Slide 1: Positioning Pima County Community College District’s Human Capital Management for the Future

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Slide 2: Agenda
- Welcome
- Project Purpose
- Executive Summary
- Project Approach
- Current State
- Future State Roadmap
- Conclusion and Summary
- Questions

Slide 3: Your Project Team
Christine Smith, Principal
- 25 years of experience and specializes in creating innovative resource optimization solutions
- Clients include research universities, private colleges, community and technical colleges, municipalities, counties, and state agencies
- Directs strategy and operations review engagements for more than 100 public sector and higher education clients, including HR transformations
- Served as a strategic HR manager for the Wisconsin Department of Transportation

Martina Buckley, Manager
- Over 14 years of accounting and consulting experience in multiple industries, including higher education
- Focuses on assisting clients to assess and improve the design of operations, policies, and procedures
- Directed Higher Ed HR functions, including recruiting, hiring, benefits, and payroll; implemented compensation programs with oversight for contractual obligations, bonus review, and market data

Caitlin Humrickhouse, Consultant
- Over 3 years of public sector and consulting experience
- Specializes in analytics and benchmarking
- Provides management consulting services with a focus on resource optimization to assist educational institutions and governmental entities in their efforts to ensure that the resources available (people, processes, and technology) are used most efficiently
Slide 4: Presentation Objectives

- How can human capital management at Pima be improved?
- How will changes to the organizational structure improve human capital management?
- What specific practices and processes require modification to ensure efficiency and compliance?
- What role does leadership play to ensure successful transformation?

Slide 5: Project Purpose
The College exhibited a need for:

- Enhanced human capital management effectiveness organization-wide
- Improved alignment of labor resources with strategic and program priorities college-wide
- Reduction to the level of effort required to manage the College’s workforce
- Proactive management of HR related risk
- Improved implementation and enforcement of personnel policies and procedures
- Enhanced collaboration on critical HR activities across the College

Slide 6: Project Purpose
Overall Project Goal:

To ensure that the College transitions to a human capital management environment where basic human resource (HR) management needs of faculty and employees are met, HR practices are compliant, and also one where the HR Department can serve as a strategic partner for its stakeholders.

Slide 7: Recent Human Capital Management Improvements

- Initial recognition of the strategic and collaborative role to be played by HR
- Revision of internal hiring policy allowing all PCC employees to apply for posted positions
- Formation of the adjunct faculty and temporary employee task forces
- Highly functional and proactive Employee Service Center
- Renewed focus on employee training and onboarding

Slide 8: Current State
High-Level Key Areas of Concern

- Bifurcated approach to human capital management – lack of shared accountability, clarify of
roles college-wide

- Human Resources Department is not consistently functioning as a business partner
- Data is not consistently used to drive strategic activities
- High turnover in key HR positions
- Internal policies within HR are unclear and applied inconsistently
- Operating on a tactical and transactional level; strategic direction and initiatives are missing

Slide 9: Current State
Categorization of Findings and Recommendations

Human Capital Management
- Strategically optimizing personnel assets
- Requires involvement from stakeholders throughout the College
- Broader than just the HR Department; effects the College as a whole

Human Resources Department
- Can be implemented almost entirely within HR Department
- Major involvement from personnel within HR Department
- More narrowly focused on changes within the HR Department

Human Resources Processes
- Process issues were the root cause of the finding
- Focused solely on the practice or process not organization structure, culture, etc.

Slide 10: Executive Summary
Nineteen primary findings and recommendations in the following broad categories:

- Collaborative leadership facilitating a high-level strategic vision and executable human capital management plan
- Organizational structure and culture that embraces a shared responsibility culture relative to human capital management
- Alignment of HR Department focus with campus and program/department needs

Slide 11: Executive Summary
Nineteen primary findings and recommendations in the following broad categories (cont’d):

- Clearly defined HR roles and responsibilities
- Compliant, responsive and efficient HR processes and frameworks
- Required supervisory and employee HR training
- Proactive risk management approach
- Comprehensive and transformative HR culture change management

Slide 12: Executive Summary
Key Implementation Considerations
- Clearly defined HR roles and responsibilities
• **Compliant, responsive and efficient** HR processes and frameworks
• **Required** supervisory and employee HR training
• **Proactive risk management** approach
• **Comprehensive and transformative** HR culture change management

**Slide 13: Future State Roadmap**
**Strategic vs. Tactical Human Resources**
Image of a pyramid with the bottom section labeled Transactional, the middle section labeled Tactical and the top section labeled Strategic. An arrow points from the bottom to the top of the pyramid and is labeled Progression of human capital management. A footnote reads Jones, Frankie Ph.D., “Beyond Tactical”. 2009. SHRM Presentation.

**Slide 14: Centralized and Decentralized HR Functionality**
Is it really an “either/or”?
- Decisions should be made at point with best information to have positive impact
  - Policy decisions require various perspectives and understanding of “the whole” to ensure consistency, mitigation of risk and ability to realize investments
  - HR Process decisions (e.g., Recruitment approaches) warrant being informed by best practice, yet are best made by those closest to understanding business needs
- Models dictate relative roles
- Both require partnerships to be successful

**Slide 15: Future State Roadmap**
**HR Business Partner Roles & Responsibilities**

**Accountability**
- Everyone at PCC is responsible for effective human capital mgmt.
- Business partners (exec. leadership, supervisors, etc.) are also responsible for the provision of services
- Clearly defined decision authority

**Focus on the Client**
- It is the job of HR to understand the “business” of their clients
- Internal Advocate approach-strategy, tactics and services should be customer specific
- Communicate the renewed focus on the client

**Slide 16: Future State Roadmap**
To rebuild trust and confidence, the HR Department must focus its attention on the following short term matters:
- Aligning HR staff to campuses, programs and divisions so there is a clear expectation of exceptional service to HR customers
- Assuring that HR Department policies are consistently and correctly applied
- Guaranteeing a meaningful presence on the campuses to re-build trust
Ensuring consistent quality control & urgency in issue resolution

Slide 17: Future State Roadmap
Benefits of Organizational Redesign
- Promotes coordination and a comprehensive human capital management approach
- Streamlines processes by grouping together related and dependent activities
- Prioritizes a focus on strategy
- Creates strategic partner relationships with campuses
- Increases flexibility and backup
- Enhances rules compliance

Slide 18: Proposed Redesigned HR Department – Overview
Organization Chart where the Chancellor directly supervises the Executive Vice Chancellor, Finance and Administration and the Vice Chancellor, Human Resources. The Vice Chancellor, Finance and Administration supervises the Deputy Executive Administrator, Business Services who supervises the Director, Employee Service Center. The Vice Chancellor, Human Resources supervises the Director Organizational Effectiveness and Development, the Director, EEO and ADA, the Director HR Services and the Director, HR Strategy and Planning.

At the bottom of the slide the responsibilities of several units are described.
- Employee Service Center: Employee Benefits; Position Control; Payroll; Employment Processing; Retirement and Records Retention.
- Organizational Effectiveness & Development: Training development & delivery; Performance Management; Succession Planning; Onboarding; Organizational Development.
- EEO and ADA: ADA; EEO; Affirmative Action; HR Compliance
- Human Resource Services: Talent Acquisition; Faculty Certification; Compensation & Classification; Employee Relations; Leave Management
- Human Resources Strategy & Planning: HR Dept. Budgeting; Policy Design; HR Dept. Development; Meet & Confer; HR Systems; Data Analytics; Communications & Marketing

Slide 19: Notable Changes in Proposed Organizational Model
Current State: Six Divisions & Six Directors
Proposed Organizational Model: Four Divisions & Four Directors
Impact: Reduces siloes

Current State: Separate Divisions/Directors for Employee Relations, Talent Acquisition, Classification & Compensation
Proposed Organizational Model: One Human Resources Services Division
Impact: Enhances collaboration and process integration; Reduces siloes; Improves customer service

Current State: Faculty Certification reports to Provost
Proposed Organizational Model: Faculty Certification reports through HR Services Division with collaboration with Provost’s Office
Impact: Integrates processes; Reduces siloes; Enhances policy application consistency

Current State: Limited focus on strategy
Proposed Organizational Model: Creates Division of Human Resources Strategy & Planning
Impact: Increases focus on being a strategic business partner & systemic frameworks

Current State: Limited focus on compliance & quality control
Proposed Organizational Model: Creates HR Adv. Analyst position focused on compliance
Impact: Increases risk management & rules compliance

Current State: Lack of HR presence on campuses and in departments
Proposed Organizational Model: Creates HR Generalist pool with specific focus area
Impact: Improves customer service; Creates strategic partner relationships; Enhances flexibility and back-up

Current State: Two Employment Processing HR Specialists report through the HR Department
Proposed Organizational Model: Two Employment Processing HR Specialists report through the Employee Service Center
Impact: Integrates and streamlines processes; Improves quality control

**Slide 20: Future State Roadmap Organizational Redesign**

**Human Resource Generalists**

- The role of an HR generalist is to serve as a consultant to influence client decisions by providing a comprehensive look at alternatives that comply with HR Department policies and laws, and which support the mission and goals of the organization
  - Eleven generalists in pool
  - Serve specific College locations and position categories (faculty, maintenance, etc.)
  - Serve as the primary point of contact for HR matters
- Statistics relative to workload should be tracked and adjustments made accordingly
- Dual roles with specialties in the following:
  - Market-based compensation & classification
  - Return to work/leave management
  - Proactive and effective recruiting
  - Workforce planning & staffing analysis
  - Employee relations
  - Performance management

Footnote: Adapted from the HR Generalist definition used by Fresno State University.
[http://www.fresnostate.edu/adminserv/hr/aboutus/index.html](http://www.fresnostate.edu/adminserv/hr/aboutus/index.html)

**Slide 21: Future State Roadmap**

**Human Resources Competencies**

- HR Staff must have appropriate competencies for continued improvement in HR Department - ongoing development is key
- Equally as important is the training of managers and supervisor
Director of HR Strategy and Planning will be the lead on HR related staff development

**Slide 22: Future State Recommendations, Mandatory Training Benchmarking**

Table with 3 columns: The first column lists topics. The Second column is titled Mandatory for all College Employees and provides this footnote: Note that one survey respondent indicated that per union rules, they are not allowed to mandate certain trainings. However, all of these trainings are strongly encouraged. Another survey respondent indicated that although sexual harassment training is mandatory, the other trainings listed in this table are not but they are working with administration to make them mandatory. The third column is titled Mandatory for Supervisors.

- **Topic: Sexual Harassment**
  - Mandatory for all College Employees: 67%
  - Mandatory for Supervisors: 67%

- **Topic: Ethics/Compliance**
  - Mandatory for all College Employees: 50%
  - Mandatory for Supervisors: 50%

- **Topic: Diversity Awareness**
  - Mandatory for all College Employees: 33%
  - Mandatory for Supervisors: 33%

- **Topic: EEO/ADA**
  - Mandatory for all College Employees: 67%
  - Mandatory for Supervisors: 67%

- **Topic: Title IV**
  - Mandatory for all College Employees: 17%
  - Mandatory for Supervisors: 17%

- **Topic: Conflict of Interest**
  - Mandatory for all College Employees: 33%
  - Mandatory for Supervisors: 33%

- **Topic: Supervisory Training**
  - Mandatory for all College Employees: N/A
  - Mandatory for Supervisors: 50%

**Slide 23: Future State Roadmap, Key Human Resource Metrics**

Data Analytics and metrics are key to:
- Making informed business decisions
- Aligning resources to strategic priorities
- Ensuring accountability to organizational goals
Data should be regularly collected and analyzed and metrics reported on at least annually

**Slide 24: Future State Roadmap, Key Human Resource Metrics**

**Talent Acquisition Metrics**
- Time/Days to Offer
- Time/Days to Fill
- Key position vacancy
- Turnover rate of new hires
- Quality of Hire

**General HR Metrics**
- Absenteeism percentage
- *Monthly Turnover Ration*
- Cost per Hire
- HR employees per organizational employees
- HR Personnel Costs/HR Operating Costs

**Benefits Metrics**
- Health Care costs per employee
- *Medical loss ratio*
- Benefits costs as a percentage of compensation

**Training Metrics**
- Training spend per employee
- Percentage of employees trained per year

**Performance Management Metrics**
- Percentage of employees completing performance reviews
- Improved performer ratio

**Slide 25: Future State Recommendations, Human Resources Processes**

**Shared Governance and the Meet and Confer Process**
- Meet and Confer **should be** a valuable tool to consider the needs of college employees
- By law, meet and confer is an advisory process
- AGB “integrated governance” concept
  - Campus stakeholders are involved in critical issues dialogue
  - Board of Governors has the ultimate decision-making and fiduciary responsibility
- Must establish a clear and consistent process for Meet and Confer across all groups
- Roles and responsibilities, especially relative to final decision making authority need to be communicated
Slide 26-27: Future State Recommendations, Human Resources Processes
Must take a beginning-to-end perspective and consider all process owners including the HR Department as well as business partners

1. **Succession Planning.**
   - **Current State:** Lack of formal succession planning at College
   - **Future State:** In collaboration with OED, develop a succession plan which identifies short and long term needs, potential candidates and development plans for those candidates

2. **Compensation Program Alignment with Performance Management**
   - **Current State:** The annual performance review process is viewed as arbitrary. Step Progression is not consistently linked to job performance or tied to the annual performance review.
   - **Future State:** Step Progression program should be reevaluated and tied to the performance review process

3. **Employee Relations – College-wide**
   - **Current State:** Underperforming employees are a systemic issue. Widely reported that disruptive/underperforming employees are difficult to terminate and discipline.
   - **Future State:** Review employment related processes for effectiveness in identifying and resolving issues related to competencies or underperformance.

4. **Classification and Compensation**
   - **Current State:** Classification and compensation system is outdated, restrictive and impedes the ability to obtain and retain the best candidates.
   - **Future State:** Class specifications and market analyses should be reviewed regularly and in line with industry evolution. Classification system should be flexible enough to fit organizational needs.

5. **Workforce Planning**
   - **Current State:** Workload analysis is seldom performed. Appropriate staffing levels are undefined.
   - **Future State:** Proactive and continuous planning of workforce needs, gaps or changes. Perform benchmarking in departments that are over or understaffed. Make adjustments to staffing levels based on findings.

Slide 28: Future State Roadmap, Risk Management
Finding: There is not a clearly identified unit or person accountable for managing overall HR related risk at PCC
- Exposes College to significant risk
- Proposed organizational model provides some coverage – HR Advanced Analyst focused on compliance
- Consider establishing a Compliance function led by a Chief Compliance Officer (CCO) who performs the following:
  - Develops, executes, and monitors adherence to compliance program
  - Coordinates compliance activities (e.g. annual training code of conduct updates, etc.)
  - Collaborates with executive level management on compliance issues
Slide 29-30: Summary

Key Takeaways:
- Renewed focus on HR strategy and alignment of budget to optimize human capital assets
- The culture of shared responsibility starts at the top and must be the “new norm”
- Change management will be difficult; human capital management initiatives will require the support of the Board of Governors
- Implementation of organizational structure and recommendations will help ensure compliance through enhanced HR skillset and consistency in policy application
- Use metrics to promote accountability. Culture should be that of a high-performing organization
- Ongoing and periodic Board monitoring is a critical part of the accountability framework

Slide 31: Summary

Pima Community College is experiencing significant college-wide changes, especially relative to human capital management.

Successful Transition Requires:
- Acceptance of change by all
- Time & Patience
- Accountability
- Honesty
- Collaboration

Slide 32: Questions