

Division of Human and Organizational Development

Progress Report

to the

Board of Trustees

May 5, 2009

Presenter: Denys Blell

Vice Chancellor for Human and Organizational Development



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Human and Organizational Development

- New Division Development was created in 2006
- Primary responsibility includes employee recruitment, development and retention



Division of Human and Organizational Development

Two Administrative Areas:

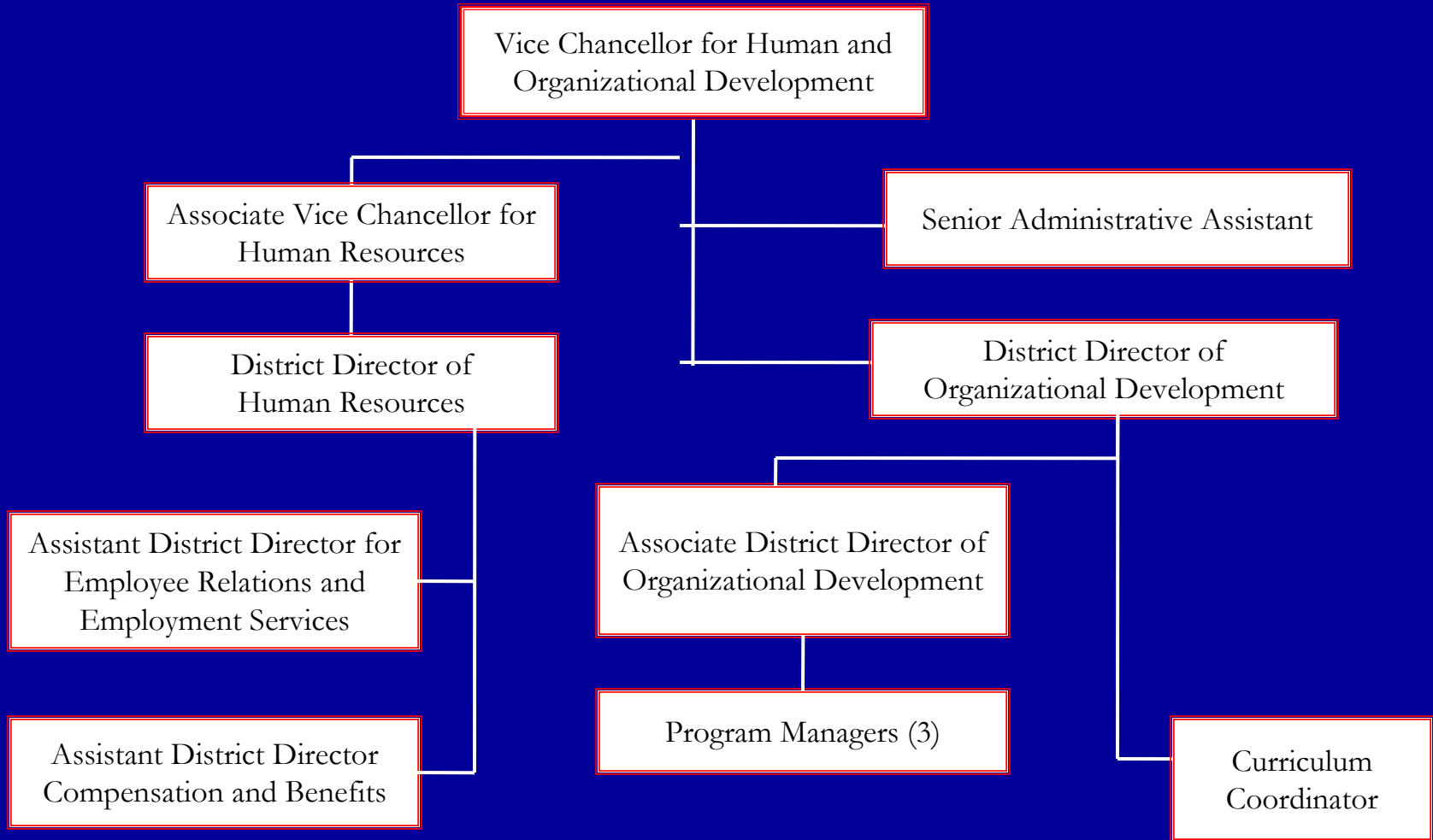
- Organizational Development
- Human Resources



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Human and Organizational Development 2009



District Human Resources Department



The District HR office is staffed by:

- Associate Vice Chancellor for Human Resources (Luis Camacho)
- District Director of Human Resources (Ellen Benson)
- Two Assistant District Directors:
 - Assistant District Director for Employee Relations and Employment Services (Dawn Segroves)
 - Assistant District Director for Compensation and Benefits (Cynthia Brown)



HR Accomplishments



1. **Reorganized District HR Office for greater levels of efficiency, effectiveness and accountability**
2. **Sponsored 42 hours of training on Strategic Human Resources Management conducted by a Society for Human Resources Management certified instructor**
3. **Developed a new annual Performance Management System for administrators that we are currently piloting across the District**



OD Organizational Chart



District Organizational Development is currently staffed by:

- A **District Director** – Yolanda Nolan
- An **Associate District Director**
- Three **Program Managers**
- One **Learning Specialist** and
- Two **Administrative Assistants**



Goals of the Strategic Plan



Goal 1

Develop a model for comprehensive organizational development that offers programs designed to promote employee career planning and development, effective job performance, interpersonal effectiveness and professional success



Goal 2

Create a District Organizational Development Advisory Committee for increased collaboration across locations



Goal 3

Provide the District Human and Organizational Development staff with appropriate training, leading to professional certification in specialty areas to heighten internal professional development expertise and capability



Goal 4

Provide the District Human and Organizational Development staff with adequate facilities, resources and appropriate equipment to accomplish its new District-wide mission and strategic goals



Goal 5

Develop a District-wide learning management system that records and tracks faculty and staff development and produces appropriate transcripts of individual learning



Goal 6

Develop comprehensive new employee orientation programs for each employee group



Goal 7

Develop and implement a comprehensive plan designed to reduce the number and frequency of interpersonal conflicts in the District



Order of Presentation



I will return to **Goal One** as the focus of this presentation after I have given a brief progress report on each of the other seven goals in the Strategic Plan.



Goal Two

Create a District Organizational Development Advisory Committee for increased collaboration across locations

Accomplishments:

The Organizational Development Advisory Committee was appointed in 2007 and meets monthly to assess District professional development needs and coordinate implementation of the Strategic Plan



Goal Three

Provide the District Human and Organizational Development staff with appropriate training, leading to professional certification in specialty areas to heighten internal professional development expertise and capability

Accomplishments:

The Director and her staff are attending certification trainings offered by Linkage Incorporated of Boston in the following areas:

- Organizational Development
- Performance Coaching
- Leadership Development



Goal Four

Provide the District Human and Organizational Development staff with adequate facilities, resources and appropriate equipment to accomplish its new District-wide mission and strategic goals

Accomplishments:

- Fully funded to accommodate new program development
- Provided state of the art facilities and advanced electronic equipment to carry out its mission
- Appropriately staffed to accomplish its goals
- Department staffing needs are continually re-evaluated as the Strategic Plan is implemented



Goal Five

Develop a District-wide learning management system that records and tracks faculty and staff development and produces appropriate transcripts of individual learning

Accomplishments:

- Completed development of transcript program—Uniform Learning Management System (ULMS)—within the existing Datatel system
- Developed appropriate manuals for use with the new System
- Currently used to transcript most training and development in District



Goal Six

Develop comprehensive new employee orientation programs for each employee group

Accomplishments:

- Developed new orientation program for each employee group:
 - New Employee Orientation Program
 - New Administrator/Supervisor Orientation
 - New Faculty Orientation (Visions of Excellence)



Goal Seven

Develop and implement a comprehensive plan designed to reduce the number and frequency of interpersonal conflicts in the District

Accomplishments:

Began the implementation of the Conflict Reduction Plan during the spring of 2008

- Integrated conflict management into most new training and development programs
- Sponsored *Complaint Investigation Training* for Human Resources staff
- In the process of offering conflict management training for District



Goal One



Develop a model for comprehensive organizational development that offers programs designed to promote employee career planning and development, effective job performance, interpersonal effectiveness and professional success



Accomplishments:



We have developed the following new professional development programs



- Supervisor Academy and Orientation



- Faculty Development Programs



- Leadership Development Programs

- Career Institutes



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Supervisor Academy and Orientation

Two new programs:

■ Supervisor Academy

■ New Supervisor Orientation



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Supervisor Academy



Goal:

- Ongoing professional development for supervisors and administrators to enable them to function effectively



New Supervisor Orientation

Will be piloted this fall and offered quarterly to new and current administrators and supervisors. The goal of this program is to ensure new supervisors and administrators are familiar with critical policies and procedures soon after they are hired.



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Faculty Development Programs



- Will offer workshops for faculty geared towards enhancing and promoting effective teaching, student learning and retention
- Existing New Faculty Orientation (Visions of Excellence) will continue to be offered twice a year
- Another component of the Visions of Excellence program, the Fourth Friday workshops, will continue



Leadership Development Programs

 **Basic Leadership Institute**

 **Advanced Leadership Institute** (Succession Planning)



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Basic Leadership Institute



- Completed pilot in the first year of implementation with 27 participants
- Heavy emphasis on performance and behavioral coaching. Participants are required to coach two individuals for three months and write a case study of the coaching experience
- Upon successful completion of the program, participants earn the Certificate of Mastery in Basic Leadership
- Successful completion will be required for participation in any of the Career Institutes



Advanced Leadership Institute



- Open to those with succession potential who have successfully completed the Basic Leadership Institute, in addition to one of the Career Institutes
- Goal of the Advanced Leadership Institute is to create a reservoir of highly talented, trained and certified professionals who can be recruited to fill vacancies or called upon to serve as interims when positions become vacant within the District
- Names of Advanced Leaders will be posted on the HR Website. District leadership will be encouraged to consider these individuals as interims for vacant positions in the District
- Pilot will begin in the summer of 2010
- First “*full-blown*” Institute will begin in the fall of 2011



Career Institutes



A systematic approach to career and professional development for faculty and staff:

- To create professional development opportunities in targeted jobs and professional areas
- Each institute has a rigorous curriculum designed to create career development opportunities for faculty and staff
- Strengthen the performance capability of our staff by using the *“best and brightest”* in the District to teach best practices
- Create career planning and development opportunities, and provide employees opportunities for career development





Career Institutes (Cont.)



- Enable us to strike a balance between internal promotions and outside recruitment to fill position vacancies in the District



- Create career planning and development opportunities for faculty, staff and administrators



- To create a rich source from which to recruit talented, trained and certified professionals to fill vacant positions within the District



Job Equivalency

Participants who complete all program requirements of the Career Institutes will receive one-year job experience equivalency



Certificate of Mastery

Because of the rigorous curriculum for each Institute, the **Certificate of Mastery** is earned by participants who successfully complete the program.

The curriculum for each Institute is designed to include:

- Skills Assessment
- Case Studies
- Role Plays
- Written Assignments
- Quizzes and Tests
- Reading Assignments



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Current Career Institutes

To date, we have implemented:

- Instructional Administration Career Institute (Full program)
- Administrative Professional Career Institute (Pilot)
- Human Resources Career Institute (Pilot)



Future Career Institutes



- Student Services Career Institute (2009)
- Business Affairs Career Institute (2010)
- Chief Executive Career Institute (2010)



Curriculum Development



- Over **50 faculty and staff** have been working to develop the curriculum and training contents for the new Institutes



Measures and Evaluations



■ Results of these programs will be measured and evaluated, with specific changes made to keep the programs on track

■ The following methods will be used:

- Participant Evaluations
- Focus Group Interviews
- Supervisor Assessment
- Number of Participant Promotions
- Number of Interim Opportunities
- Participants Self -Reporting





Let's take a closer look at some of the current Career Institutes



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Instructional Administration Career Institute



- Began with **32 participants** in September 2008
- Currently implementing first full year of Institute
- Participants were nominated by the location CEOs
- Open only to full-time employees who meet the minimum degree requirement for the particular instructional area, i.e., Directors, Deans, Vice Presidents



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Instructional Administration Career Institute (Cont.)

Goals:

- Teach participants how to successfully administer and facilitate processes in the instructional area
- Teach skill sets that will enable participants to be effective
- Teach participants the relationship and impact of external agencies to instructional administration



Curriculum Topics

Session 1 Introduction & Overview

- Career Institute Program Overview
- DCCCD Organizational Culture, Council Structure & Responsibilities
- Human Resource Benefits & Processes

Session 2 Faculty

- Classroom Structures & Responsibilities
- Faculty Evaluation
- Faculty Responsibilities

Session 3 Accountability

- Accreditation Agencies, Rules & Documentation
- Student Assessments & Learning Outcomes





Instructional Administration Career Institute (Cont.)



Session 4 **Technology & Professional Development**

- Coaching, Mentoring & Professional Development
- Technological & Informational Systems
- The Impact of Institutional Technologies



Session 5 **Planning & Budgeting**

- Strategic Planning
- Mission Statements & Core Values
- Budget Building & Schedule Building
- Grant Development & New Programs



Session 6 **Human Resources**

- Search Committees & Hiring Processes
- Employee Contracts





Instructional Administration Career Institute (Cont.)



Session 7 Student Success

- Student Support Services
- Student Engagement & Persistence
- Student Grade Disputes & Grievances



Session 8 Communication

- Seeking Diversity & Leading with Confidence
- Communication Opportunities & Challenges



Session 9 Personal Development

- Emotional Intelligence
- Change, Innovation & Creativity
- Graduation



Human Resources Career Institute



The goal of the Human Resources Career Institute is to teach participants:

- Best practices in the delivery of all major aspects of Human Resources
- State and federal laws that apply to Human Resources
- District policies and procedures





- Improve participants' knowledge and skill in five major Human Resource categories:
 - Strategic HR Management
 - Workforce Planning and Employment
 - Human Resource Development
 - Total Rewards and
 - Employee Relations





Human Resources Career Institute (Cont.)

Curriculum Topics



Session 1 HR Overview

- Role of HR Professionals
- Overview of Employee Groups
- Today's HR
- District HR Strategic Planning Process



Session 2 EEO/Legal Requirements

- Title VII
- Employment Acts
- District Policy Related to Each Law
- HROG



Session 3 Workplace Planning & Employment

- Employment Process from A-Z
- Board Materials
- Valuing a Diverse Workforce
- DCCCD Organizational Values





Human Resources Career Institute (Cont.)



Session 4 Payroll/HRIS Systems/Budget Process

- Payroll
- Colleague
- PeopleSoft
- Budget



Session 5 Benefits

- Insurance
- Retirement
- Wellness



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Human Resources Career Institute (Cont.)



Session 6 Total Rewards

- Performance Discussion
- Regular Job Evaluation
- Rules of Equity
- Compensation



Session 7 Employee Relations

- Performance Discussion
- Compensation
- Rules of Equity
- Compensation Studies
- Graduation



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The Value of Professional Development

[click here to watch the video \(WMV – 82 MB\)](#)



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Thank You



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