

People and Culture

Mission/Charge

The People and Culture Council will serve as a venue for participatory decision-making related to policies, procedures, and the strategic issues specific to organizational health and employee support. These may include (but are not limited to): employee retention and climate, employee onboarding and training, and improving the effectiveness of CCC work processes.

The council will provide collaborative and transparent leadership, grounded in DEI decision-making processes, to evaluate and openly discuss matters in which a decision or recommendation needs to be made. The Council will keep up-to-date on issues across campus, and provide a space for everyone to have a voice with a goal of improving the quality of the employee experience and the overall sense of belonging, and to increase trust across all employees of CCC.

This Council's structure will empower engagement with policy, procedure, and strategic initiatives related to the Council's area of focus. Examples of policies and procedures include:

- Onboarding process. Determine what that entails with different groups.
- Institutional knowledge transfer, documentation. Answer the following:
 - What are the commonalities, what is the foundational piece versus the positional piece.
 - How/where/ownership: How institutional knowledge is stored and shared
- Organizational learning and Professional Development
- Employee connecting/belonging, employee appreciation

The Council will deliberate on matters requiring decisions or recommendations, and identify a means through which agreements will be made. The Council will not address topics that are otherwise governed by agreements with employee Associations. In matters requiring the Oversight Group to make or affirm a decision, the Council will use the Strategic Priorities and Values as a guide and provide a recommendation to the Oversight Group.

In addition to the ad hoc consideration of topical policy and process issues that come up over the course of any academic year, Shared Governance Councils also help the College identify areas of strategic opportunity, and help organize an appropriate response. Councils use retreats and other work sessions to identify priorities related to their areas of emphasis.

As priorities are established, Councils will collaborate with relevant experts and role players to identify outcomes/goals for the work, align the resources needed to do the work, and name additional criteria for the work (if needed). Councils will then delegate work to appropriate subcommittees or work groups, or collaborate with CCC departments whose function relates to stated priorities, to co-create timelines and plans for action. Council chairs and members should

maintain awareness of progress related to these priorities through ongoing Council meetings, and with the help of working groups to overcome challenges as they arise.

The Council commits to collaborating with other Councils (and related subcommittees) to address issues that cross boundaries.

By fostering collaboration and engagement among College stakeholders with relevant experience and expertise, and with stakeholders that will be impacted by Council decisions, the Council will support engagement, innovation, and continuous improvement of support for employees and overall organizational health.

Membership

The Council will seek to involve members that bring diverse strengths, to help in doing the Council's work (including, not limited to: strategic thinking, data-savvy/analytic ability, creativity, ability to mediate conflict, communication skills, project management).

Any employee can be a member of the Council if they have an interest in championing the employee experience.

The Council will also include individuals whose roles directly support employees, employees who are relevant experts to the topics taken up by the Council employees with expertise in operational topics, and people who represent stakeholders who are likely to be impacted by Council decisions and actions.

Areas of support and expertise represented in Council membership will reflect the Council's initial focus on onboarding processes, institutional knowledge transfer, organizational learning and professional development and employee belonging including, but not limited to representatives from:

- All employee groups
- The Organizational Health Strategic Plan work group
- Human Resources (onboarding, institutional knowledge transfer, organizational learning, belonging)
- Office of Diversity, Equity and Inclusion (onboarding, institutional knowledge transfer, organizational learning, belonging)
- College Relations and Marketing (employee engagement activities, web design/support)
- Information Technology Services (ITS) - (onboarding, institutional knowledge transfer)
- Institutional Research (onboarding, belonging)
- Athletics (belonging/wellness)

- Representative from library as needed for information management and consultations

Task forces will be established as needed to include experts on the subject(s) being discussed. These individuals would have a history/perspective or experience on the topics being discussed.

The Council should ensure representation from any subcommittees, if not already represented by the members listed above. If the Council convenes ad hoc workgroups, the Council should ensure representation from those teams, if not already represented by the members listed above. Co-chairs will be responsible for requesting membership rosters from subcommittees and work groups, and will review Council membership to ensure representation.

We recognize the fluidity and evolution of the membership of this Council. We strive to name expectations for future generations regarding best practices in organizing, supporting and improving Council work over time. The Council membership is made up of two co-chairs: one, a member of the College's Executive Team and the other, a non-administrative member elected by the Council, each year. In addition to the co-chairs, there is an incoming chair-elect who shadows the co-chairs and is prepared to step in as the co-chair steps down. The co-chairs will collaborate to create agendas, facilitate meetings, and identify/track commitments and tasks; additional details are available in the Shared Governance Handbook.

In keeping with the College's commitment to diversity, equity, and inclusion, one of the Council members named above will be selected to serve as an embedded DEI ambassador. This ambassador will receive special training from the College's Chief Diversity, Equity, and Inclusion Officer, and support the entire Council membership in application of DEI tools and values.

Council chairs will work with the Shared Governance Process Support Group to recruit members as vacancies arise.

Responsibilities

The Council will identify unique priorities and plans in response to evolving needs and opportunities. In addition, the Council will be responsible for the following (select items may be designated to subcommittees or ad hoc workgroups):

- Be a consultative body to identify priority topics for employee enrichment, and consult with the departments or work groups that have the responsibility of those priorities. Such as:
 - Be the 'place' for all CCC employees to provide feedback and input to identify needs of employees as it relates to Organizational Health/Employee Support.

- Facilitate the resolution of those issues within the Council's scope of responsibilities and operations.
- Onboarding new employees and changing roles of existing employees:
 - Good sense of what their roles would be
 - Where to find things (who, what, when)
 - Collaborate with other groups on campus on onboarding documentation for employee groups.
 - Creation of a 'boiler plate fill in the blanks' form to capture the unique nuances of individual department onboarding
 - Access (email, keys, permissions, etc.) workflow for all groups.
- Communication systems/plans:
 - Process improvement and simple, streamlined and consistent procedures.
 - Improvement on both departmental and college-wide levels
 - Collaborate with OHIT (Strategic Priority Organizational Health Implementation Team) to ensure institutional knowledge is available and accessible to all employees.
- Retention strategies and employee sustainability including:
 - Wellness
 - Work/life balance
 - Teamwork
 - Milestone acknowledgements

The Council will identify strategies to communicate with the College community, including:

- Establishing communication plan with other councils and SG oversight
- Creating a web page for SG Council where we can put our meeting notes and agendas.
- Making SG part of onboarding
- Contributing to a SG Newsletter/FYI Weekly reminder to check out SG Updates
- Establish ONE place for information (F Drive, MyClackamas, Teams, Google, I Drives, etc.)
- Streamline information-getting

Council Operations

To maintain successful Council Operations, the Council commits to the following operational norms:

1. The Council will expect chairs and members to behave in a manner in keeping with the College values, and the values identified in the CCC Shared Governance handbook.
2. The Council will seek to leverage and celebrate diverse strengths, perspectives, experience, and expertise. The Council will seek to create efficient and effective processes for participatory decision-making—with a goal of creating well-informed recommendations for action, while streamlining the College's approach to serving

students, employees, and community.

- a. Utilizing a standard of Group Norms to create a welcoming environment for people to contribute and have their voices heard.
3. Council member recruitment will be facilitated by a collaborative effort among Council co-chairs, and the Shared Governance Process Advisory Group. Recruitment will emphasize robust representation from the members described above, and will ensure representation from CCC employees who bring relevant expertise, experience, and/or awareness of impact of potential Council actions.
 4. The Council will be led by at least two **Council Co-chairs** (the Council can name more than two, if appropriate), and one **chair-elect** who shadows the co-chairs and is prepared to step if/when a co-chair steps down. These chairs will include one member of the College's Executive Team, and at least one non-administrative Council member.
Co-chairs will:
 - a. Schedule meetings;
 - b. Creating agendas that attend to Council priorities;
 - c. Facilitate meetings;
 - d. Working with the Council Recorder to establish documentation for Council processes and decisions.
 - e. Working with Council members to establish, communicate, and update group norms as needed.
 - f. Serving as an advocate for the Council as a forum for collegewide deliberation about topics within its area(s) of focus.
 - g. Identify action items and commitments documented, i.e. who is responsible for what, including timelines/deadlines
 - h. Ensure that work is equitably distributed among Council members, and collaborators.
 - i. Represent the Council as a member of the Shared Governance Decision Oversight group;
 - j. Collaborate with the Shared Governance Process Advisory Group to recruit new members, when vacancies arise;
 - k. Ensure that the Council is connecting/collaborating with other Councils when needed, and communicating with the broader College community at regular intervals.
 - l. Mentor the chair-elect (and other future leaders of the Council) to ensure sustainability and continuity. The Council assumes that co-chair and chair-elect roles will rotate regularly.
 5. The administrative co-chair will also recruit a **Council Recorder**, who will support Council meetings and communication. The recorder will:
 - a. Take notes during Council meetings;
 - b. Ensure that meeting minutes/attendance, up-to-date lists of subcommittees and subcommittee rosters, and other relevant documentation are posted on the College's internal website for review by the community; and
 - c. Provide additional support to the Council and co-chairs as capacity allows.

6. **Council Members** will:
 - a. Actively engage in meetings, and associated Council activities;
 - b. Serve on subcommittees or ad hoc workgroups, as needed, and as capacity allows; and
 - c. Take on leadership roles related to specific priorities/plans/actions, as capacity allows.
7. Once per year, Council chairs and members will convene for a retreat, in which they will prepare a working agenda for the upcoming year. This working agenda should name priorities and plans for the coming year, along with timelines, and designated leads from Council membership. This annual agenda will be submitted to the Shared Governance Decision Oversight Group, who will then offer feedback and guidance regarding what elements from the working agenda will need to receive final consideration and approval from that group. Councils that name priorities that span the interests of multiple Councils should use strategies for inter-Council collaboration as appropriate; these can include ad hoc collaboration in cases where a priority is shared by two councils, or more formal collaboration (using the Decision Oversight Group as venue) when priorities are shared by more than two Councils.
8. The Council will identify strategies to evaluate the effectiveness and accountability of its activities- and make adjustments to plans as needed. The Council will evaluate their work through a variety of methodologies, which could include:
 - Surveying new employees to see how they feel the process went in starting at CCC
 - Circling back to folks who brought the Council a project or issue to be resolved, etc.
 - Having- face-to face meetings between council members and the College community to get feedback (asking about observed improvements, gaps, and their recommendations)
 - Reviewing commitments on a regular basis, and following up as needed.
 - Reviewing data from relevant Team Dynamix ticketing systems for insight regarding the employee experience at CCC..
9. The Council will meet regularly. Council meetings will serve several functions:
 - a. They will serve as an accountability check on the priorities and plans named in the annual working agenda.
 - b. They will serve as a venue for creative and critical thinking (i.e. think tank/consultation) related to issues arising over the course of implementing the annual working agenda.
 - c. They will serve as a venue to consider emerging (or emergency) issues related to the Council's purview, that require attention. The Council can make changes to its annual work plan in light of these issues as needed, with changes submitted to the Decision Oversight group.
10. The Council will send at least one co-chair to serve as a member of the Shared Governance Decision Oversight group. This person will represent recommendations and plans from the Organizational Health/Employee Support Council in that setting. This person will serve as a full member of the Oversight group, and weigh in on recommendations that are generated by other Councils in that setting.
11. The Council will designate one member to serve as an embedded DEI ambassador. This

person will participate in a community of practice with the College's Chief Diversity, Equity, and Inclusion Officer, and receive training on how to support the Council in application of DEI tools and values as the Council conducts its business.