PimaCommunityCollege

Human Resources Advisory Committee

April 24, 2023

10:00 am

https://pima.zoom.us/s/96760363366

Meeting ID: 967 6036 3366

Passcode: 685475

Dial-in: (669) 900 6833

Meeting Notice and Agenda

General Matters

Call to Order

Introductions

Action Items

3-3-2022 HR Advisory Committee Meeting Minutes

Reports and Feedback

HR Department Overview, Carleen Thompson, CHRO/AVC for Human Resources

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

New Compensation Structure, Aida Vasquez, Director, Compensation, Affirmative Action and EEO Planning

Organizational Effectiveness & Development (OED), Tina Neil, Director, Organizational Effectiveness and Development

Discussion

Additional Committee Members

Future Agenda Items

Adjournment

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.](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.

Meeting Minutes

In Attendance:
Paul Bellows, Helena Rodrigues, Carleen Thompson, David Bea, Jeff Silvyn, Rosa Herrera (Recorder), Keri Hill (Recorder)

Guests:
Roxandra Acosta, Director; Aida Vasquez, Advanced Program Manager; Tina Neil, Director

1. **Call to Order**
   The meeting was called to order at 3:04 pm. Introductions were made by each of the attendees.

2. **HR Department Strategic Alignment (Carleen Thompson)**
   Ms. Thomspon began with her initial impressions of the College and her ideas for better alignment between the Human Resources department and the Strategic Plan. Key focus areas include defining the employment division, enhancing the performance evaluation process, and rolling out the classification & compensation study and enhanced Affirmative Action/Equal Employment Opportunity (AA/EEO) programs.

3. **Employment Division Development (Roxandra Acosta)**
   Ms. Acosta joined the Committee to provide an overview of the Employment Division. She has shifted the department by splitting it into two teams to provide specialized expertise instead of the previous model in which the staff members were generalists.

   The Talent Acquisition team has enhanced the recruitment process and has adopted a modern approach of advertising and actively recruiting through LinkedIn, Glassdoor, and other entities. The Employment Relations team works closely with the College's General Counsel and the Office of Dispute Resolution to enhance the services provided and ensure collaboration.

   There are opportunities to better serve employees through enhancing the performance review process, consistent data and reporting, and automating processes. Ms. Acosta's department is also focusing on career development and exit and retention interviews as part of the continuous improvement process.

4. **Classification/Compensation Study Update (Aida Vasquez)**
   Ms. Vasquez noted that she will soon be assuming duties related to the rollout of the enhanced AA/EEO programs.

She continued with the classification and compensation study, which is being administered by the College's contracted vendor, Segal. Ms. Vasquez discussed the four phases of the study and the work that has been completed to date. Employee surveys indicate overall satisfaction with benefits and less satisfaction with salaries. Compensation philosophies and strategies were discussed, and the overview concluded with the next steps for the study.

Dr. Bea asked about upcoming challenges that should be anticipated with the implementation of the study. Ms. Vasquez noted that training is important, as employees are not expected to be compensation experts. Further, the costing analysis will be a component, as the College's budget will factor into the potential for a phased implementation of the new classification and compensation program.

Mr. Bellows asked if the level of participation was robust. Ms. Vasquez indicated that 76% of employees submitted a position description question, and through outreach, nearly 100% participated. Mr. Bellows thanked Ms. Vasquez for her leadership and expertise, and Ms. Neil concurred, as there are many opportunities for employee development related to the study.

5. **Performance Evaluation Draft Proposal (Tina Neil)**
   Ms. Neil discussed the role of performance management, and changing the process will be a cultural shift when looking at the life-cycle of the College's employees. A survey of employees was conducted to determine the challenges and opportunities related to the current evaluation process. Some of the feedback was related to automation and software improvements that will simplify and better automate components of the process. The timing of the performance evaluation was also a significant piece of feedback to inform the new approach, as were discussions related to the feasibility of aligning faculty and staff to the same timeline.

   Ms. Neil continued with a brief demonstration and shared screenshots of the proposed performance evaluation. The new process will create a proactive evaluation and development tool with numerous opportunities for employees and supervisors to have discussions, and goal-setting will be tied to the review in the system. There are educational opportunities tied to goal-setting and achievement, as not meeting a goal does not necessarily indicate a failure.

   Ms. Rodrigues asked which vendor the College uses for this process, and Ms. Neil stated that CornerStone is utilized for this purpose. Ms. Rodrigues noted the great work on the revised evaluation process.

6. **Effective Remote and Flexible Work Initiatives/Programs (Carleen Thomspon)**
   In Summer 2021, Ms. Thompson was tasked with developing a work from home program while also defining the return to work process. Employees returned to the office in July 2021, and the work from home program evolved into the Effective and Flexible Work Initiative/Program Committee with the goal of continuation of better life-work integration at the College. This program would look beyond the COVID-19 hybrid work models currently in place.

Ms. Thompson provided some additional background, reviewing significant factors in national employment trends. Work from home, increased pay, enhanced benefits, personal health days, and better work-life balance were the most common responses to one of the surveys reviewed.

The committee comprises a range of employees from across the College to ensure representation, and they are working with the Strategy, Analytics and Research department to develop a survey to administer to employees. Key points include what worked well during the recent work from home (WFH) experience, challenges during WFH, and levels of support needed by employees. Technology needs, College processes, schedules, accountability, and the perception of fairness are also components.

The survey will be administered later this month, and the results will be analyzed. The next steps include best practice comparisons, program options, policies/procedures, and training. Employee and manager online guidance will focus on building trust, equity, and engagement.

Ms. Rodrigues expressed her gratitude for the work completed so far. She noted that there is pressure at the University of Arizona to provide flexible work schedules, increased benefits, and new demands on the compensation structures.

7. **Future Agenda Items**
   None.

8. **Additional Committee Members**
   Ms. Thompson asked the Committee to send any names of potential members to her office. She is also reaching out to professional organizations to seek new members.

   Mr. Silvyn asked if there are any areas of expertise that the Committee should focus on seeking new members, which may aid recruitment. Ms. Thompson noted the importance of talent management and compensation, as well as AA/EEO.

9. **Adjournment**
   The date of the next meeting will be determined via a Doodle poll, and Ms. Thompson thanked the Committee for joining.

   Mr. Bellows commended the work completed by the College to provide a strong workplace.

   The meeting concluded at 4:22 pm.

HR OVERVIEW

HR DEPARTMENT ALIGNMENT

- HR FOCUS ON SERVICE

- IMPROVING EFFICIENCIES AND EFFECTIVENESS

  - ENHANCED SERVICE MODEL

  - GETTING THE RIGHT PEOPLE IN THE RIGHT PLACES

PIMA COLLEGE HR DEPARTMENT

- **TALENT ACQUISITION AND EMPLOYEE RELATIONS**
  - Roles redefined
  - Development of the Employee Relations Unit

PIMA COLLEGE HR DEPARTMENT

- **ORGANIZATIONAL EFFECTIVENESS AND DEVELOPMENT**
- HR Analytics Enhancement
- Partnerships in Problem Solving and Training

- **CLASSIFICATION/COMPENSATION and EEO/AA**
- Additional staff assistance
- Continued employee representative group communication and partnership(s)
- EEO/AA in-house functions

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

  Quatfa 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 – Finalizing the Plan

- PROGRAM DETAILS

- POLICIES/PROCEDURES

- ADMINISTRATIVE RESPONSIBILITIES

- COMMUNICATION PLAN /EMPLOYEE FEEDBACK

- SAFETY/IT

- WORKPLACE FLEXIBILITY TRAINING PROGRAM

- EMPLOYEE GUIDELINE MANUAL

- ACADEMIC OPTIONS

New Compensation Structure

Discussion

- Overview
  - Staff and Administrator Salary Structure
  - Faculty Structure

- Post-Implementation Appeals

- Ongoing Efforts

Purpose of Compensation Structures

Ensure that employees are properly paid for the value they provide

- Recruit and retain talent – align pay to market

- Recognize the value from increased job experience

- Ensure fair and equitable pay

Staff and Administrator Salary Structure

The Process

1. Developed Job Descriptions

2. Compared duties and responsibilities to market surveys

3. Grouped jobs into grades that have similar median market pay.

4. Determined individual salary placement within a salary range.

Market Surveys

- Survey Sources: CUPA-HR Administrators, Professionals and Staff Salary Surveys, CompAnalyst, Payfactors, and Willis Towers Watson were used for the assessment.

- The Survey Source used for faculty salary comparison is the College and University Profession Association for Human Resources (CUPA-HR) Faculty Salary Survey.

- Segal Consultants analyzed base salary market data. The 50th percentile represents the market median.

- Published Data Aging: Survey data effective November 1, 2021 data were aged to July 1, 2022. The annual aging percentage is 2.8%

Peers

Criteria 1: Institutional Characteristics

Include institutions with Carnegie Classifications:

- Associate's Colleges
- Baccalaureate/Associate's Colleges

Criteria 2: Financial Characteristics

Screen for institutions that are 50% to 200% of PCC's financial characteristics for:

- Total Expenses

Criteria 3: Population Size

Screen for institutions that are 50% to 200% of PCC's population characteristics for:

- Total Student FTE
- Total Staff FTE
- Faculty Full-Time Equivalent (FTE)

Assigned jobs to salary grade based on the job's market median

Grade 5

Coordinator, Adult Education

Media Specialist

Grade 7

Manager, Grants

Police Sergeant

Analyst 2, IT Programmer

Grade 2

Administrative Assistant 2

Payroll Specialist 2

Printer Operator

8

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

Salary Table for Regular Staff & Administrators

Initial Salary Placement
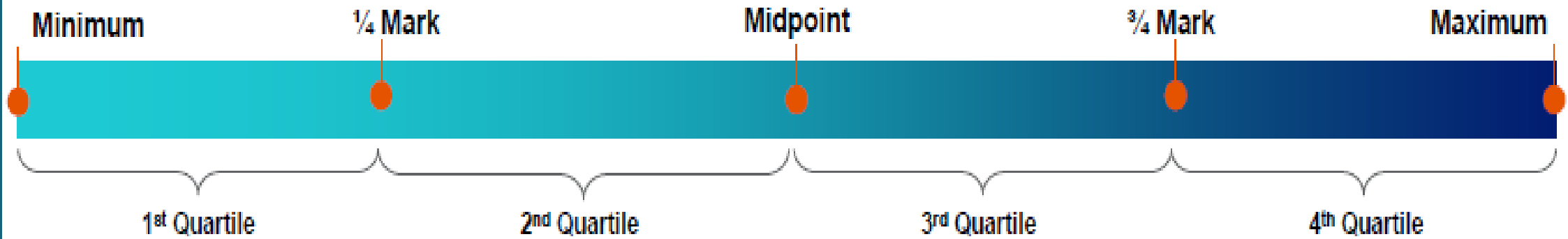
Sample Position Grade 1	Minimum	25th Percentile	Midpoint	75th Percentile	Maximum
	$33,000	$37,800	$42,000	$46,200	$50,400
Years in Current Positions	0	4	8	12	

Example:
Student Services Technician in Grade 1

The target market salary for a Student Services Technician with 4 years in their current position is at the second quartile - $37,800 annual salary.

Highlights!

- Over 300 job descriptions and job titles were developed.

- Every staff job was assigned to a new salary grade to reflect external market competitiveness and internal value.

- There are now 12 salary grades numbered 1 to 12, creating a single compensation structure for exempt and nonexempt positions.

- The mid-point for each grade has been established to reflect the median pay in the external market.

- The new Compensation structure did not result in a reduction of pay for any employee. - All employees received an increase - the minimum increase was $3,000

- The minimum wage is now $16.15 for Regular staff
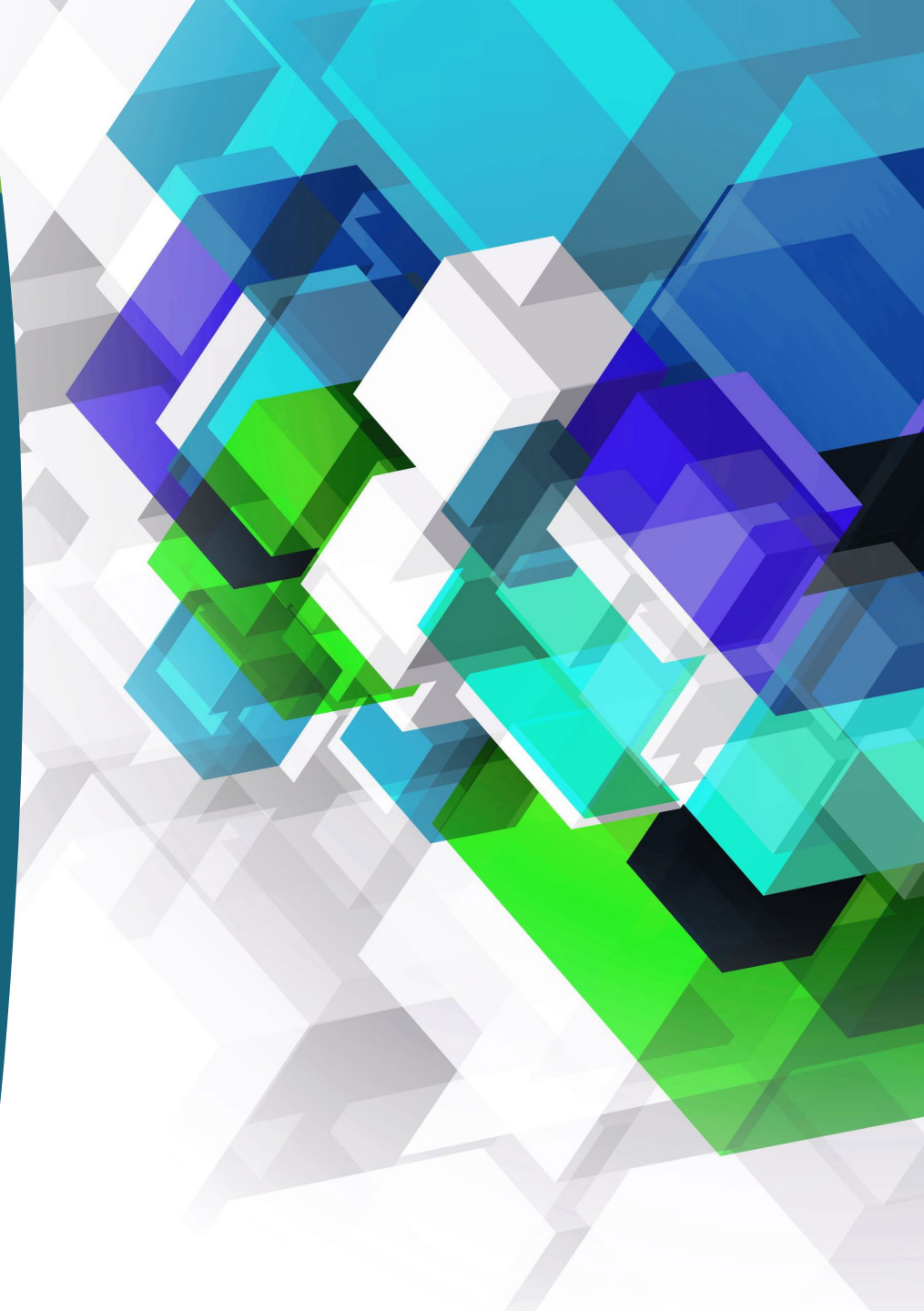
Faculty Salary Structure

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

Individual Faculty Salary Placement Process

Initial placement for existing faculty for the implementation of the new salary structure was determined as follows: Previous Years of experience credited up to the maximum step 6 plus the years of teaching at Pima Community College.

Years Credited for Previous Experience	
1	0 - 2.0 years
2	2.01 - 4.0 years
3	4.01 - 7.0 years
4	7.01-10.0 years
5	10.01-13.0
6	13.01+

15

Example:

9 Month Instructional Faculty – Master's degree

Was credited for 7.2 years of previous experience and placed at step **4** at initial hire. They have **3** years teaching at Pima – their target step placement is step **7** in the new salary table - **$57,150.**

Post Implementation

Job Description Appeal Review

Steps in the review:

- The Compensation team reviewed the Appeal Form and all supporting documentation including the original job questionnaire and any additional information submitted

- Meetings were scheduled to discuss materials.

- The Compensation team notified the employee and the employee's supervisor of its decision via email.

Appeal Results

Represents 480 Total Regular employees (39%)

Concern	Number Received
Job Description	155
Job Level	26
Job Title	42
Other	21
Salary	28
Years in Position	82
Grand Total	354

Ongoing Efforts

- Update and align Handbook policies to new structure

- Faculty
  - Review number of grades and steps
  - Define hard-to-fill field qualification for faculty stipend (currently only applies to Nursing)

- Define process for future increases

- Executive compensation review

Questions

Organizational Effectiveness & Development (OED)

PimaCommunityCollege

What to Know about OED

- New Employee Orientation

- College-Directed Training

- Virtual Instructor-Led Programs

- Self-paced Upskilling Training (Percipio)

- Performance Review - Update

New Employee Orientation (NEO)

When
- Twice a month virtually - mirrors payroll schedule
- First Day of Employment for all new employees

Who
- All FT New Employees required to attend
- Supervisors of new employees attend (2 hrs) to welcome new team

Topics
- Access to college systems
- Benefits, Payroll & Wellness Program
- College Culture & Diversity
- Predictive Index Behavioral Assessment & Workshop

College Directed Training (CDT)

- **Compliance training required of all College Employees to meet requirements for:**
  - Federal Law
  - State Law
  - Higher Learning Commission
  - PCC College Priorities/Needs

- **New employees must complete within 30 days of hire**

- **All employees must complete a "CDT-Refresher" every two years on required topics that need to be retrained on based on law/requirements.**
  - Last release was Fall 2021, next release Fall 2023

PimaCommunityCollege

College Directed Training (CDT)

- **Sexual Harassment Prevention for Employees** (*Refers to Title IX, EEOC, & Title VI requirements, as well as HLC accreditation expectations of a 2-year retraining on this topic*)
- **Title IX for Higher Education** (Refers to Title IX for students and Employees)
- **Promoting a Substance Free Workplace** (Refers to the Drug-Free Workplace Act of 1988)
- **Mandatory Reporting of Minors** (Refers to ARS 13-3620)
- **PCC College Overview**

CURRICULUM

College Directed Training

Last Updated 05/16/2022   Duration 3 hours, 15 minutes

Details

College Directed Training assigned during New Employee Orientation

Show More

Contents   19 Trainings

COLLEGE-DIRECTED TRAININGS

ONLINE CLASS	College Overview
ONLINE CLASS	Student Services Training
ONLINE CLASS	Mandatory Reporting
ONLINE CLASS	Workplace Harassment Prevention for Employees

CURRICULUM

College Directed Training

In Progress

Open Curriculum

or

Assign

College Directed Training Refresher (CDT-R)

- **Currently building the September 2023 version**

- **Includes + (TBD):**
  - **Sexual Harassment** (*Refers to Title IX, EEOC, & Title VI requirements, as well as HLC accreditation expectations of a 2 year retraining on this topic*)
  - **Harassment** (Refers to Title VI & EEOC requirements)
  - **Clery Act Information (**Refers to the Clery Act) - to be added in 2023
  - **PCC - The Complaint Process** (i.e., ODR & HR-ER) - to be added in 2023

Virtual Instructor-Led Programs

Crucial Conversations for Accountability

- How to have difficult conversations and how to hold people accountable

PCC Leadership Camp

- A blend of online modules and live virtual workshops on leadership skills
- *This program is self-paced*

Supervision in the 21st Century

- Assists supervisors or aspiring supervisors in navigating challenges in the workplace
- *3 Coaching Sessions, Virtual & Self-paced workshops, and certification in Crucial Conversations for Accountability*

PimaCommunityCollege

Self-paced Upskilling Training (Percipio)

Percipio

- Online learning platform owned by the college (provided by Skillsoft)
- Over 40,000+ assets, including online courses (9,500+), books (25,000+), labs, testprep, and live courses

project management   🔍

Skill Areas

Business Operations   >

Cloud Services   >

Customer Service   >

Data   >

Diversity, Equity, & Inclusion   >

Infrastructure & Operations   >

Leadership Development
Program powered by MIT SMR   >

Management   >

Perspectives   >

Pima Community College   >

Product Management   >

Productivity & Collaboration
Tools   >

Professional Improvement   >

Programming   >

Project Management   >

Sales & Marketing   >

Certifications

(ISC)2

AWS

American Society for Quality (ASQ)

Cisco

CompTIA

Digital Marketing Institute

EC-Council

Google

HR Certification Institute® (HRCI®)

Information Systems Audit and Control
Association

International Institute of Business
Analysis (IIBA)

International Software Testing
Qualification Board

Isograd

Kubernetes

View All

Aspire Journeys

Aspire Journeys for Business Skills

Aspire Journeys for Leadership

Aspire Journeys for Technology &
Developer

Showcase

Live Course Calendar

Skill Benchmarks

Skillsoft Bootcamps

Skillsoft Leadercamps

Skillsoft Live Events

Skillsoft's The Edge Podcast

management is the fifth most popular tech certification, according to Credly, a service that online-educational providers use to manage their digital-credential programs.

Make things automatic

As powerful as any software gets, using it still requires a lot of pointing and clicking, often on the same buttons and icons again and again. Robotic process automation lets people create small scripts called robots that take over the job of performing repetitive computer tasks. For instance, a robot might be programmed to replicate the steps that humans would normally take to route documents or read forms and enter the information into a database.

"The name of the game right now is efficiencies," says Mike Steinitz, senior executive director at staffing and consulting firm Robert Half. "What do we need to do to be more efficient? Which means the automation of a lot of different things."

The skills needed to create ro-

A Tech Curriculum for Today's Workforce

▶ **Tech 101**
Skills for everyone

Advanced word processing
(Word, Docs)

Advanced spreadsheets
(Excel, Sheets)

Advanced presentation
(PowerPoint, Slides)

Email management
(Outlook, Gmail)

Team communication
(Teams, Slack)

Team ideation
(Miro, Mural)

Introductory AI
(such as Coursera's AI For Everyone)

Familiarity with generative AI
(ChatGPT, Dall-E 2, Midjourney, etc.)

Productivity Tools

Browse all of the Productivity Tools content below.

Asana
Discover Asana, a web and mobile tool that can help teams better organize, track, and manage their work.

Box
Box is a cloud-based storage solution used to store, share, edit, and secure files from anywhere. Explore the uses and features of Box.

Buffer
Explore Buffer, the software application for the management and post scheduling of social media accounts.

Dropbox
Dropbox is cloud-based storage solution used to store and share documents. Explore the uses and features of Dropbox.
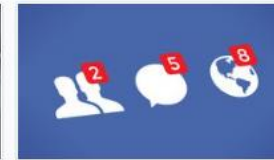
End User Security
Security is a primary concern for enterprises. Discover the basics of end user security, from methods, tools, and technologies.

Evernote
Evernote is an expansive cloud-based note application for individuals and professionals alike. Come explore Evernote.

Facebook
Explore Facebook, the popular social networking site focused on bringing people together and sharing items on your newsfeed.

Flickr
Explore Flickr, the image and video hosting website.

FreeMind
Explore FreeMind, the mind mapping app that lets you organize your thoughts and see the relationships

Gmail
Discover Gmail, the ubiquitous email platform that integrates with the Google ecosystem.

Google AdWords
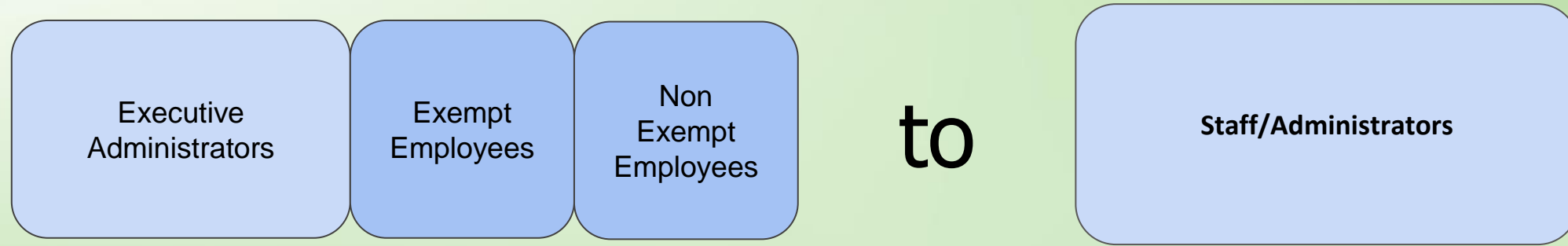Explore Google AdWords and learn to create, run, and analyze ad campaigns.

Google Analytics for Marketers
Get statistics and insight you need into your website's visitors' behavior

PimaCommunityCollege

Performance Review - Update
Review of Major Changes

| Executive Administrators | Exempt Employees | Non Exempt Employees | to | Staff/Administrators |

1. **Better Instructions & Training**
2. **Shorter**
3. **Discussion Between Manager and Employee**
4. **Goals - Enhanced & Connected**
5. **Self Review First**

PimaCommunityCollege

Performance Review - Update
Review of Major Changes

Strategic Alignment to PCC Behaviors

1. Committed to equity and social justice

2. Has thoughtful, respectful, and open conversations

3. Open to change

4. Innovates

5. Challenges processes

6. Evaluates effectiveness

7. Serves

8. Job Duties

PimaCommunityCollege

Performance Review - Update
Review of Major Changes

Committed to Equity and Social Justice Rating Scale

1 pt. Does Not Meet Expectations – Fails to commit to equity and social justice, does not engage learners, co-workers*, and/or community members where they are without judgment and does not make decisions that foster a culture of equity.
2 pts. Needs Improvement – Sometimes commits to equity and social justice, sometimes engages learners, co-workers*, and/or community members where they are without judgment and makes decisions that foster a culture of equity.
3 pts. Meets Expectations – Committed to equity and social justice, engages learners, co-workers*, and/or community members where they are without judgment and makes decisions that foster a culture of equity.
4 pts. Exceeds Expectations – Always committed to equity and social justice, engages learners, co-workers*, and/or community members where they are without judgment and makes decisions that foster a culture of equity.
5 pts. 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 judgment and makes decisions that foster a culture of equity.
Too Soon to Rate – Too soon or cannot rate at this time.

An employee does not need a forward facing role to engage in this behavior, interacting with co-workers is a part of this behavior.

Performance Review - Update
Review of Major Changes

Performance Rating Stories - Committed to Equity & Social Justice

Alex works in the student success center. We have rated Alex in three different scenarios of performance.

- **5 pts. Outstanding:** Recently there has been a large number of international students in the student success center. Alex has taken it upon themselves to learn some phrases to be able to make the students feel more comfortable. Additionally, Alex has done some research on learning about the international students' countries and culture.
Rating Explanation: Alex *is exceeding expectations when it comes to engaging learners and establishing a culture of equity by trying to make students feel welcomed and increasing their own awareness of diversity. Note: If Alex doesn't work directly with students, but is exhibiting the same type of behavior with co-workers that is applicable under this performance rating.*

- **3 pts. Meets Expectations:** You notice that Alex always tries to greet and work with each learner individually and work to call them by their preferred name. When Alex is not working the front desk they try to use inclusive language with their co-workers to promote a welcoming environment.
**Rating Explanation:** *Alex is meeting expectations when it comes to welcoming learners and interacting with their co-workers with their use of inclusive language.*

PimaCommunityCollege

Performance Review - Update
2021 Rate of Completion

Exempt Employee - Interim Performance Evaluation 2021

Task Progress

Overall Progress: ▇▇▇▇ 68%
Employees Reviewed: 448
Overall Reviews Completed: 306
Reviews Incomplete: 142
Task Assignment Period: 11/8/2021 - 12/9/2021
Review Period: 1/1/2021 - 11/8/2021

- 🟥 Not Started
- 🟨 In Progress
- 🟩 Completed
- ⬜ Incomplete

68.3%   31.7%
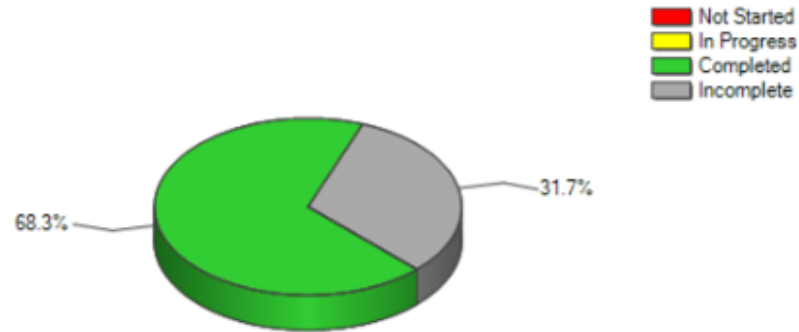
Average Completion: 74%

Non Exempt - Interim Performance Evaluation 2021

Task Progress

Overall Progress: ▇▇▇▇ 80%
Employees Reviewed: 384
Overall Reviews Completed: 308
Reviews Incomplete: 76
Task Assignment Period: 11/9/2021 - 12/9/2021
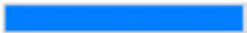Review Period: 1/1/2021 - 11/8/2021

- 🟥 Not Started
- 🟨 In Progress
- 🟩 Completed
- ⬜ Incomplete

80.2%   19.8%
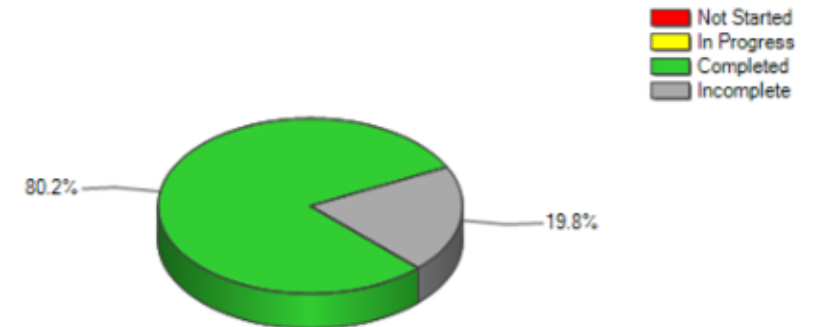
Performance Review – Update
2022 Rate of Completion

Performance Reviews for Administrators and Staff 2022

Completion: 97%

Task Progress

Overall Progress:		97%
Employees Reviewed:	921	
Overall Reviews Completed:	891	
Reviews Incomplete:	30	
Task Assignment Period:	10/16/2022 - 12/31/2022	
Review Period:	1/1/2022 - 12/31/2022	

Legend:
- Not Started
- In Progress
- Completed
- Incomplete

96.7%
3.3%

PimaCommunityCollege
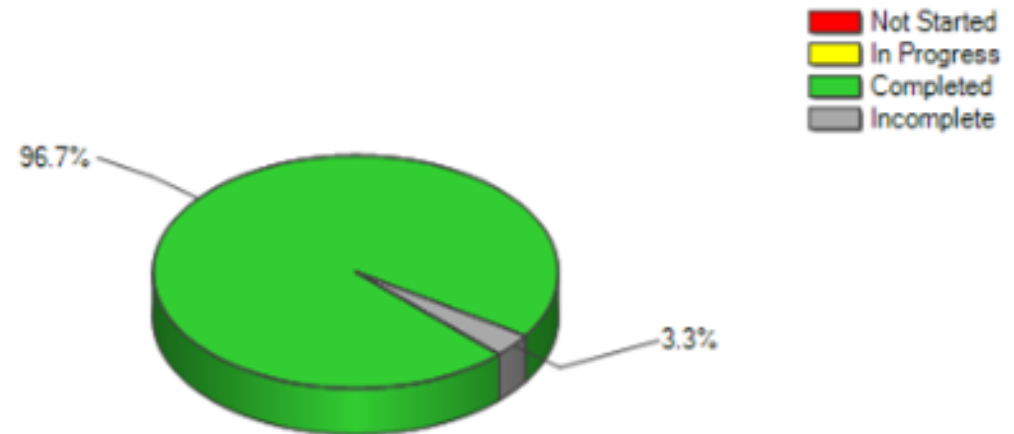
Pima Community College

Keep striving.