Colleagues,

Assessing and strengthening our organizational structure and operations are essential to fulfilling the College’s mission to students and the community. When concerns surfaced about personnel management and practices at the College, we responded in a manner consistent with the practices of any effective organization. We took the concerns seriously and developed a plan to gather comprehensive information and address the issue.

As you may know, the College over the past few months has engaged the services of an outside firm, Baker Tilly, which has helped more than 150 higher education institutions with assessment of operational services such as human resources (HR).

Baker Tilly has facilitated a review of our policies, procedures and practices regarding areas such as staffing, services delivery and system resources and functions that impact the College’s campuses and offices. Baker Tilly has conducted benchmarking, surveyed employees throughout the College and its facilities, and has interviewed HR staff and management, as well as holding focus group meetings.

Baker Tilly’s comprehensive third-party assessment is included in its final report, which you can read on our website. It also will be the topic of a PCC Governing Board study session today from 1:30-3 p.m. in our District Office Community Board Room. [You can view Baker Tilly’s PowerPoint slides on our website.]

The report is comprehensive in scope, covering the following areas:

- Collaborative leadership for HR functions (HR Dept. and campuses)
- Organizational structure and culture
- Clearly defining roles
- Aligning HR Dept. functions with College needs
- Compliant and responsive HR process and practices
- College-wide training
- Comprehensive change management

The report notes areas where the College has made recent improvements, including:

- Recognizing a strategic and collaborative partnership role for the HR Dept.
- Revision of the hiring process
- Formation of adjunct and temporary employee task forces
- High performing Employee Service Center
- Renewed focus on employee training and onboarding
The report is a significant development in the assessment phase and contains broad recommendations. Our next step is to create a comprehensive process that creates actionable steps leading to achieving success. I should emphasize that our process -- identifying concerns, making a clear-eyed assessment, and instituting measurable improvements – is being applied to all areas of PCC. The College will make necessary changes so that a culture of consistency, fairness and accountability governs HR.

Lee D. Lambert,
Chancellor