schedule for their area is "On-site or remotely as needed",

  37% looking for "1-3 days remotely".

- 66% of supervisors feel completely comfortable managing their subordinates remotely, and 21% feel somewhat comfortable.

- 61% of supervisors believe that it is no more difficult or even less difficult to hold their subordinates accountable in the remote mode,

- ……and 20% said that they never had issues with it in any mode.

PIMA COLLEGE FLEXIBLE WORK INITIATIVES PROGRAM COMMITTEE

▶ The work of the **Flexible Workplace Initiatives Committee** recognizes that flexible workplace options have a high potential for enhancing employee performance and related engagement and assisting employees in achieving greater degrees of work/life balance.

▶

FLEXIBLE WORK INTIATIVE PROGRAM OPTIONS BASED ON FWI SURVEY RESULTS

▶ We acknowledge that not every position is suitable for all of the *options* presented within the "***Flexible Workplace Initiatives Program***", there are options and benefits that can be utilized by **each** employee with their manager's support.

▶ **The following Flexible Workplace Program options include: Remote Work, Hybrid Work Schedules, Flextime, Compressed Workweeks, and reduced time positions.**

▶ There are *additional benefits* offered through the PCC Employee Service Center that support workplace flexibility and work-life balance.

REMOTE WORK

▶

 Remote Work allows an eligible employee to work entirely at an alternate work location other than a Pima Community College location. It is anticipated that the most common remote work location will be the employee's home.

▶

HYBRID WORK

- Under a Hybrid Work arrangement a Pima Community College employee will enter an agreed upon schedule with their manager to work outside of the office under established schedule options as indicated by the Pima Community College Hybrid Work Policy and Guidelines.

- **Hybrid Schedule Alternatives include:**

- **3/2 In- Office 3 days/Remote 2 days**
- **2/3 In -Office 2 days/Remote 3 days**
-

FLEXIBLE WORK ALTERNATIVES

- Flexible Work Alternatives will be offered in an effort to

  - Create flexible work options that assist PCC employees in balancing their work and personal lives.
  - Options may alleviate employee issues/stress regarding caregiving, commuting, support regarding continuing education and community service obligations within Pima County.

- Where the PCC employees work cannot easily fit within a remote or hybrid work option these areas of flexibility may be a viable alternative.

- These options may be combined with e.g. a Remote Work Agreement.

FLEXIBLE WORK ALTERNATIVE OPTIONS

- **Flextime**
Employees choose their starting and ending times from a range of available hours. The choice is made with management's approval. The starting starting and ending times are subject to the core hours

  Compressed Work Week Options A/B
  4/10 -   Under this arrangement PIMA employees may work four 10 hour days   OR

-
  3/12 - Under this arrangement employees may work three 12 hour days

-
  These options are allowed for both EXEMPT AND NON-EXEMPT

-
  Compressed Work Week Option C
   9/80 -   Under this option an EXEMPT employee can work 80 hours over a 9 day period/9 work days and then takes to 10th day off.

-

Next Steps – Sub Committee Work

- PROGRAM DETAILS

- POLICIES/PROCEDURES

- ADMINISTRATIVE RESPONSIBILITIES

- COMMUNICATION PLAN /EMPLOYEE FEEDBACK

- SAFETY/IT

- WORKPLACE FLEXIBILITY TRAINING PROGRAM

- EMPLOYEE GUIDELINE MANUAL

- ACADEMIC OPTIONS