2015-2018 Human Resources Strategic Plan

Welcome to the 2015-2018 Human Resources Strategic Plan. The purpose of this plan is to stabilize and modernize the Human Resources system (people, processes, organization) by first building its infrastructure and then revolutionizing core areas in order to proactively respond to Maricopa's growing workforce needs. A need for long-term planning was recognized, which resulted in the formation of this first ever Strategic Plan for the Human Resources Division. It supports the Maricopa Community Colleges' Mission, Vision and Values and aligns with the Chancellor's Three Pillars: One Maricopa, Public Stewardship, and Student Success. Further, the plan reflects the cornerstones of HR, which inform how the Division will operate now and in the future: Accountability, Collaboration and Communication. Ultimately, the strategic plan contains goals and strategies to stabilize and modernize the HR system in the areas of talent acquisition, development, and retention. The plan establishes a framework for advancing Human Resources' Vision, Role Statement and Guiding Principles providing a roadmap for how the HR system will be designed in a manner conducive to attracting and retaining a diverse talented workforce.

Human Resources Vision
To be the premier HR system among community colleges

Human Resources Role Statement: The Role of Human Resources is to provide knowledge, counsel and services to help MCCCD attract, develop, and retain a talented, diverse workforce.

Human Resources Guiding Principles:
- ✓ We work collaboratively and share ideas to provide seamless and consistent customer service.
- ✓ We foster relationships built on trust by delivering consistent customer resolutions that inspires confidence and credibility.
- ✓ We are accountable to ethically utilize our resources in an efficient and effective manner.
- ✓ We embrace and promote an inclusive environment where everyone is treated with fairness and respect.
- ✓ We encourage innovation and creativity through an open exchange of ideas, progressive thinking and responsible risk taking.
- ✓ We demonstrate and advocate for value added personal and professional development.

Workforce Demographics

In order to fully appreciate the content and context of the HR strategic plan, it is important to understand the environment in which it was created.

MCCCD is a multigenerational workforce comprised of a diverse group of talented, dedicated professionals. As of January 2015, Maricopa employed over 10,000 full and part-time employees categorized primarily into two groupings: classified and non-classified. Several employee groups exist representing the various professions in existence within the enterprise. Human Resources works closely and collaboratively with these groups to remain abreast of employee interests and the changing dynamic of the workforce.

Demographics of the Maricopa workforce are continuously evolving. With 27% of Maricopa's workforce eligible to retire in the next five years, Human Resources will play a key role in determining changes in

benefits offerings, salary structures, talent acquisition efforts and onboarding strategies, succession planning, knowledge management, employee retention and myriad other aspects of human resources management associated with the micro and macro cultural shifts indicative of an evolving workforce.

Maricopa Initiatives

Maricopa is operating in a changed landscape. Given the seismic reductions and ultimate elimination of state funding, Maricopa must find other sources of sustainable revenue. Additionally, efficiencies of scale and scope must be realized as identified in Maricopa Priorities and in tandem with the tenants of ONE Maricopa.

Maricopa has a number of forward-focused, ambitious initiatives aimed at positioning the organization to continue providing access to higher education for diverse students and communities. In accordance with Maricopa Strategic Plan Organizational Integrity Goal #4: *MCCCD will strengthen policies and practices to guide the effective use of public resources*; HR has and will continue to work collectively and responsibly to align its areas of focus, priorities and ultimate mission with that of Maricopa.

Governing Board Outcomes and Chancellor Limitations

Governing Board Outcomes set the focus and priorities of the institution at the highest level with execution through the Office of the Chancellor. They are:

1.1 - University Transfer Education and General Education **1.2** - Workforce and Economic Development
1.3 - Developmental Education **1.4** - Community Development and Civic and Global Engagement

The HR system supports Maricopa's commitment to create and maintain an environment conducive to a positive employment experience. An environment whereby faculty and staff are engaged, valued, treated fairly, oriented toward results, accountable and experience professional growth.

History

The Maricopa County Community College District (MCCCD) Human Resource function evolved organically and with limited long term planning providing core functional services while encountering challenges and new opportunities. Some of the historical highlights that impacted Human Resources include:

- ❖ **Leadership Instability**: During a 15 year period (1999-2014) there were 10 Vice Chancellors or Interim Vice Chancellors as well as periodic Directorship vacancies.

- ❖ **State and National Economic Issues/Downturn:** Years of reduced state funding resulted in budget cuts; Human Resources growth was stagnated.

- ❖ **Governing Board Membership and Role Changes:** Created shifts in priorities and areas of focus.

- ❖ **Human Resources Organizational Structure:** Designed for processing, not serving. College Human Resources and District Human Resources' operations and staffing levels were developed individually and without coordination.

- ❖ **Antiquated Compensation and Classification Structure:** Ineffective practices, due to an

absence of classification/compensation expertise, to facilitate classification and compensation were used limiting competitive recruitment and retention of talent.

❖ **Inefficient Technology Capabilities:** Separate and customized systems lacking interfacing capability, insufficient automation, redundancy and duplication of effort, and heavy reliance on contractual services to maintain systems.

❖ **Multiple Employee Policy Manuals:** Polices designed for ten individual employee groups (Adjunct Faculty; Chancellor's Executive Council; Crafts; Residential Faculty; Management, Administration, and Technology; Professional Staff Association; Maintenance and Operations; Public Safety; Skill Centers; and Specially Funded) with inconsistent language and interpretation. Governance model for policy development was dependent on labor bargaining methodology.

❖ **Professional Growth Programs:** Lack of coordination between employees selected training topics for professional growth funding and determination of the usefulness and relevance of training outcomes for knowledge retention and value creation to meet organizational goals.

What We Look Like Today

Human Resources is transforming from a highly transactional focus to an expanded consultative role in response to the growing workforce needs of MCCCD. The Human Resources division reinvented itself to six unique service-driven departments: Office of the Vice Chancellor for Human Resources; Human Resources Administration; Human Resources Solutions Center; Center for Employee and Organizational Development; Center for Human Resources Innovation, Strategy, and Planning; and Equal Employment Opportunity/Affirmative Action. HR continues to examine its model for appropriateness based on the unique needs of MCCCD. HR is evolving processes to enhance the employment experience and position Maricopa to have the best talent now and in the future.

Human Resources is establishing a customer-focused environment that serves to become more clearly connected to and supportive of student engagement and achievement by creating and maintaining a system which encourages safe, productive and positive work practices throughout all aspects of the employment life cycle. Human Resources seeks to build upon the reputation of Maricopa as a great place to work by transforming the Human Resources system. Collectively, Human Resources has made great strides with notable achievements, including:

❖ **Establishment of the Chancellor's Three Pillars – a "ONE Maricopa" Employer Brand:** Individually and collectively gained an understanding of how it relates to human resources in order to support a more collaborative and cohesive District. Established ONE HR.

❖ **Flexible Employer:** Developed, implemented, and facilitated multiple diverse programs related to and in support of employee well-being and work life/balance, such as flexible work schedules, leaves of absence, and sabbaticals.

❖ **Policy Consolidation:** A continuous and diligent effort to merge separate Employee Group Policies into one set of staff policy documents reflective of all classified employees. Progress has been made to efficiently restructure the staff policies documents, which govern seven employee groups in order to ensure consistency of policy application and interpretation affecting Maricopa's workforce. The governance model for policy development is collaborative and applies an interest-based methodology.

❖ **Strategically and Collaboratively Responsive:** Human Resources has effectively and successfully responded to often unpredictable and ambiguous local and federal mandates i.e. Affordable Care Act (ACA), changes to the American Disability Act (ADA), Family Medical Leave Act (FMLA), the Vietnam Era Veterans Readjustment Assistance Act (VEVRAA), and Jobs for Veterans Act (JVA).

❖ **Socially Responsible:** Social responsibility is an important and valued practice within Maricopa. HR has and continues to promote and foster this culture through programs and services such as Maricopa Learns Through Service Program, United Way activities, volunteering at colleges during peak times and volunteering through the Foundation.

❖ **Collaboration with Community and National Organizations:** By benchmarking, conducting best practice research, partnering with federal/state agencies on knowledge sharing, participating on local boards and participating in national organizations HR has successfully developed cutting edge initiatives, such as health incentives, smoke free organization, and leadership training.

❖ **HR Brand:** HR has enhanced its visibility and its brand by executing the Human Resources Role Statement and Guiding Principles which translates "who we are", "what we do", and "why it matters"; and has established practices of unity regardless of work site or location.

❖ **Excellence in Leadership:** Launched a leadership development strategy focused on the development of all "People Leaders" throughout Maricopa. The focus is to assist leaders in understanding their holistic role and expectations of them. The program develops leadership skills, supervisory skills and diversity and inclusion awareness.

❖ **Online Training:** Utilizing cooperation, collaboration and communication, developed and implemented an online training delivery strategy to address administrative regulations mandatory training requirement for full-time employees; experiencing 95% completion rate.

Future Focus: Infrastructure Areas

Five goals and several related strategies have been identified and are contained in this strategic plan. Cascading from Maricopa Strategic Plan Organizational Integrity Goal #4: *MCCCD will strengthen policies and practices to guide the effective use of public resources* each of these goals and strategies is related to a core or infrastructure area of HR critical to the success and sustainability of a robust HR system. These areas include:
- Technology
- Culture of Accountability through Performance Management
- ONE Maricopa Workforce
- Classification & Compensation
- Consistency in Policies
- Internal Efficiencies
- Metrics and Workforce Measures
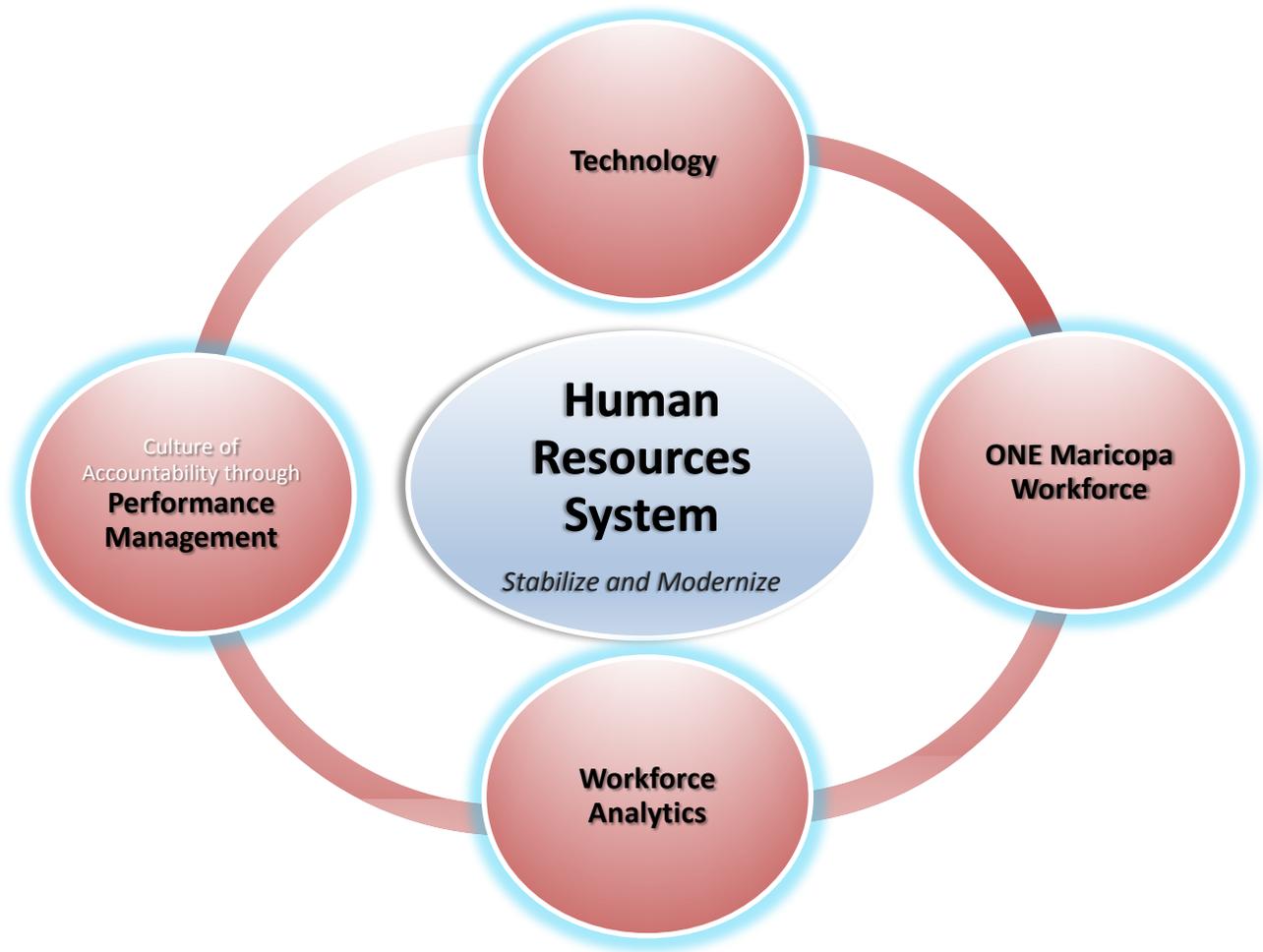
Over the next three years, HR's focus will be on stabilizing and modernizing in these areas using a holistic approach grounded in communication, collaboration and accountability.

Continue to view the 2015-2018 HR Strategic Plan

Human Resources Strategic Plan: Goals and Strategies
2015-2018

Goal One: *Stabilize the HR system and create HR infrastructure which advances the capability of the function*

Strategies
1. Internal efficiencies
    *   Establish role clarity for HR Business Partner role (Summer 2015)
    *   Revise EEO administrative review process (Summer 2015)
    *   Evaluate and plan the establishment of intake or "triage" desk/function (Fall 2015). Implement the HR Help Desk function (Spring 2016)

2. Improve and standardize MCCCD's personnel policies negotiating changes to personnel policies in 10 identified areas for all staff employees (Summer 2015)
    *   Simplify employment terms (i.e., hire, promote, transfer, demote, classified, non-classified) (Spring 2015)
    *   Revise SOP's and PeopleSoft tools to allow consistent and accurate administration of revised personnel policies (Spring 2016)

3. Administer MCCCD's Leaves of Absence in compliance with policy, applicable laws and best practices (Spring 2016)

4. Continue working on the Classification/Compensation study
    *   Strategically align the classification/compensation system with industry/peer comparators and best practices and merge classification and compensation (Fall 2015)
    *   Create clear, transparent processes for interim use during study completion; list on C/C website (Summer, 2015)

5. Realign HR staffing model both internally (DO) and DO to College HR to position MCCCD HR to provide more effective HR services and to execute on strategic and operational imperatives (Fall 2015 - implement new structure Fall 2016)

6. HR Internet pages - Refresh content and structure of the core HR internet pages (About HR, VCHR, Others) (Fall 2015) in order to provide current and accurate information to employees that is organized in a way that is easy to access

7. Create a One-Maricopa model of accountability for employee well-being by defining the roles and responsibilities for college and district wellness professionals and Outlining specific role expectations based on MCCCD needs, industry trends, and best practices (Fall 2016)

Goal Two: *Acquire the technology needed to automate core processes*

Strategies:
1. Initiate two-year multi-phased HRMS stabilization and modernization project addressing current HRMS stability, security, and functionality (Spring 2017)
2. Acquire and develop an implementation strategy for an employee Learning Management System (Fall 2016)

Goal Three: *Strengthen Maricopa's position in the employment marketplace by improving its ability to source, onboard, and retain stellar personnel*

Strategies:
1. Review and gather data necessary to enhance the hiring process and provide consistency and structure to part-time hiring and practices

2. Strengthen diversity recruitment by developing a strategy to increase the number of qualified women and minorities in identified faculty disciplines (as guided by Affirmative Action plan and board outcome expectations) (Spring 2016)

3. Enhance Legislative monitoring activities at the local, state and national level

4. Auto-enroll all new employees in MCCCD 101 Foundations course within Canvas and develop or coordinate appropriate outreach and/or marketing to augment onboarding experiences (Spring 2015)

5. Develop a plan to create a health benefits strategy (aligned with peer best practices) with cost-effective programs that enhance the well-being of employees and families (Spring 2017)

Goal Four: *Develop a* ONE Maricopa Workforce *strategy in support of ONE Maricopa*

Strategies:
1. Assess employee group model and create plan (Summer 2015)

2. Create Culture of Accountability by implementing a district-wide performance management system for all staff employees at Maricopa (Fall 2016)

3. Expand alternative delivery library for professional and personal development (Fall 2015)

4. Utilize the ADDIE Instructional System Design Model to address FMS and HRMS training needs (Spring 2016)

5. Improve ADA implementation for MCCCD employees, facilities and technologies beyond compliance in order to be effective, inclusive and fiscally accountable (Fall 2015)

6. Provide access to information resources used by division and department chairs throughout Maricopa (Fall 2015)

Goal Five: *Establish workforce measures and metrics to drive enterprise decisions to ensure responsible public stewardship*

<u>Strategies:</u>
1. Establish workforce measures and metrics
   - Identify dashboard metrics (Summer 2015)
   - Develop plan to gather and report basic workforce data (Fall 2015)
   - Develop plan to collect and report advanced workforce data (Summer 2016)