



ADMINISTRATIVE LEADERSHIP PERFORMANCE ASSESSMENT

Administrator Name: Dan Berryman Title: Vice Chancellor for Human Resources

Campus/Department: Human Resources Date of Review: August 11, 2015

Reviewer: Lee Lambert Title: Chancellor

Instructions: Comments should focus on competency in meeting the College's Strategic Plan, Chancellor's Goals and Objectives listed below, and Campus/Department goals, as they align with the mission and vision of the College.

- Goal 1: Engage the College community in efforts to "Reaffirm HLC accreditation and fully commit to the HLC guiding values."
Goal 2: Facilitate programs and services leading to increased focus on access and student success.
Goal 3: Increase the level of community engagement by the Board of Governors, the Chancellor and administrative leadership team to foster partnerships and strengthen educational opportunities in response to community needs.
Goal 4: Enhance and improve the College's engagement, alignment and responsiveness to the needs of the business community, and to economic development opportunities.
Goal 5: Strengthen, enhance and increase diversity, inclusion and global education.
Goal 6: Strengthen, enhance and develop a culture of organizational and employee learning, accountability, compliance and professional development that supports student success, community engagement and diversity.
Goal 7: Strengthen the College's financial position by searching and establishing partnerships to attract more resources at the local, state, national and international levels in support of its vision, mission and strategic directions.
Goal 8: Assess, review and strengthen the College organizational structure, facilities and operations in order to fulfill its mission.

Administrator Self-Assessment (attainment of Goals 1, 2, 3, 4):

Goal: Assess the input from the Baker-Tilly Report and HLC Report and take appropriate actions to re-affirm HLC accreditation through the improved performance of the HR organization and the creation of a culture of shared accountability and a mindset of continuous improvement.

- Worked with the HR Advisory Team to finalize 8 key HR Metrics to provide regular reports on key performance indicators for talent acquisition, employee relations, professional development, and compensation & classification.
The HR Advisory Team proposed the creation of a cross-functional committee to assess the current process and develop recommendations for modifications to the current Meet and Confer process. This proposal was submitted and approved by the Board of Governors in the April 2015 meeting and the committee is now formed with research currently underway and formal meetings to begin in early September 2015.
Developed the Supervision in the 21st Century program, focused on developing supervisors. It was launched April 23, 2015, and will be offered 3 times per year. Each session will have a cohort of 25 employees and participants will meet one day per month for 6 months covering a different topic each time.
Developed the Leadership Academy program which will launch later this year and be offered twice per year. Each cohort will have 20 employees and will include established leaders and high potential employees (including faculty) who are considering moving into a leadership role at the College in the future. Participants will meet one day per month for 10 months covering a different topic each time.

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- Developed the *Supervisory Training – Back to Basics* series which are one and two hour workshops for current supervisors that will provide the nuts and bolts of being a supervisor including policies, procedures, Affirmative Action, EEO, employee relations, etc. These are scheduled to begin in September 2015 and will have subject matter experts at the College delivering these workshops at each of the campuses.
- Continued to enhance the two-day Pima Community College Onboarding Program. This is a mandatory program for all new College employees that not only provides the requisite information about health care benefits, retirement options and Information Technology (IT) policies, but is focused on the needs of new employees, the organization and its stakeholders. Recently integrated Pathways to Civility, Sexual Harassment, Customer Service, and Compliance training into the curriculum.
- OED developed and now offers a Leader Assimilation Workshop with a goal of helping the leader and team members better understand each other's needs and expectations in the workplace. This has been offered three times in the past 12 months and OED will extend an offer to provide this support to several of the newly hired administrators and to the 3 Presidents once they have identified and put in place their teams.
- Implemented the first step in establishing an HR Business Partner relationship with the campuses in June 2015 with the alignment of 3 Talent Acquisition Specialists to support the newly established 3 campus president's organizations.
- Held discussions with the Chancellor and several consultants regarding a change management initiative that would be institution wide. It would address the challenges of managing change from a personal, professional, and organizational perspective that would be beneficial for both leaders and individual contributors. Identified the consultants and we are scheduled to begin the roll out of the initiative August 17 and 18, 2015 at the Executive Cabinet Retreat.
- Began an extensive multi-year process that will need to address both the process (performance reviews, compensation structure, salary increase methodology, etc.) and the PCC culture regarding the responsibilities of holding people accountable and accurate assessment of performance. There are currently 3 Task Forces (Exempt, Non-Exempt, and Faculty) developing revised performance evaluation processes and attempting to link those assessments to the salary increase process (formerly the Step Progression Plans).
- Compensation classification specifications are now reviewed on a regular basis, yearly for the Cyclical Review process and individually through the Individual Review process. For FY 2014-2015 there were 91 Individual Position Reviews, 13 Classes reviewed during Phase I Cyclical Reviews, and 13 Classes reviewed during Phase II Cyclical Review. Also completed 6 broad market and several position-specific market studies as well as 2 organizational analyses.

Reviewer's Assessment of Administrator (attainment of Goals 1, 2, 3, 4):

Administrator Self-Assessment (attainment of Goals 5, 6, 7, 8)

Goal: Establish credibility across the College as the new VCHR and improve the focus and morale of the HR organization

- Assumed VCHR role in February and met with each campus president individually and with each of their cabinets to develop personal credibility and gather input on their assessment of HR strengths and weaknesses.
- Met with all HR leaders and employees one-on-one to establish a culture of frequent and open communication and continue to hold bi-weekly HR department and HR leadership team meetings to improve communication between the functional units.
- Engaged in the 2015 Meet and Confer process and established effective working relationships with the 3 employee group leaders and the management team members.
- Meet personally monthly throughout the year with the leadership teams of the 3 employee groups and join the Chancellor for his meetings with those groups.
- Announced a restructuring of leadership in the Human Resources Department in May that increased the span of control by eliminating the 5 Director positions and replacing them with an Assistant Vice Chancellor and two Directors. These changes have improved communication within HR and provided better synergy between our functional areas as we continue to implement changes in our processes and procedures.
- Many of the training and development achievements mentioned as related to reaffirming HLC accreditation in attainment of Goals 1-4 also relate to *Goal 6 :Strengthen, enhance and develop a culture of organizational and employee learning, accountability, compliance and professional development that supports student success, community engagement and diversity.*

Reviewer's Assessment of Administration (attainment of Goals 5, 6, 7, 8):

Instructions: *Comments should focus on competency in meeting the Chancellor's Expectations for Successful Leadership, as they align with the College's Strategic Plan, Chancellor's Goals and Objectives, and Campus/Department Goals, and the mission and vision of the College.*

- *Open & Honest Communication*
- *Fair, Reasonable & Consistent Policies, Procedures, Practices & Processes*
- *Informed Decision-making & Planning*
- *Accountability*
- *Leadership & Management*

Administrator Self-Assessment (Open & Honest Communication):

I inherited an HR organization that had experienced a high level of turnover in the VCHR position over the last 3 years with trust and open dialogue being degraded. I met with all HR employees individually and emphasized the need for honesty and openness and explained my door was always open and asked them to give me an opportunity to gain their trust. I hold regular leadership and department meetings and regularly receive positive feedback on the flow of information within the department.

I believe I have also established open and honest dialogue with my College colleagues and the employee group leadership teams and continue to have healthy dialogues with them on challenging issues.

Reviewer's Assessment of Administrator (Open & Honest Communication):

Administrator Self-Assessment (Fair, Reasonable & Consistent Policies, Procedures, Practices & Processes):

The existing College policies have been re-written countless times over the last two decades through the Meet and Confer process and have been challenging to interpret on a consistent basis. HR has been working on clarifying our internal practices and procedures and we have been working with the General Counsel's Office to expand the Common Policy Manual to provide more uniform policies that are applicable across all 4 employee groups (Faculty, Non-Exempt Staff, Exempt Staff, and Administrators).

The Personnel Governance Task Force kicks off in September with a Charge to modify the Meet and Confer process to enable a more uniform method of policy development that will lead to more consistency in application.

Reviewer's Assessment of Administrator

(Fair, Reasonable & Consistent Policies, Procedures, Practices & Processes):

Administrator Self-Assessment (Informed Decision-making & Planning):

Over the course of my extensive career, I have developed a great appreciation for the need to utilize a deliberate, comprehensive, and collaborative planning process to insure optimum outcomes. I have utilized that process as I have gone about my efforts in re-shaping the HR organization at Pima Community College. I utilized my first 90 days to better understand the culture and develop the relationships necessary to make informed decisions on the critical changes that need to be made to enhance our capabilities. I have begun implementing some of those changes and believe I am well positioned to continue to make progress towards our goals.

Reviewer's Assessment of Administrator (Informed Decision-making & Planning):

Administrator Self-Assessment (Accountability):

Throughout my personal and professional life, I have always taken responsibility for my actions and believe that I have learned from both my successes and failures. I have helped other organizations develop cultures of "shared accountability" and we are developing training programs within OED to help the College's faculty, staff, and administrators understand the importance of improving accountability at all levels. Within the HR organization, we have begun raising the bar and instilling an expectation of personal accountability and a need for the development of a departmental mindset of continuous improvement.

Reviewer's Assessment of Administrator (Accountability):

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Administrator Self-Assessment (Leadership Management):

In assuming the role of VCHR here at the College, I was inheriting an organization that had experienced 5 different individuals leading the organization over the last 3 years, which was one of the most challenging periods of time in the College's history. During that period, the HR department had been the recipient of highly critical feedback through workplace climate surveys, HR consultant Baker Tilly's assessment, and HLC accreditation reporting.

As I have mentioned in my earlier responses regarding the *Chancellor's Expectations for Successful Leadership*, I believe I have done a good job of providing the struggling HR team with a calming influence through open and honest communication, transparency, accessibility, and a willingness to listen to their concerns. Through my personal communications in our department meetings, as well as through the coaching of my leadership team, we have begun raising the bar and instilling an expectation of personal accountability and a need for the development of an organizational mindset of continuous improvement.

I have shared with my team that I practice a style of leadership that is best described as "Servant Leadership" in that I am here to provide my team with the assistance they need to be successful. I attempt to provide them with the broad objectives we need to attain to enable the College to meet its goals, and I need them to develop the specifics of how we best achieve those objectives as the providers of the technical expertise in their specialty areas. I believe that through my leadership efforts we have made improvements in both our effectiveness and our morale, but we have much more work to be done in both areas.

Reviewer's Assessment of Administrator (Leadership Management):

Dan is one of the newest members to the senior executive leadership team and the college. He has done a solid job of bringing leadership stability to the HR operation. He has been focused on building relationships with the HR staff, College leadership groups and employees. He is making positive strides in this. Dan recognizes this will be a long process requiring patience and perseverance.

Dan will be putting a lot of emphasis in following through with the recommendations from Baker-Tilly. Additionally, his HR team will continue to be critical partner in the change agenda underway at Pima.

Overall Assessment / Comments:

Administrator:

My first 6 months here at Pima Community College has been, without a doubt, the most challenging transition into an HR leadership role that I have ever experienced. The College has obviously been through a challenging period on so many different levels and it continues to struggle with all of the needed changes taking place. I feel my leadership has provided stability to a struggling HR organization and though we have much more to accomplish, I feel we are definitely headed in the right direction.

As I have stated earlier in my self-assessments, I believe I am having a positive impact on the College in my new role and I look forward to the opportunity to continue my efforts to assist the College reaffirming our HLC accreditation.

Dan Berryman
Administrator: Print Name

D. Berryman 10-1-15
Administrator's Signature / Date

Lee D. Lombardi
Reviewer: Print Name

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Reviewer's Signature / Date