

# maricopa steward

This is the inaugural edition of the *Maricopa Steward* presented by the Maricopa Community Colleges' Office of Public Stewardship

**Public Stewardship**

*The efficient and effective use of resources as the Maricopa Community Colleges prepare students for their role as productive world citizens. As caretakers of public resources that have been entrusted to us, we are fully accountable to the constituents that we serve.*

## Welcome to the Office of Public Stewardship

Teresa Toney, Manager

The MCCCCD Office of Public Stewardship was established in order to consolidate resources and formalize administrative responsibility for services that are related to stakeholder accountability. The Office of Public Stewardship is responsible for the Maricopa Concernline, Citizens' Ombuds Services, Employee Ombuds Services, Public Records Disclosures and Maricopa Governance. The Office is committed to demonstrating key policy values such as honesty, integrity, responsibility and stewardship by assisting both internal and external constituents in identifying and utilizing the proper mechanisms to obtain information and resolve concerns. Inquiries on the available services may be directed to 480.731.8084.

**Maricopa Concernline**

The Concernline is a 24-hour/7-days-a-week service that is operated by Global Compliance, a third-party vendor. Also referred to as the 24/7 Hotline, this tool serves as an anonymous reporting mechanism for submitting concerns such as fraud, theft, policy violations, enrollment irregularities, conflict of interest, and the misuse of public resources. Concerns may be submitted either by phone at 1.866.447.9819 or web allegation at [www.concernline.maricopa.edu](http://www.concernline.maricopa.edu).

Once reported, concerns are evaluated and assigned for review or investigation. All concerns receive a reply upon conclusion of the review or investigation.

**Citizen's Ombuds Services**

Members of the external community that have concerns or questions about the operations or services of our colleges may contact the Office of Public Stewardship for general information or to voice a concern.

**Employee Ombuds Services**

The services of an Employee Ombudsperson were first introduced on a pilot basis in August 2007 with the assistance of a third-party contractor. The function of the employee ombudsperson is now the responsibility of the Office of Public Stewardship where employees may seek informal, neutral and confidential guidance on concerns. Employment-related decisions that are subject to established employee grievance processes should still be vetted through those mechanisms.

**Public Records**

As a political subdivision of the state of Arizona, the Maricopa Community Colleges have a duty to promptly respond to requests for public records. As a large multi-college district, where each location has an administrative structure, the Office of Public Stewardship assists the colleges and the district office in making records accessible. This includes the review and processing of requests that impact the district as a whole. Training is also provided to employees on the release, retention and proper destruction of records.

**Maricopa Governance**

Maricopa Governance refers to a leadership model adopted by the Governing Board that establishes a framework for stakeholder accountability through our Policies and Administrative Regulations. The Office of Public Stewardship works with the Governing Board in the review and monitoring of its Policies and manages the process for the adoption and amendment of the Chancellor's Administrative Regulations. ●

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## guest contributor

### The Value of Conflict

Stephen Zipperer, PSA President

*"The easiest, the most tempting, and the least creative response to conflict within an organization is to pretend it does not exist."*  
(Lyle E. Schaller)

*"All polishing is done with friction."* (Mary Parker Follet, ADR Pioneer)

Holding on to resentments, being mad at a co-worker, avoiding people or finding fault with everyone and everything will not bring more happiness into your life. Unlike a fine wine, conflict does not get better with age. Left unchecked, it will continue to fester and create disharmony throughout the entire team, department, group and organization – potentially spreading outside the organization into the broader community. The high cost of unresolved conflict includes lost time, low morale, employee turnover, litigation, bad publicity, higher health care costs, inefficiency and, potentially, violence. If we take our role as public stewards seriously we must be accountable and responsible for our actions, minimize destructive conflict and develop alternative means for the organization to recognize and resolve the inevitable clashes caused by change, stress, worry, anger and fear. The more we are able to recognize the cause of a situation, the better we can channel the energy into a constructive, creative and more positive solution.

Conflict may arise from many sources. During times of organizational change and transition, especially during a crisis, conflict may be a natural consequence. In fact, conflict may be the foundation underlying the process of change – being a catalyst for improvement, accountability and improved communication. Different philosophies and beliefs among leaders of an organization will create a shift in priorities. The implementation of change will create conflict if people care about what they do. However, poor management of these changes will exacerbate the disharmony and distrust. When people care enough to disagree, it is in the best interest of the



organization to provide creative outlets for the conflict that will happen.

Each one of us has a responsibility to recognize the role we play in creating conflict and acknowledging our part in finding a solution. In today's workplace, we, as valued employees, are encouraged and expected to work collaboratively. We all have an obligation to communicate openly and honestly with each other. There will be times when conflict arises due to differing goals, divergent expectations, leadership and personality styles, issues of control or simply "stuff" not related to our jobs. We need to keep in mind that each one of us has input that should be valued, heard and considered. By being open, direct and respectful to each other, we open ourselves to learning.

We simply cannot afford to avoid confrontation and pretend conflict does not exist. Our own personal development and growth, and the improvement and survival of our organization depend on creative solutions and mutual effort. Unresolved conflict costs time, money, productivity and energy. Valuable time and resources are wasted by individuals, teams, departments, administrators and elected officials when caught up in negative reactions to conflict without a commitment to work toward solutions. Antagonism and controversy distract us from our real purpose and task and affects all those who get drawn into the swirling storm of controversy and commotion. Additional time is wasted by the organization if training programs are not available for all staff to develop insight and tools for recognizing, valuing and constructively resolving differences of opinion. Stress related illnesses, absenteeism, depression and substance abuse

resulting from unresolved conflict are other potential and likely by-products. As conflict spreads to all levels of the organization or even outside the organization, relationships are damaged and efficiency is reduced.

We will all benefit and learn the most if we are able to honestly analyze the situation and recognize our own part in conflicts. Did we drop the ball somewhere? What could we have done differently? Are we contributing to the solution or the problem? Working with others who are successful in managing conflict may be a humbling and necessary experience for our growth and development. Our willingness to take personal action and accept responsibility for our own actions will serve as a fine example to others with whom we interact. Accountability is the best way to model an inclusive environment. These efforts will have enormous benefits by improving our communication, building relationships and networks and allowing us to experience new ways of thinking and behaving. It also encourages us to recognize different opinions and the limitations of our own perspectives. A little effort and a give-and-take attitude will result in true and lasting satisfaction – and create a happier work environment for all.

By recognizing the positive aspects of conflict, we can transform potential problems into learning opportunities. We are surrounded by peers, potential mentors, coaches and experts that can offer guidance and experience in dealing with conflicts constructively. We do not have to do it alone. There may be times when we simply need to get out of the way and let others do their job. We must also realize that there is no way to "win" a conflict at work. It may feel good for a while to get what you want at someone else's expense, but you soon realize that the underlying issue is not resolved.

There are many avenues and options available to assist us in resolving conflict and raising concerns within MCCC. Multiple options give people the power to choose the right

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course of action for them. The Office of Public Stewardship provides ombuds services to employees for issues not covered by their policy manual or other policies, procedures and regulations. The Employee Concernline is another option. Experts are available to assist from Employee Relations. Policy manuals include procedures to address conflict at the earliest stage possible, preferably in an informal meeting and discussion.

We are fortunate to have many training and learning opportunities available to empower us to face conflict and attempt to resolve

matters on our own when appropriate. Diversity and inclusion efforts such as MOSAIC, Safe Space, and numerous other workshops on recognizing our biases, beliefs and communication styles enable us to assume responsibility for making decisions and solving problems. Being able to listen to and consider different ideas will increase our alternatives and potential solutions to conflict and keep us moving forward constructively. Commitment to difficult decisions and the goals of “One Maricopa” will increase from participation and ownership of all employees. This is the Maricopa Way! ●

## Are You In the Right Job?

Most of us have asked ourselves this question, or one like it, several times during our lives. Usually it is prompted by a colleague or family member’s news of a major life change or in response to our own stressful situations. Daydreams of winning the lottery compel musings about the better life we could lead *if only* ... Although dreaming about a better life has its merits, it is important to be realistic with expectations for life and work. To that end, it is a good idea to periodically reflect on your current job, personal goals and family needs.

Introspection is an excellent way to take stock of where you are now and determine what you want. Ask yourself key questions:

1. Is this the right place for me at this time in my career and life?
2. Does this job meet my needs at this time?
3. Am I on track to do what I want?
4. Do I know what I want to do?

Additional considerations:

- Do you enjoy your work?
- What are your interests?
- What are your values?
- What are your skills?
- Have you outgrown your job?
- Do you just want to try something different?
- Is this they lifestyle you want?

As you begin to answer these questions, assume you have some idea of where you want to go and a clear career path. Create a set of criteria that fit your needs and use them to measure your job skills and personal satisfaction. Examples of criteria could be:

- Interesting and enjoyable work
- Chance for advancement
- Fit with personal vision and values
- Compensation, benefits and opportunity for advancement
- Fit with education and skills
- Fit with organization’s vision, mission and values
- “Gut level feel” for the job
- Professional status

Rank your current job against the criteria you have established using a scale of 1-10 (where 10 is the best fit) and add up your responses. Calculate the percentage to get a measure of how your job “fits” for you.

Maricopa offers career counseling at each of the colleges and the career counselors have at their disposal several personality profile tools and interest inventories that can be useful if you feel like you need a change. In addition, there are specific MCCC courses related to career development such as:

- Movin' On Up
- Career Connections

- Employee & Organizational Learning Team (EOLT) Information Sessions
- Interviewing 101

EOLT also focuses on career development from a broad perspective (i.e., information and guidance, experiential learning opportunities and skills development) for employees, supervisors/managers and MCCC. EOLT can work with you to develop your own individual learning plan and provide coaching if needed. ●

### Maricopa Community Colleges Career Counseling Services

CGCC.....	480.857.5211
EMCC.....	623.935.8909
GWCC.....	602.238.4315
GCC.....	623.845.3284
MCC.....	480.461.7592
PVCC.....	602.787.7073
PC.....	602.285.7420
RIO.....	480.517.8785
SCC.....	480.423.6513
SMCC.....	602.243.8154

*fit: adapted or suited; appropriate; proper or becoming; qualified or competent, as for an office or function.*

## Dealing With Workplace Conflict

Conflict exists and there is no way to get around it. We are the sum total of our experiences and biology. We bring different perspectives and needs on a whole host of things including differences in culture, gender, style and psychology. In the workplace, we may be confronted by bullies, less-than-ethical behavior, passive-aggressiveness, or incompatible personalities. We compete for opportunities, benefits, and promotions while dealing with conflicts among our peers, supervisors, and customers.

It is amazing any work gets done! Here are some techniques to help deal with conflict in the workplace:

1. Identify the problem and ensure everyone knows what it is and why it exists.
2. Let everyone involved state his or her perspective and opinion about the problem.
3. Determine the ideal solution—from everybody's point of view.
4. Make a realistic plan to achieve the end goal.
5. Compromise.

These tips will help us positively handle conflict with coworkers when things get heated.

However, heading off problems before they have a chance to fester is an even better idea. Some preventative measures to consider are:

1. Speak up when you first notice a problem.
2. Be aware of triggers and respond when you first notice them.
3. Create a process for resolving conflicts.
4. Make sure everyone understands MCCCDC's culture, goals and expectations.
5. Provide training in conflict resolution and expect people to use what they've learned.
6. Recognize and praise accomplishment.
7. Discourage gossip or spying.
8. Make sure expectations are realistic and consistent with job descriptions.

These techniques take commitment and practice, so keep it up and be patient. Remember also that Maricopa embraces the philosophy of High Impact Service.

Maricopa offers a wide variety of training and professional development which focus on a variety of topics such as: dealing with change, diversity and inclusiveness and supervisory skills. These professional development

opportunities were created to encourage us to expand our personal and professional skills and enable us to be effective team members.

Contact your employee group representatives for more information on professional development support and the Employee and Organizational Development department at the District for information on training and development opportunities provided by MCCCDC.

**Employee and Organizational Development**  
[www.maricopa.edu/eod](http://www.maricopa.edu/eod)

**Employee and Organizational Learning Team**  
The Employee and Organizational Learning Team (EOLT) is a unit of the Department of Employee and Organizational Development. EOLT provides personal and professional learning opportunities for all Maricopa employees. Courses are offered through a variety of methods including credit and non-credit, on topics relevant to Maricopa. In addition, EOLT works in partnership with colleges, departments and work units to provide assistance and resources to meet specific staff development needs.

EOLT also coordinates the MCCCDC New Employee Orientation program as well as supports diversity related training and activities. Coordination and administrative support is provided for several employee group professional growth programs.  
[www.maricopa.edu/learn/](http://www.maricopa.edu/learn/)

### Creative Pathways

Creative Pathways offers eligible MCCCDC employees a variety of opportunities to work toward their professional and personal goals, while at the same time, advancing the educational objectives of the Maricopa Community Colleges. These opportunities have been designed to provide employees with real-world learning experiences for the purpose of acquiring new knowledge, skills and abilities and to help employees consider career options and identify important career development activities.  
[www.maricopa.edu/comm/pathways](http://www.maricopa.edu/comm/pathways)

## Leadership Corner

The following items were provided by [leadersinstitute.com](http://leadersinstitute.com) and are offered as **Free Leadership Tips**

### Gaining Cooperation from Others

1. **Acknowledge the importance of other people.**  
*The deepest principle in human nature is the craving to be appreciated. (William James)*
2. **Show enthusiasm and energy.**  
*Enthusiasm is by far the highest paid quality on earth, probably because it is one of the rarest; yet it is one of the most contagious. (Frank Bettger)*
3. **Encourage and facilitate two-way conversation.**  
*Education is a kind of continuing dialogue, and a dialogue assumes, in the nature of the case, different points of view. (Robert Hutchins)*
4. **Ask other people's opinions.**  
*I have opinions of my own—strong opinions—but I don't always agree with them. (George Bush)*
5. **Ask questions instead of giving orders.**  
*Never tell people how to do things. Tell them what you want them to achieve and they will surprise you with their ingenuity. (Gen. George S. Patton)*
6. **Show sincere gratitude.**  
*God gave you of gift of 86,400 seconds today. Have you used one to say "thank you?" (William A. Ward)*
7. **Give strength-centered compliments.**  
*The life of many a person could probably be changed if someone would only make him feel important. (Dale Carnegie)*

### Resolving Conflicts

1. **Be proactive instead of reactive.**  
*Good plans shape good decisions. That's why good planning helps to make elusive dreams come true. (Lester R. Bittel)*
2. **Be slow to anger—especially over petty issues.**  
*Anger is always more harmful than the insult that caused it. (Chinese proverb)*
3. **Instead of telling people they are wrong, point out the mistakes indirectly.**  
*A person convinced against his will is of the same opinion still. (Samuel Butler)*
4. **Look for some type of common ground as soon as possible.**  
*A compromise is the art of dividing a cake in such a way that everyone believes he has the biggest piece. (Ludwig Erhard)*
5. **If you find that you are in the wrong admit it.**  
*It's easier to eat crow while it is still warm. (Dan Heist)*
6. **Admit one of your own poor decisions before pointing out a similar error to others.**  
*A man should never be ashamed to own he has been in the wrong, which is but saying...that he is wiser today than he was yesterday (Alexander Pope, from Miscellanies by Jonathan Swift)*
7. **Mend fences whenever possible.**  
*Never does the human soul appear so strong as when it forgoes revenge, and dares forgive an injury. (E. H. Chapin)*

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## High Impact Service

Last fall, a new initiative was launched at the District Support Services Center in order to demonstrate its service commitment to the colleges and the greater Maricopa community. Called High Impact Service, this initiative establishes a goal and defines standards that employees will demonstrate in their daily operations when working with clients.

### Goal

*In our roles as employees, we commit individually and collectively to provide High Impact Service with a goal of promoting Student Success, One Maricopa and Public Stewardship.*

### Standards to Achieve High Impact Service

1. Professionalism—we are courteous and friendly and have a genuine desire to be of assistance.
2. Responsiveness—we want to help our customers so we make ourselves available through timely phone, e-mail, face-to-face and other communication.
3. Accountability—we take ownership and seek resolution of our customer's concerns.
4. Expertise—We know our jobs.
5. Excellence—we strive for the highest quality in everything we do.

Questions or suggestions on how the District Office can provide your college or department with High Impact Service may be directed to Darrell Huish, Chairperson of the Chancellor's High Impact Service Team, at 480.731.8105.

### Workshops Supporting High Impact Service

The workshops listed in the table are presented by Employee and Organizational Development and support the five High Impact Service Standards.

### Whale Done!

Whale Done! is designed to teach people how to improve their relationships at work in order to become more productive and to achieve better results. We have to rely on and work with others in order to be productive and achieve results. The problem is that many work environments are not conducive to positive relationships. Instead, they employ the GOTcha approach (catching people doing things wrong). If an employee makes a mistake, then someone else is waiting to catch the employee with a GOTcha! Many times, GOTcha is the result of a lot of programs that focus on fixing problems. This type of culture can be unproductive and self-defeating. While focused on the mistake, we are inadvertently reinforcing what we don't want to happen—the negative behavior. The Whale Done! approach can have a dramatic positive

High Impact Standards	Workshops Spring 2009 (April 2009 - July 2009)
Professionalism	<ul style="list-style-type: none"> <li>• Whale Done</li> <li>• Communication Skills Boot Camp</li> <li>• Enhancing Communication Effectively Through Voicemail and E-mail</li> </ul>
Responsiveness	<ul style="list-style-type: none"> <li>• Whale Done</li> </ul>
Accountability	<ul style="list-style-type: none"> <li>• MOSAIC</li> <li>• Communication Skills Boot Camp</li> </ul>
Expertise	<ul style="list-style-type: none"> <li>• Introduction to Business Process Analysis</li> <li>• Navigate Maricopa</li> </ul>
Excellence	<ul style="list-style-type: none"> <li>• Navigate Maricopa</li> <li>• MOSAIC</li> <li>• Inspiring Trust</li> </ul>

impact on your relationships with others. It is contagious and will help your entire organization increase productivity, improve employee morale, and achieve better results.

### Communication Skills Boot Camp

Most courses in human relations, conflict management, supervision and just getting along with others refer to basic communication skills. This course focuses exclusively on the basics necessary for all of these. Participants will identify and practice paraphrasing, identifying feelings, clarifying, summarizing and giving and receiving feedback.

### Enhancing Communication Effectively with Voicemail and E-mail

Learn to be a more effective electronic communicator. In this workshop, you will learn methods for communicating effectively with voicemail and e-mail. The course will focus on creating effective greetings, composing effective messages and using e-mail and voicemail features to save time and increase effectiveness.

### MOSAIC: Maximizing Our Strengths as an Inclusive Community

We talk about diversity, inclusion and valuing differences at Maricopa. But what does it mean? How does it relate to our daily work environments and what is the impact on the organization? MOSAIC is a series of six sequential workshops, divided into three levels, designed for all employees to help answer these questions. Through awareness, knowledge, skills and application strategies. Participants will:

- Appreciate the importance of an inclusive culture
- Increase their understanding of barriers, feelings and questions when providing service to customers with unfamiliar cultures and perspectives
- Answer tough questions and address specific customer situations identified by the participants

- Strengthen skills necessary for effective intergroup communication
- Recognize and respond to harmful (discriminatory, biased or exclusionary) comments, attitudes, behaviors and
- Increase understanding of how inclusion and exceptional customer service impacts the entire organization.

### Introduction to Business Process Analysis

Employee & Organizational Learning in collaboration with the Organizational Process Analyst Team (OPAT), is excited to announce a partnership to provide training and coaching services to employees to perform their own business process documentation and improvement projects. The Organizational Process Analyst Team is committed to infusing continuous process improvement, innovation and standardization throughout MCCCDC. For questions regarding OPAT services and availability, please contact Gary Mandarinio at 480.731.8899.

### Navigate Maricopa

Embark on a journey of supervisory learning opportunities. Classes provide individuals with quality instruction in supervisor fundamentals which will increase their potential to motivate others and manage operations for organizational success. These learning opportunities are open to all Maricopa employees.

### Inspiring Trust®

In this four-hour session, participants will learn specific behaviors that build trust, explain the benefits of high trust environments, illustrate four components of credibility and trustworthiness and describe how to build, restore, extend and maintain trust. As a result, participants will better understand the connection between trust and organizational results. ●

## Alternative Dispute Resolution (ADR)

Information provided by Cornell Law School web: [topics.law.cornell.edu/wex/ADR](http://topics.law.cornell.edu/wex/ADR)

**A**lternative Dispute Resolution (ADR) refers to any means of settling disputes outside of the courtroom. ADR typically includes early neutral evaluation, negotiation, conciliation, mediation, and arbitration. As burgeoning court queues, rising costs of litigation, and time delays continue to plague litigants, more states have begun experimenting with ADR programs. Some of these programs are voluntary; others are mandatory.

While the two most common forms of ADR are arbitration and mediation, negotiation is almost always attempted first to resolve a dispute. It is the preeminent mode of dispute resolution. Negotiation allows the parties to meet in order to settle a dispute. The main advantage of this form of dispute settlement is

that it allows the parties themselves to control the process and the solution.

Mediation is also an informal alternative to litigation. Mediators are individuals trained in negotiations, who bring opposing parties together and attempt to work out a settlement or agreement that both parties accept or reject. Mediation is used for a wide gamut of case-types ranging from juvenile felonies to federal government negotiations with Native American Indian tribes. Mediation has also become a significant method for resolving disputes between investors and their stock brokers.

Arbitration is a simplified version of a trial involving limited discovery and simplified rules of evidence. The arbitration is headed and decided by an arbitral panel. To comprise a panel, either both sides agree on one arbitrator, or each side selects one arbitrator

and the two arbitrators elect the third. Arbitration hearings usually last between a few days to a week, and the panel only meets for a few hours per day. The panel then deliberates and issues a written decision, or arbitral award. Opinions are not public record. Arbitration has long been used in labor, construction, and securities regulation, but is now gaining popularity in other business disputes. Title 9 of the U.S. Code establishes federal law supporting arbitration. It is based on Congress's plenary power over interstate commerce. Where Title 9 applies, its terms prevail over state law. There are, however, numerous state laws on ADR. Forty-nine states have adopted the 1956 version of the Uniform Arbitration Act as state law. The act was revised in 2000 and subsequently adopted by twelve states. The arbitration agreement and award is now enforceable under both state and federal law.

## Maricopa's Ombuds Services

### About Ombuds Services

The Maricopa Ombudsperson assists in better serving the interests of public accountability and responsiveness by offering informal and neutral assistance to internal and external constituents when they have disputes or concerns regarding the Maricopa Community Colleges. We facilitate the resolution of constituent concerns that are not otherwise addressed at a college or at the district level, and deliver information about Maricopa's processes that would serve a constituent's needs. The Ombudsperson can be a first resource when a party is not sure where to go to get information regarding a particular situation or, as a last resort when other channels of communication have failed. The Ombudsperson does not serve to circumvent established processes, but instead helps to facilitate the review of concerns and resolutions through the proper avenues.

### History

The Maricopa Community Colleges first began offering ombuds services to external constituents in 2001. The services of an Employee Ombudsperson were launched in 2007 on a pilot basis with the assistance of a third-party vendor. The District's goal was to provide employees with confidential and informal assistance in resolving workplace concerns such as conflicts and ethics issues related to suspected compliance or policy violations. Such a service helps to enhance the overall quality of work life at MCCC. The role of an Employee Ombudsperson was formalized as part of the MCCC organizational structure

with the establishment of the Office of Public Stewardship, whereby concerns from both citizens and employees are addressed.

The term Ombudsman (om-budz-man) means a designated individual who reviews reported issues or concerns about an institution. MCCC has adopted the term "ombudsperson." The MCCC Ombudsperson offers effective, efficient and innovative dispute resolution services, and helps people to use non-adversarial approaches in resolving disputes. The Ombudsperson maintains a high level of confidentiality and impartiality, and acts independently to assist employees to resolve their concerns, complaints and/or disputes without fear of retaliation.

### Benefits

The Ombudsperson assists in identifying how to navigate through the Maricopa system in order that a complaint or concern may be reviewed and resolved in a timely manner by the appropriate college or district authority. Services are free and individuals may seek guidance confidentially and without retaliation. The Maricopa Community Colleges want to make it as easy and convenient as possible for all employees to safeguard the values that we espouse every day.

It is important that every employee understand the importance of public stewardship. Your voice is an essential part of the District organization. We rely on you to speak up whenever you see a situation that could threaten our values or bring undue risk to the District, its resources and its employees. For example:

- Issues involving ethical or compliance, including financial matters and employee behavior
- Issues including suspected harassment, discrimination or discipline disputes
- Loss prevention and workplace concerns, such as possible theft, fraud, threats, violence or alcohol or drug abuse

**The Maricopa Concernline and Website**  
1.866.447.9819  
[www.concernline.maricopa.edu](http://www.concernline.maricopa.edu)

The Maricopa Concernline is a site through which employees may submit concerns. The District has contracted with a national organization, Global Compliance, to host the toll-free number and website and to ensure that all reports to the site are brought to the proper District authorities quickly and anonymously.

### The Employee Ombudsperson

There may be times when you do not feel comfortable approaching your supervisor, or when you are not sure just what to do. If you would prefer to talk through your concern with someone who can help you identify your options and possible next steps, you can use the Employee Ombudsperson as a resource (480.731.8084).

It is important to understand that the District's ability to act on any given report will be determined by a number of factors, including the amount of information presented. ●

## Resolution of Controversy: Non-Policy Issues

Although the process noted below is taken from the Crafts and M&O policy manual, the steps of the process are similar for all employee groups. Each employee group has negotiated a specific time frame to expect a response in each stage of the process noted below. Please refer to the appropriate policy manual for specific information for each employee group. Policy manuals can be found online at [www.maricopa.edu/hrweb/poldwnld.php](http://www.maricopa.edu/hrweb/poldwnld.php)

### Informal Resolution of Non-Policy Issues

An employee who has a problem or concern shall have a meeting/discussion with his/her immediate supervisor prior to initiating a written request for formal resolution. The meeting shall take place within three (3) working days of the employee's request. The purpose of this meeting/discussion is to seek informal resolution of the problem. The employee and supervisor shall meet to discuss the employee's specific concern in an attempt to reach an agreement.

If the supervisor and employee are unable to resolve the issue informally, the employee may proceed and file for formal resolution.

If the problem involves the employee's immediate supervisor, the employee shall have the right to meet informally with the next higher level of authority.

### Formal Resolution of Non-Policy Issues

In the event of a perceived inequity or a circumstance which is not covered either by a policy manual or Board policy, an employee shall have the right to appeal for resolution by the following procedures:

1. A written statement of the situation or decision in question shall be appealed to the appropriate level as follows:
  - Department Director/Manager
  - College Vice President
  - College President
  - Vice Chancellor
2. The appeal process shall start at the level next higher than the person involved in the decision in question. If the decision under appeal was made at the highest college level, the process will move to the District Office.
3. Employee representatives will be allowed reasonable release time to sufficiently assist employees in meetings with management. The employee may be accompanied by an employee representative of his/her choice when meeting with the above individuals.
4. The employee shall receive a written decision from each of the above levels of authority. ●

## Maricopa's Responsibility for Public Records Requests

MCCCD is a political subdivision of the state. A political subdivision is a quasi-government agency with powers and duties established in the state constitution and in state statute. Many records created by the MCCCD are considered public records. (Notable exceptions are most student and employment records.)

### What is a record?

A.R.S. §41-1350 states records are: *All books, papers, maps, photographs or other documentary material, regardless of physical form or characteristics... made or received... in connection with the transaction of public business... Records may include computer-based records, voicemail, text messages, e-mail, photographs, motion pictures, video and audio recordings, charts, maps, drawings, plans, micrographics and more.*

### What are public records?

- According to Arizona Revised Statute (A.R.S.) §41-1347(A): *All records made or received by public officials or employees of the state in the course of their public duties are the property of the state.*

- *Public records shall be open to inspection by any person at all times during office hours.* (A.R.S. §39-121)
- *All public bodies shall maintain all records... reasonably necessary or appropriate to maintain an accurate knowledge of their official activities and of any of their activities which are supported by monies from the state or any political subdivision of the state.* (A.R.S. §39-121.01(B))

### Maricopa's Responsibility

Maricopa is responsible for responding to all public records requests. This includes determining what will be disclosed—or not. Disclosure means to reveal, to make known, or to make available for inspection. With the exception of student education records, the majority of records that are created are subject to review. Non-disclosure means the act of, or decision made, to not disclose a record.

However, public officials cannot arbitrarily decide what information not to disclose.

Requests may be denied based upon the requirements established by state and federal law. Denying access to public records may occur if:

- The information is statutorily confidential or privileged (FERPA, HIPAA).
- The information falls within an individual's right to privacy (personal address/phone, social security number).
- It is not in the best interest of the State to release it (to do so would seriously impair performance of duties).
- The records are sealed by Court Order.

Questions regarding disclosure or non-disclosure should be directed to the Office of General Counsel.

**NOTE:** Confidential information is protected from Public Records Requests *except* during a legal discovery process. Under such circumstances, all materials are subject to release to the appropriate authority. ●

The following scenario may seem familiar to many of you since it was excerpted from the mandatory **MCCCD Public Stewardship** training required of all full-time employees.

To date, the progress of mandatory training and disclosures is:

- 4,089 / 4,489 (92%) (**MCCCD Public Stewardship**)
- 4,155 / 4,489 (92%) (**Legal Issues: Public Sector Employment**) and
- 7,722 (duplicated counts) (**Disclosures**)

For more information go to:

- [www.maricopa.edu/disclosure](http://www.maricopa.edu/disclosure)
- [www.maricopa.edu/learn/programs/Mandatory-Training/index.html](http://www.maricopa.edu/learn/programs/Mandatory-Training/index.html)

## What Would You Do?

### No Such Thing as a Free Ticket

*Because hockey was her favorite sport, College President Alexandra Evers was thrilled to take her colleague Don Phillips, a telecommunications adjunct faculty member at a sister college, up on his offer to attend the All-Star game which was being played in their city. Phillips indicated he had a free, extra ticket, and would meet her at the sports arena the night of the game.*

*When she arrived, she saw Phillips with Marc Eyre, president of the local cable franchise. She assumed they had bumped into each other in the lobby and was surprised when she realized she was joining Eyre in the cable company's box along with Phillips, his family, and other friends. Because the college had an active Request For Proposal in place to negotiate a new cable contract she felt especially uncomfortable when the executive sat next to her. In an attempt to be clear that this was a social event, not an opportunity to talk business, the college president announced to both her colleague and to Eyre that she had absolutely no plans to talk about the cable contract or any other issues associated with the college or district. Even with that said, she found herself in the middle of a wide-ranging discussion of the future of the telecommunications industry that skirted on the district's expansion into new areas of occupational teaching programs.*

*At the end of the game she hurried home and wrote a letter to Eyre, asking for the cost of the ticket so that she could reimburse the company, and copied her colleague. Both responded that there was no cost—it was a free ticket that was part of the season privileges purchased by the cable company.*

*She felt betrayed by her colleague and frustrated that her attempts to pay for the ticket were thwarted.*

- Should President Evers have left the game as soon as she found out where she was sitting?
- How should she now proceed?

### Suggested Response

Leaving would have been the best approach, particularly because she knew that the College had initiated a competition for a new cable contract. It doesn't matter that those at the sports event didn't specifically discuss the College's needs and the company's potential to meet them, or that the company didn't give her the ticket directly. It is avoiding the appearance of a conflict of interest that is important in maintaining the public trust. To the naked eye, it seems as though the President is getting something of value so that the company may gain more favorable treatment during the competitive process for a contract. Note that Mr. Phillips needs to retake ethics training. He seems oblivious to the problem.

She needs to complete the College's conflict of interest form, submit it to the appropriate College staff, and refrain from having anything to do with the competition for the new cable contract. While she may not have a specific conflict of interest as defined under Arizona law, she has run afoul of purchasing standards for employees.

## The Ten Commandments for Conducting Meetings

The following items were provided by [leadersinstitute.com](http://leadersinstitute.com) and are offered as *Free Leadership Tips*

1. Thou shalt not meet if the matter can be resolved by other means
2. Thou shalt make purpose known to those thou summonest
3. Thou shalt summon only those whose presence is needful
4. Thou shalt start at the time announced
5. Thou shalt not run beyond
6. Thou shalt not wander to other topics
7. Prepare thy thoughts that the minutes not be wasted
8. Schedule not in haste for the day is brief
9. Thou shouldst combine into one those which need not be separated
10. Fear not to cancel if the need disappears

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