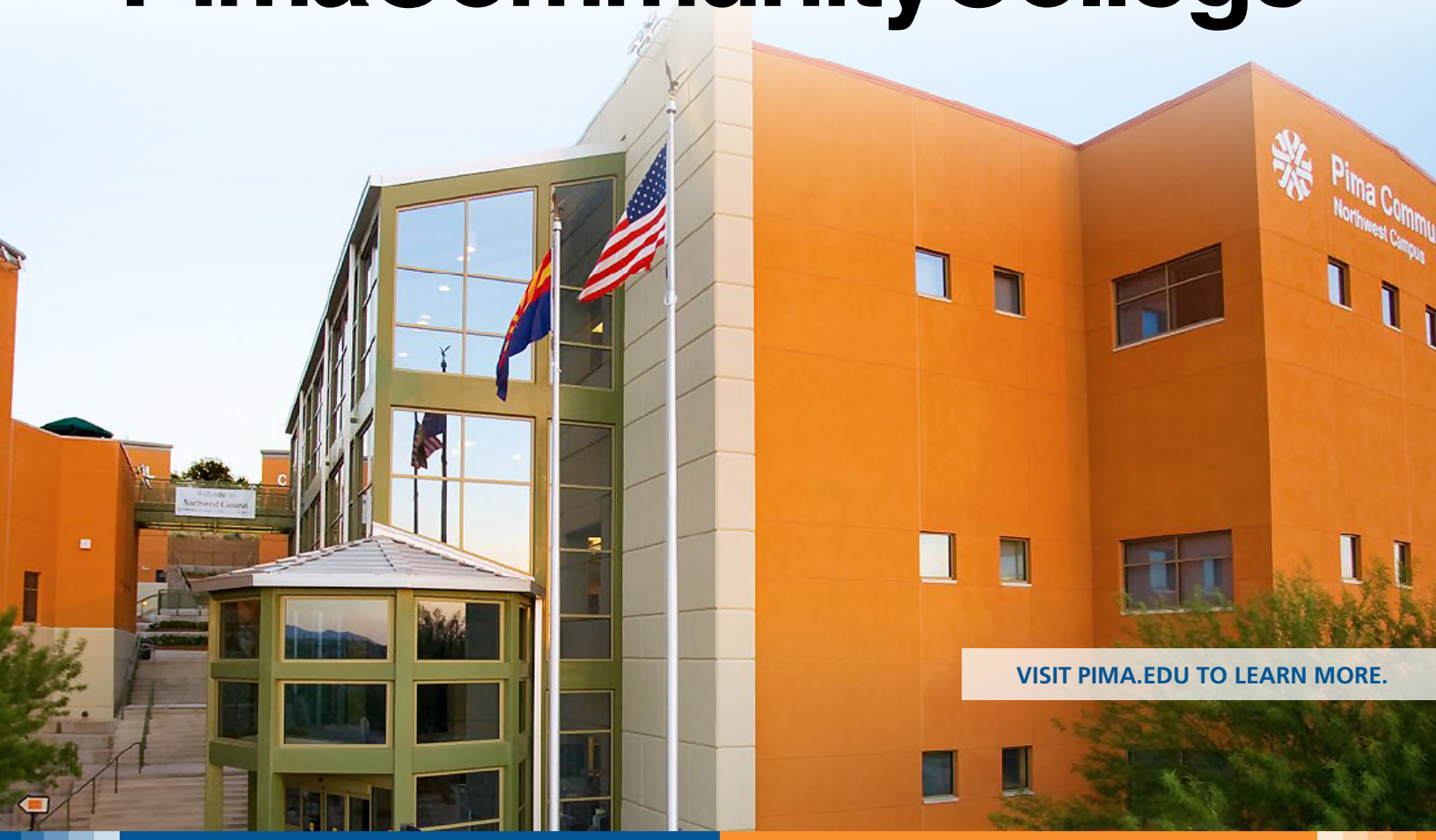




PimaCommunityCollege



Inviting Applications and Nominations for

Director of Human Resources – Employee Relations & Talent Management



Pima Community College (PCC), one of the nation's largest multi-campus community colleges, seeks an experienced, transformative Human Resources administrator to serve as **Director of Human Resources–Employee Relations & Talent Management**. Reporting to the College's Chief Human Resources Officer, the Director provides strategic planning and operational leadership on a district-wide basis for the Talent Management and Employee Relations units within the Human Resources/Organizational Effectiveness and Development Department.



**Pima
Community
College
named the**

**5TH BEST
EMPLOYER
IN ARIZONA
TO WORK FOR.**

*Forbes 2022
list of America's Best
Employers by State*

ABOUT THE COLLEGE

Founded in 1966, Pima Community College is a two-year college that is built on a foundation of student success, community engagement, and diversity. Serving the greater Tucson, Arizona, metropolitan area through six campuses and more than 100 learning sites, PCC offers learners of all backgrounds and ages a variety of opportunities to meet their educational goals, including university transfer programs, occupational education programs, adult education/HSE preparation, workforce and business development, and continuing education.

Approximately 150 transfer and occupational programs are available, ranging from dental studies and respiratory care to aviation technology and logistics and supply chain management, to an Associate of Fine Arts or Associate of Applied Science in Accounting degree. The College has 258 full-time and education support faculty, 54 adjunct faculty, and 458 part-time support staff as well as 952 additional regular staff. The student-to-faculty ratio is only 16 to 1.

Serving nearly 50,000 credit and noncredit students each year, PCC is committed to providing convenient, affordable, and accessible high-quality education that has the power to transform the lives of students and improve the community. In Fall 2021, the enrollment was 57.8% female, 47.2% Hispanic/Latino, and 55.8% aged 18-24. More than 28% of the students take 12 or more credit hours.

The College has been recognized nationally for its programs and student services. The institution is a two-time semi-finalist for the Aspen Institute College Excellence Program, which recognizes colleges that continue to focus on student success, student learning, certificate and degree completion, employment and earnings, and high levels of access and success for minority and low-income students.

In 2020, the College earned a prestigious Bellwether Award for reinvention of its developmental program in mathematics. The College's Adult Basic Education

for College & Career's IBEST initiative was one of only four programs in the U.S. to be recognized at the Advancing Innovation in Adult Education Showcase.

In 2018, PCC was one of eight colleges and universities nationwide selected by the Institute of International Education (IIE) to receive an IIE Andrew Heiskell Award for Innovation in International Education, which honors the most forward-thinking and successful models for internationalizing the campus, study abroad, and international partnerships.



Desert Vista Campus



Our Vision

As a premier community college, Pima Community College (PCC) will be a catalyst for personal transformation, economic growth, and cultural prosperity that enriches our diverse community.

Our Mission

Empower every learner, every day, for every goal.

As an open-admissions community college within the diverse setting of Pima County, PCC provides comprehensive and flexible life-long learning opportunities to promote learner success and to empower every learner, every day, for every goal.

Every learner: We commit to meeting the diverse needs of every person who seeks to further themselves through education.

Every day: We strive for excellence in teaching and support services, to ensure that all of our learners experience a welcoming and supportive environment that enhances their education.

Every goal: We align our programs and services with meaningful careers, quality educational pathways, and equity-driven practices to empower learners to succeed in their college and career goals.





THE OPPORTUNITY

Pima Community College is in the midst of reinventing its Human Resources department from transactional to transformational. All policies, practices, and procedures are being reviewed and modernized. Along with the HR staff being upskilled and/or reskilled, the Department is utilizing the best systems to modernize and automate processes to ensure users' experiences are both effective and efficient. All HR practices and thought processes are being challenged in order to revolutionize the services the Department provides and how it delivers those services to the employees who serve the students.

The Director of Human Resources-Employee Relations and Talent Management (Director) will be fully empowered to develop, document, operationalize, and continually improve processes of all facets of talent acquisition, retention, recognition, classification and compensation, employee relations, succession planning, and performance management. The Director will partner closely with the Director of Organizational Effectiveness within HR to holistically affect positive outcomes specifically in Employee Relations through Organizational Development interventions and the best practice Training/Development of employees.

Duties and Responsibilities

Key Areas of Leadership and Work Focus

- Is responsible for and has full oversight of the HR consultants/business partners and support teams. The key charge is to drive consistency and major quality improvements in HR processes and staff to build a high-performing, professional, user-

experience focused, service-oriented, and cohesive transformational HR department.

- Drives deep and impactful change, large-scale systematic improvements, utilizing measurable and actionable data.
- Leads the development, full-documentation, change-management, customer communication/training, HR team implementation, and process improvement of standardization for all of HR with a focus on staff.
- Provides strategic communication, oral and written, with and to all constituents on HR practices and services.
- Takes an inquisitive and consultative approach to management of the HR Business Partner and ER teams.
- Partners with managers to define the overall talent management strategy for the College, including recruitment pipeline development, broad-based learning and development, differentiated leadership development in alignment with PCC values, organizational development, and employee engagement.

Supervision

- Directly supervises HR staff.
- Provides change-leadership by evaluating current structures; realigning positions, as needed; prioritizing and assigning work; conducting pre-post changes to knowledge/skill and performance evaluations; ensuring staff are upskilled/reskilled, as needed, and taking appropriate hiring, termination, and disciplinary actions.

Leads Talent Management

- Develops and directs client-units workforce staffing analysis, employer branding/reputation, active and passive recruitment strategy and tactics, interview/selection/offer process, hiring and onboarding, recognition, succession planning, and retention.
- Prepares and presents required and requested reports.
- Creates meaningful solutions to activate the PCC internal talent marketplace and ensures continued retention.
- Identifies common talent needs across PCC to inform strategic priorities in alignment with an overarching talent strategy. Ensures talent strategies align with the College's needs.
- Provides subject matter expertise in the talent development domain, including internal and external best practices.
- Performs other duties as assigned.

Leads Employee Relations

- Ensures team development, process improvement, documentation, and measurable improvements in case-performance.
- Effectively develops and uses metrics to drive improvements in HR team and case/load outcomes.
- Manages and uses NAVEX employee relations software program to track trends and reviews and recommends policy and procedure changes for efficiency and effectiveness to achieve the College's mission and Chancellor's goals, focusing on all employees and student success.
- Provides guidance and consultative services to HR team and College leadership related to employee relations and performance management issues.
- Collaborates on proactive approaches to conflict resolution with a strategic focus to drive systemic change.
- Manages off-boarding by developing and overseeing a new Exit Interview process to provide trend analysis and feedback to CHRO.
- Performs other duties as assigned.

Performance Evaluation/Goals

- Leads the complete redesign of performance management from strategy to building change management and communication/training, to implementing a new system.

- Ensures a new system is in place to monitor the College's staff performance evaluation processes.
- Leads the HR team to coach and train supervisors on developing and setting performance standards and conducting quality evaluations that drive performance and employees' career potential.
- Prepares and presents required and requested reports
- Creates a strong partnership within the organization-wide talent management lifecycle and contributes substantially to processes (e.g., goal setting, feedback and performance management, organization and talent reviews, promotions, and career pathing) that ensure equitable and inclusive outcomes.
- Oversees the development of programs aimed at aligning employee performance and development with organizational goals. Participates in the design, and implementation of team member goal setting, performance assessment, feedback, and development conversations.
- Performs other duties as assigned

Compensation and Classification

- Shares in the strategic leadership, operational management, and constituent communications in the College's 2022-2023 district-wide Compensation and Classification Study.

The preceding is not intended to be an exhaustive list of all responsibilities and duties required.

Job Qualifications and Skills

Minimum Requirements

- Bachelor's degree in Human Resources, Business Administration, or a closely related field
- Five to eight years of related experience
- Three years of supervisory experience
- Strong knowledge and practical application experience of employee relations and coaching, high ethical standards, strong leadership ability, and effective change management and organizational skills
- Strategic focus with the ability to prioritize and implement
- Human Resources Certification (SHRM-CP, SHRM-SCP, HRCI-PHR, HRCI-SPHR)

Preferred Requirements

- Master's degree in related fields
- Higher education experience
- Certified and/or trained in mediation
- Knowledge and experience with Title IX regulations

Knowledge, Skills, and Abilities

- Knowledge of current transformational HR principles, practices, and trends
- Knowledge of principles of project management, business process analysis, and change management with the ability to successfully analyze, orchestrate, and lead change
- Knowledge of recruitment, selection, and retention strategies
- Knowledge of diversity, equity, and inclusion best practices
- Skill in setting priorities, meeting deadlines, and managing multiple projects
- Ability to integrate large-scale systemic change programs
- Ability to communicate effectively orally and in writing
- Strong presentation skills
- Ability to exercise sensitivity working in a diverse organizational structure
- Ability to establish cooperative working relationships in the course of performing assigned duties
- Ability to use diplomacy and tact in confrontational situations
- Experience creating and implementing programs focused on the recruitment and retention of employees
- Experience serving in partnership with managers through an approach that includes emphasis on service delivery, training, and a consultative approach to problem resolution
- Track record for solving complex problems, designing creative strategies, and delivering significant impact
- Passion for and the ability to thrive in a highly collaborative environment, working closely with internal HR team members and employee representation groups in the higher education context
- Ability to translate data into meaningful and actionable insights and strategy

West Campus





Carleen McElroy Thompson, J.D. **Assistant Vice Chancellor for Human Resources** **and Chief Human Resources Officer**

Carleen McElroy Thompson, J.D. has served as Assistant Vice Chancellor for Human Resources and Chief Human Resources Officer since 2020. Ms. Thompson has more than two decades of legal and human resources experience in the higher education, legal, and corporate arenas.

The founder of “WorkLife Matters,” a consulting and legal practice with locations in Indianapolis, Indiana, and Philadelphia, Pennsylvania, she has assisted clients in the areas of diversity, equity, and inclusion; employment law and compliance; and human resources management.

In higher education, she has served as Vice President of Human Resources, Compliance, and Inclusive Excellence at Tuskegee University in Alabama and as Assistant Vice Chancellor of Human Resources at Indiana University in Indianapolis.

Over her career, Ms. Thompson also has held leadership roles with the Federal Express Corporation, American General Finance, Pfizer, Inc., and Qwest.

With her bachelor’s degree in Business Administration from the University of Missouri-Columbia, she graduated *magna cum laude* from the University of Illinois—Champaign with a M.A./L.I.R. degree in Human Resource Management. She earned her J.D. degree from North Carolina Central University, College of Law in Durham, where she was a member of the *Law Journal*. She received her L.L.M. degree in International and Comparative Law at Indiana University—The McKinney School of Law in Indianapolis.



Students head to class at the Downtown Campus

Equal Educational and Equal Employment Opportunity Policy

PCC is committed to diversity, equity, inclusion, and social justice. The College values and celebrates our talented, diverse workforce and seeks to attract, hire, and support employees who consistently and actively embrace diversity, equity, and inclusion. We are intentional about social justice, specifically, the active engagement toward equity and inclusion that addresses issues of institutional, structural, and environmental inequity, power, and privilege. See the PCC Diversity website for additional information about our commitment.

Pima Community College does not discriminate on the basis of race, color, national origin, sex, religion, age, disability, veteran status or sexual orientation, or gender identity in employment, education, programs, services, or activities. The College encourages all interested individuals to apply.



Tucson, Arizona

Located in southern Arizona, Tucson attracts residents with its affordable cost of living, sunny climate, strong higher education offerings, and beautiful setting. Ringed by dramatic mountain ranges that emphasize the great desert skies, the city has picturesque sunsets and a star-filled evening sky.

With more than a million people residing in the Tucson metro area, the city is a multi-cultural center, with a unique blend of Western, Mexican, and Native

American influences. As the second largest city in Arizona, the city offers many of the amenities found in large metropolitan areas, including museums, live entertainment, performing arts, outstanding casual and fine dining, and a wide range of shopping options, from national stores to specialty boutiques.

Family friendly, the city has excellent public and private PK-12 schools, including charter schools. In addition to PCC, Tucson is home to the University of Arizona, which enrolls more than 45,000 undergraduate and graduate students.

Application & Nomination Process

Confidential inquiries are welcomed, and nominations are invited.



Applications

Application packet must include the following:

- a) Cover letter, limited to two pages, that describes strengths, skills, and knowledge that will benefit this position
- b) Current curriculum vitae
- c) At least four work-related references with full contact and e-mail information (References will not be contacted without applicant's consent.)

Submit application packet to Pima-DirHR22@myersmcrac.com (preferably as PDFs). Review of applications is underway. Applications will be accepted until the position is filled.

Nominations

Submit nominations to **Pima-DirHR22-nominate@myersmcrac.com** with contact and e-mail information on the individual being nominated.

Consultant

Kenny Daugherty, President of **Myers McRae Executive Search and Consulting**, is assisting Pima Community College with this search. Request a conversation regarding this search at **KennyDaugherty@myersmcrac.com**.