



HUMAN RESOURCES AND STRATEGIC TALENT MANAGEMENT

ANNUAL REPORT
JULY 1, 2018 – JUNE 30, 2019

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INTRODUCTION

The Office of Human Resources and Strategic Talent Management (HRSTM) has the honor and privilege of serving all employees at Montgomery College. We advance the mission of the College and contribute to student success by supporting over 3,500 full and part-time faculty, staff, administrators, and student employees who play a critical and dynamic role in the delivery of instruction and services to our students and in the operations of our institution. Our commitment to quality service and support begins with recruiting and hiring quality talent and continues throughout an employee's entire career at MC, with retirement services as the finale.

The HRSTM team is also committed to challenging and progressing our practices, programs, and services to meet the evolving needs of our employees and our organization. A key resource and tool for us in that important work is data, analysis, and reporting. This inaugural HRSTM Annual Report presents data and activities that reflect Montgomery College's workforce and the work of our department. In addition to metrics, you will find a summary of HRSTM's actions and accomplishments for the last year and an outline of our goals and aspirations for the coming year and beyond.

We hope that you will find this report informative and invite you to share with us any feedback or suggestions for future reports.

MEET HUMAN RESOURCES AND STRATEGIC TALENT MANAGEMENT

Our MISSION

Our mission is our people. We attract, engage, and develop a talented workforce to advance the College’s mission.

Our VISION

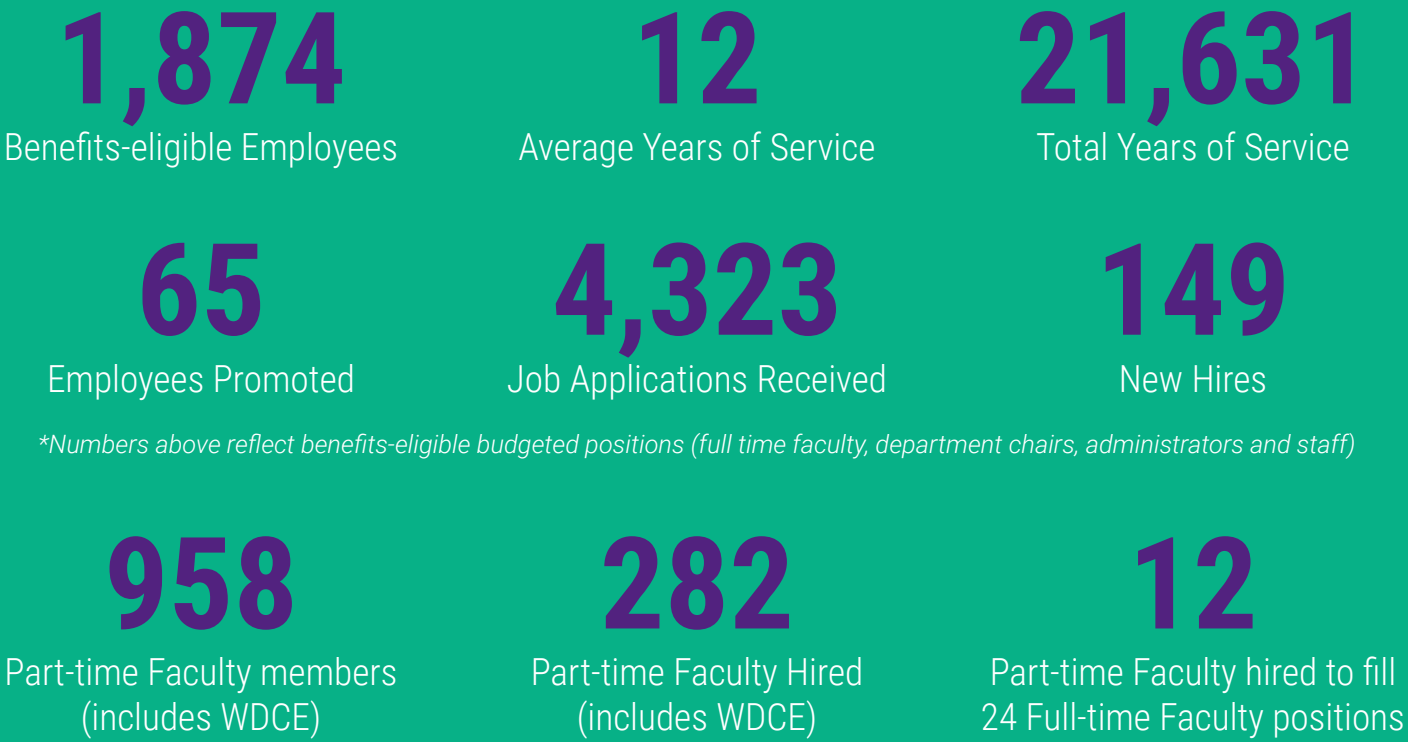
The Office of Human Resources and Strategic Talent Management will be valued as a trusted ally to the College community, delivering the expertise, innovation, and resources to further an inclusive environment, advancing how our employees work and grow.

Our VALUES

- Accuracy
- Collaboration
- Inclusivity
- Service
- Solutions
- Trust



MC AT-A-GLANCE



HRSTM 2019 ACCOMPLISHMENTS

1. Workday

The next phase of the Workday project officially launched this year and will continue to be a significant initiative for the HRSTM team through 2020 and into 2021. Workday, a cloud-based application for human resources and finance, will significantly improve our systems and will enable employees across the College to work more efficiently. The HRSTM staff, collaborating with colleagues in Business Services, IT, ELITE, and the Foundation, have been immersed in the implementation process. The project team has completed the initial discovery session with our new implementation partner, Collaborative Solutions, and will be immersed in architecture sessions throughout the remainder of calendar year 2019. As we move into configuration and testing in 2020, the project team will be engaging key stakeholders for guidance and feedback as we reach each milestone.

2. New Supervisor Orientation Program and Toolkit

The Office of Human Resources and Strategic Talent Management (HRSTM) launched a New Supervisor Orientation Program (NSOP), with the first two sessions held in March and June, 2019. The NSOP is a two-day program for new supervisors to Montgomery College and employees who have been promoted to a new supervisory role. Over 30 new supervisors participated in the sessions, including new department chairs and administrators.

The NSOP provides essential information to aid supervisors in successfully leading their teams in meeting department and College goals. Topics presented by members of HRSTM, the Office of Compliance, Risk and Ethics, the Office of the Ombuds, and E-Learning, Innovation and Teaching Excellence (ELITE) included:

- Partnering with HR for recruiting, hiring, onboarding, managing, supporting, and off boarding employees
- Managing for optimal performance and using performance evaluations as a developmental and continuous improvement tool
- Helping and supporting employees in their professional development
- Managing employees within the three respective union contracts

- Applying the Ethical Decision-Making Framework to manage ethically and with legal integrity
- Learning the impact of decisions when not in compliance with College policies and procedures, union contracts, and federal, state, and county regulations
- Dealing proactively and constructively with conflict
- Navigating and using the various resources and support available to supervisors

The New Supervisors Orientation is a required onboarding activity for all new Montgomery College supervisors and will be offered three times per year: fall, spring, and summer.

In addition, this program led to the creation of a Supervisor Toolkit. The Supervisor Toolkit was created based on feedback from participants of the New Supervisor Orientation Program. The message was clear that an online resource was needed to support supervisors in their roles to manage and lead a team. The toolkit is organized in a manner in a “one-stop shop” format. Supervisors can visit one webpage with quick access to information, policies, and forms to successfully deal with their day-to-day responsibilities. Users can easily access information by navigating through four content tabs: Recruiting and Onboarding, Managing Employees, Payroll and Leave Management, and Working@MC. Through the toolkit, supervisors can learn how to start a recruitment for a new employee and what forms and steps are needed to complete the process. Once an employee is hired and on boarded, a supervisor has access on how to manage employees based on policies and procedures, collective bargaining agreements, payroll, and leave management requirements. Other items of interest include employee recognition programs, Wellness, sabbatical and professional development opportunities.

3. Career Ladders

Enhancing our programs and services to provide employees greater opportunities for career development and growth is an important priority for HRSTM. In support of this work, the Classification and Compensation team reviewed a series of job classes/job families to determine where a career ladder may be created. A career ladder describes the progression from starting or entry-level positions to higher levels of skill, responsibility, authority, and pay. It also provides a framework and pathway by which employees are provided guidance on professional development and career progression. Career ladders can be instrumental in improving employee career

satisfaction, productivity, engagement, and responsiveness in meeting departmental and organizational objectives. Of the recently created career ladders, 26 employees have been or will soon be given opportunities to apply internally for promotions and, at this time, four employees have been recommended for promotions. The career ladder priorities for development in FY20 include positions in Public Safety, Information Technology, and Academic Affairs. To explore current career ladders classes and job families, please visit the HRSTM website at <https://info.montgomerycollege.edu/offices/human-resources/career-ladders.html>.

4. Enhancements to Our Recruitment and Hiring Process

Enhancing our recruitment and hiring processes has been another priority for the Office of Human Resources and Strategic Talent Management, with a special emphasis on creating avenues for career movement for our current employees. This year the Talent Acquisition and Employment team implemented a new functionality in Workday recruitment: Evergreen job postings. Evergreen job postings allow employees to express an interest in current and future job openings. This recruitment strategy helps us identify qualified internal candidates who may have an interest in a position before launching an external recruitment. This approach will be beneficial to employees in proactively considering and expressing interest in their next career move and will enhance the efficiency of our recruitment strategy. Evergreen postings and other open positions can be viewed by accessing Workday through MyMC and searching “Find Jobs.”

The College entered into a partnership with eSkill Corporation to provide skills assessments for some positions through their online testing platform. By using a skills test in evaluating candidates, we can ensure that our new employees are equipped with the necessary skills to perform their jobs effectively. In an effort to pilot the program and validate that our testing was in line with current skill levels, administrative support staff were invited to voluntarily complete an assessment. We are pleased that over 70 employees participated and provided feedback. HRSTM recruiters will be incorporating skills assessments into future recruitments for relevant positions.

The Talent Acquisition and Employment team’s work on enhancing the College’s recruitment and hiring processes will continue into 2020.

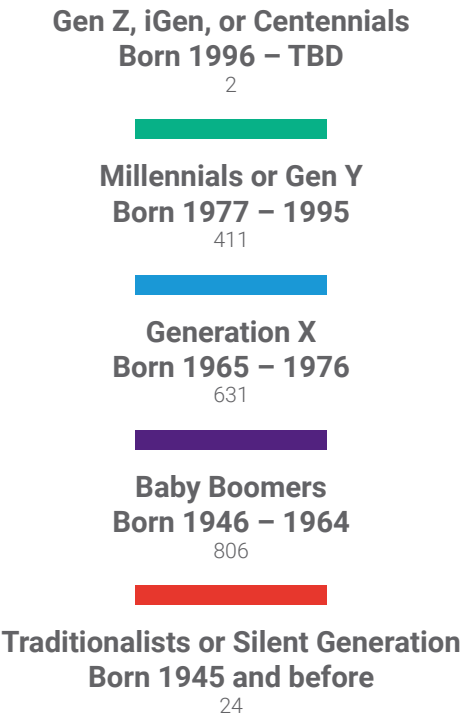
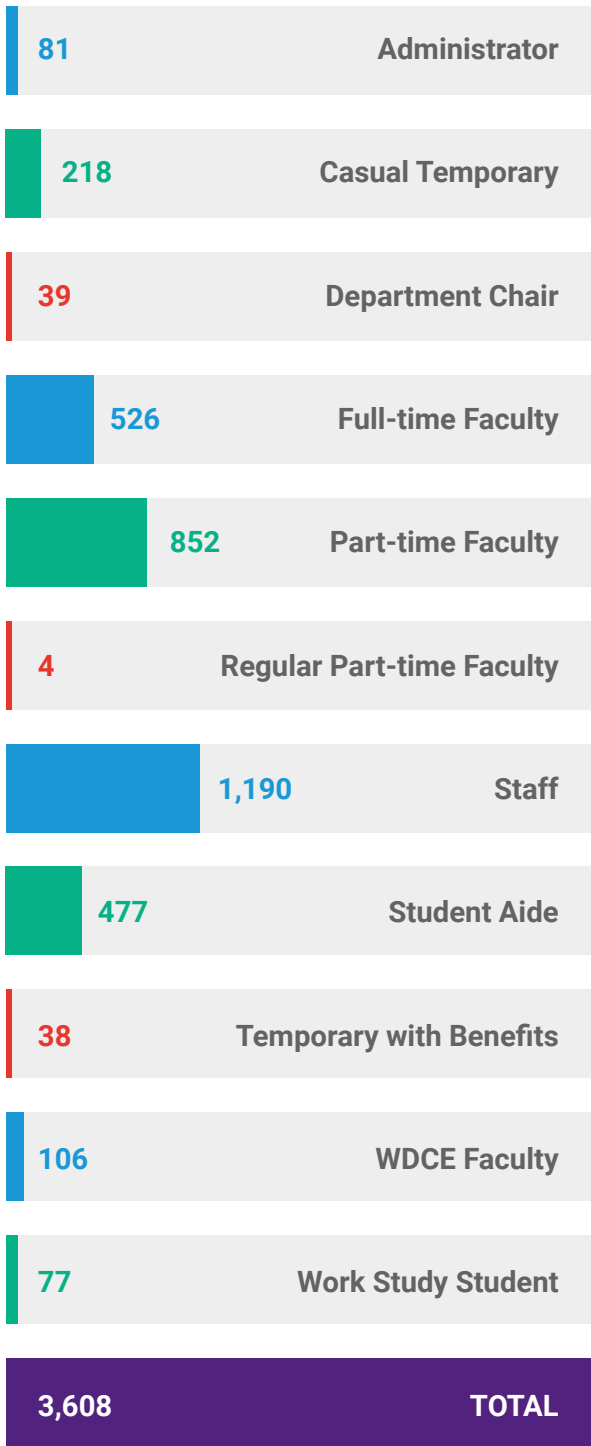
5. Policy Updates

In partnership with the Office of the President, various teams within HRSTM have worked diligently on revising the Colleges policy and procedures to make them more congruent with current operations and the needs of today’s workforce. During FY19, HRSTM has updated numerous policies and/or procedures, including, but not limited to: 32500 Flexible Work Arrangements, 31006 (EEO and Nondiscrimination), 34001 (Changes in Employee Status), 34002 (Discipline), 34003 (Discharge), and 34101 (Grievance). This work will continue into the next year, with HRSTM working with all divisions of the College to streamline our employee-related policy and procedures in order to make them both easier to use and easier to administer, improving the efficiency of the unit.

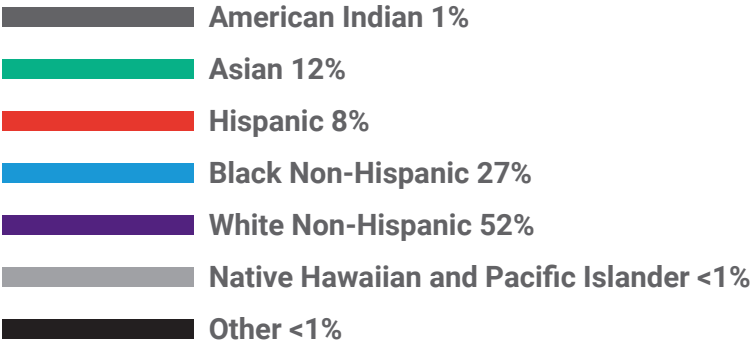
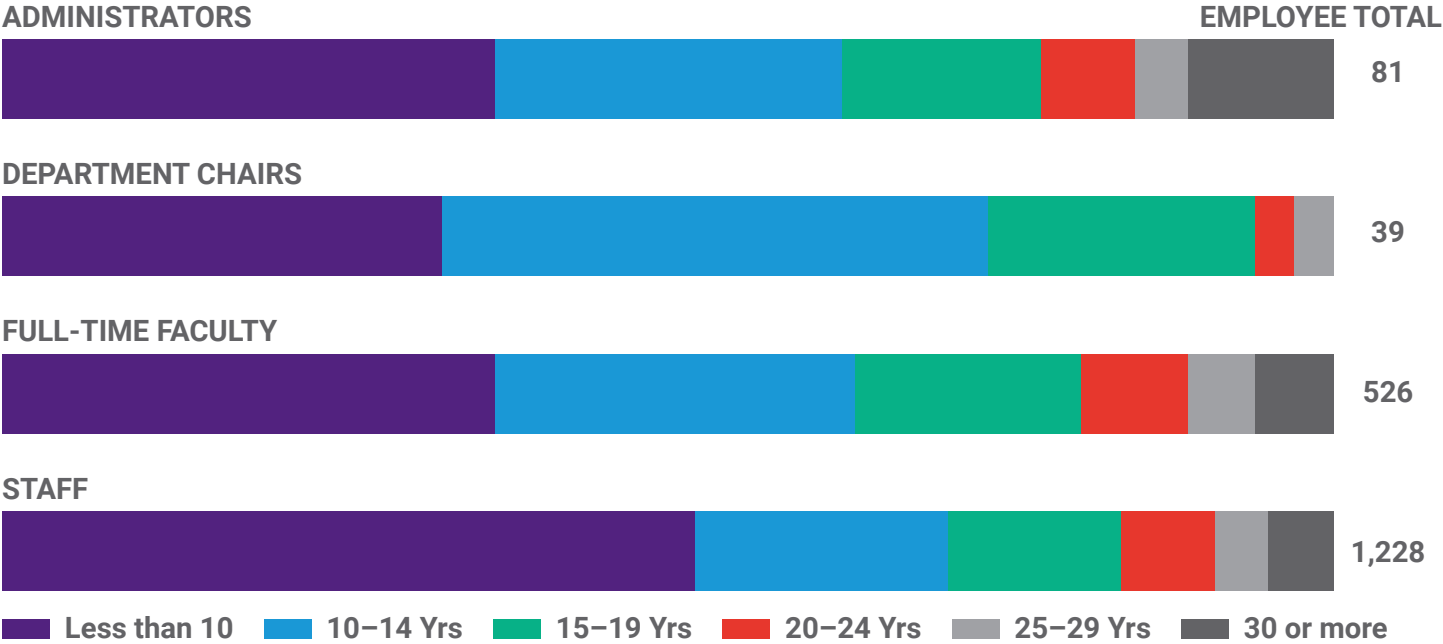


MC EMPLOYEE COMMUNITY BY THE NUMBERS (data as of June 30, 2019)

TOTAL EMPLOYEE HEADCOUNT



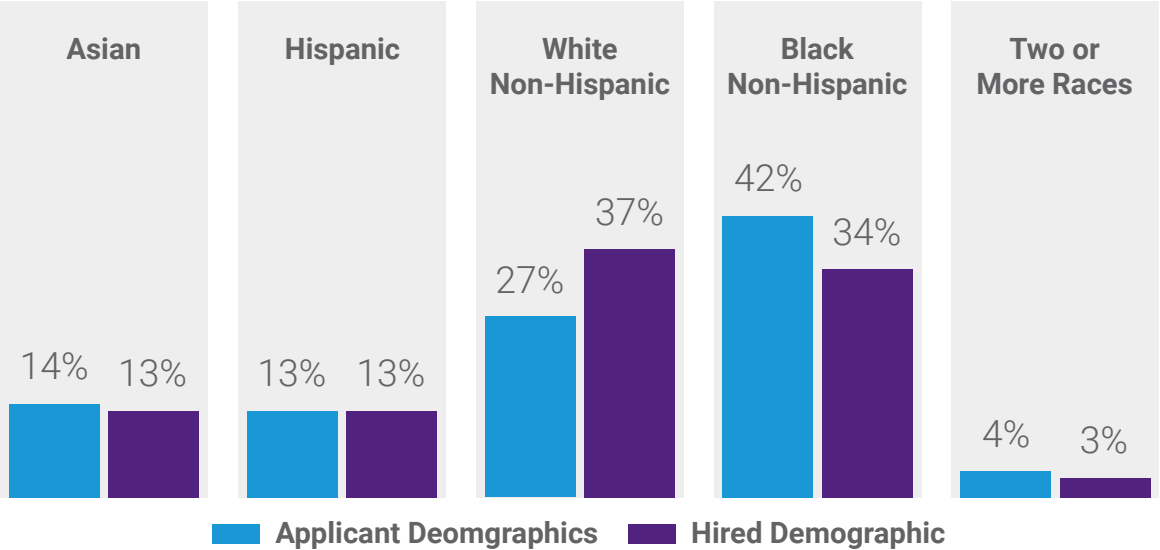
YEARS OF SERVICE



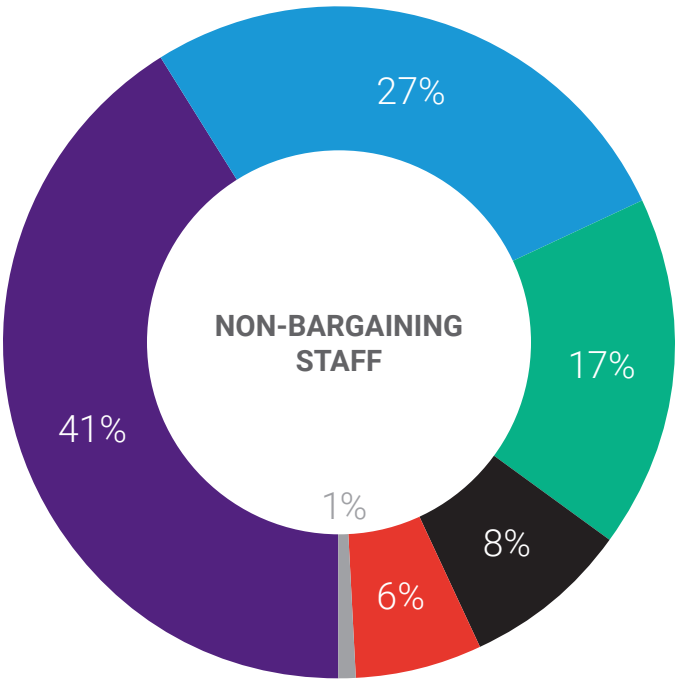
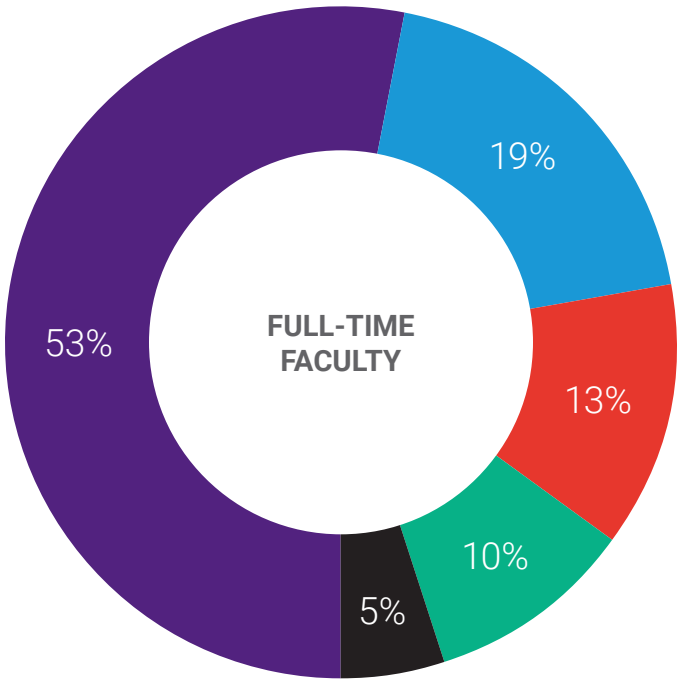
MC EMPLOYEE COMMUNITY BY THE NUMBERS (data as of June 30, 2019)

FACULTY AND STAFF BY RECRUITMENTS

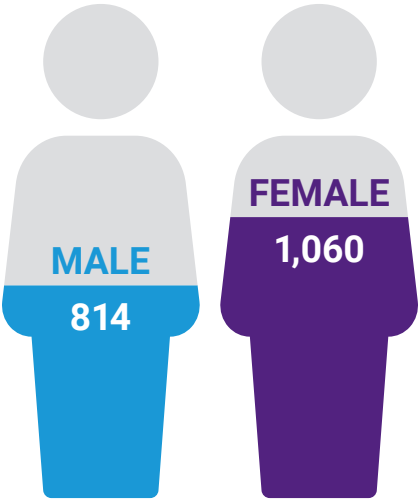
The College received over 4,300 applications for budgeted vacancies in FY19.



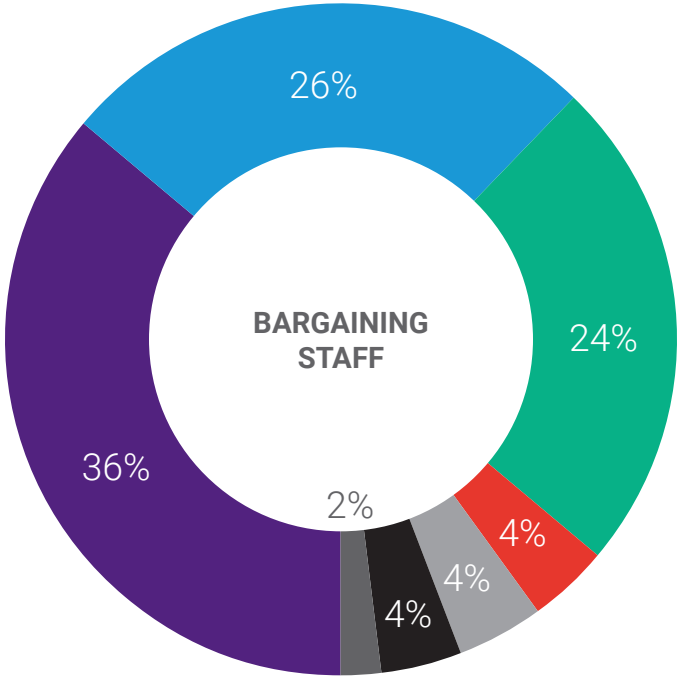
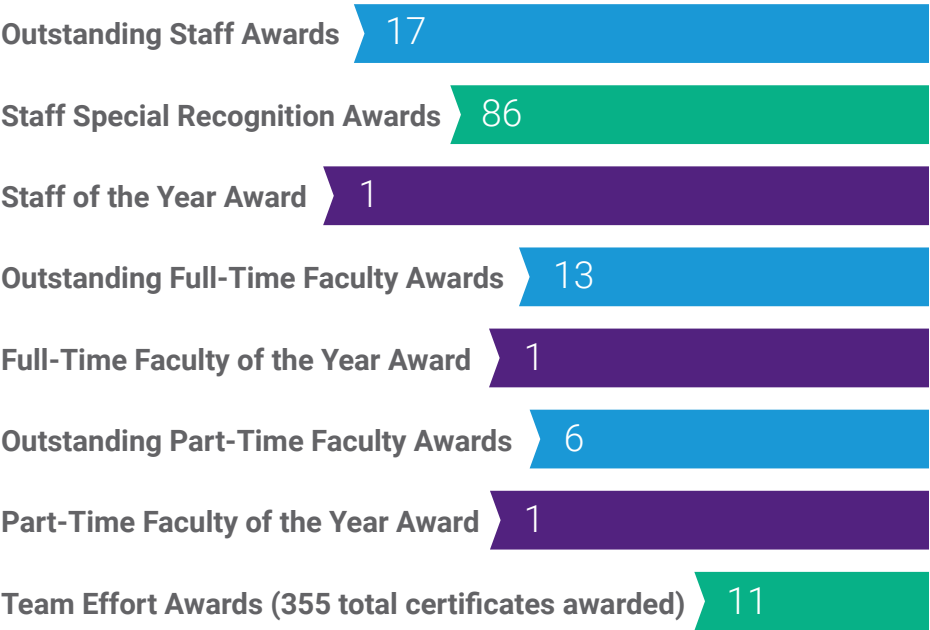
EDUCATIONAL ASSISTANCE PROGRAM USAGE



FACULTY AND STAFF BY GENDER

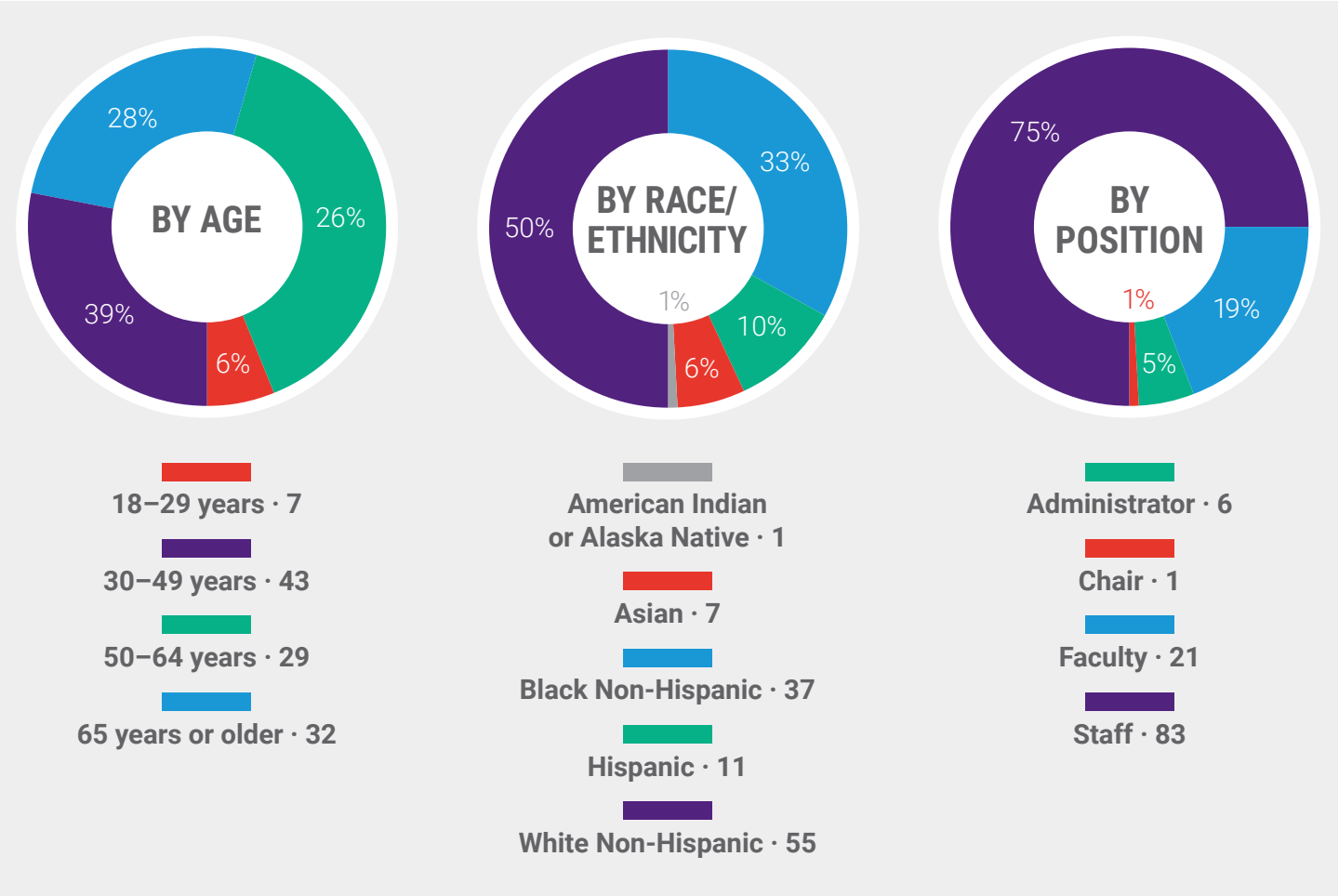
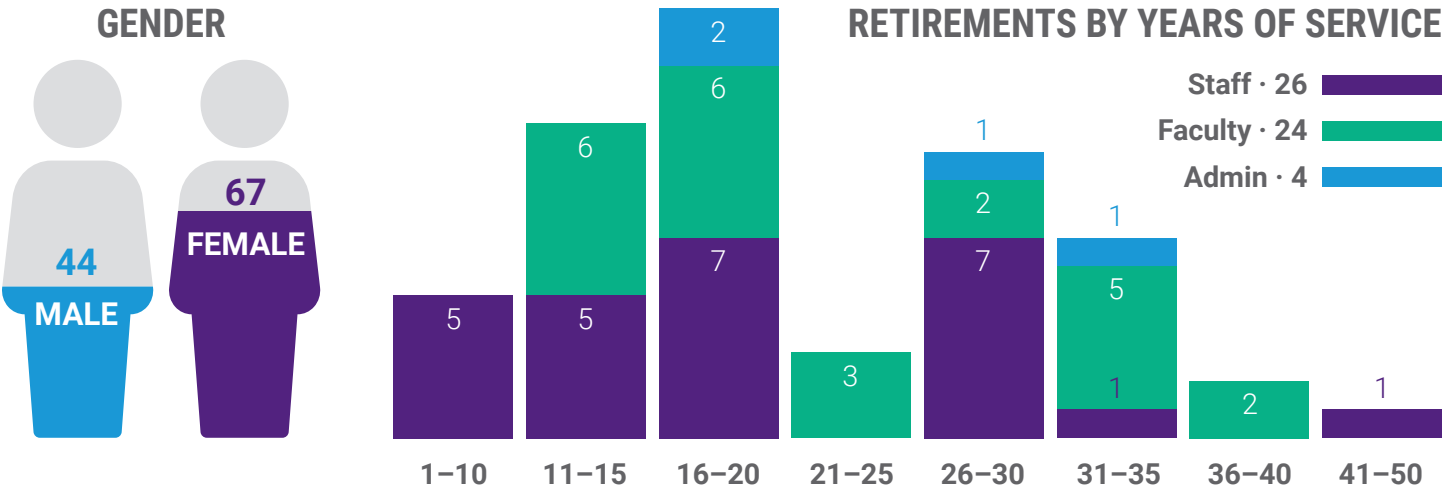
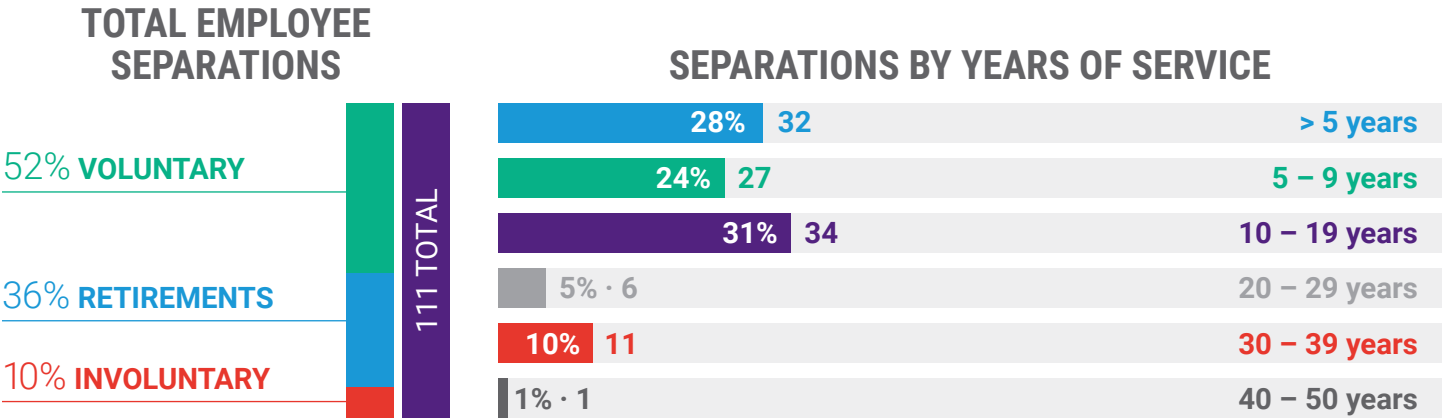


EMPLOYEE AWARDS



- Advanced Degrees
- General Conferences/Seminars
- Outside Gym Memberships/Weight Watchers
- Professional Memberships
- Technical
- Undergraduate Degrees
- Other

EMPLOYEE SEPARATIONS (BUDGETED POSITIONS)





INTERNAL INVESTIGATIONS

The Office of Human Resources and Strategic Talent Management handled over 45 complaint cases in FY19. These investigations were conducted in-house by the Employee and Labor Relations Team. The largest number of complaints reported were in Discrimination/ Harassment and Other Human Resources Matters categories. The average time to close a case was approximately 75 days.

PRIMARY ISSUE	TOTAL	PERCENTAGE OF TOTAL
Discrimination/Harassment	7	16%
Other HR Matters	7	16%
Misconduct	6	13%
Sexual Harassment	5	11%
Employee Misconduct	4	10%
Grievance	4	10%
Bullying	2	4%
Retaliation	2	4%
Fraud	2	4%
Other	2	4%
Other Financial Matters	1	2%
Public Safety	1	2%
EEOC or ADA Matters	1	2%
Violence or Threat	1	2%

INTAKE METHOD	TOTAL	PERCENTAGE OF TOTAL
Email	26	58%
Employee Walk In	9	20%
Ethics Point	9	20%
Phone	1	2%


HRSTM STRATEGIC GOALS


- I. Cultivating a workforce that is innovative, competitive, culturally competent, and relevant
- II. Maximizing efficiency and effectiveness in business processes and service delivery
- III. Developing and enhancing relationships and programs to meet the needs of our workforce
- IV. Providing greater clarity and direction through policy and procedure enhancements
- V. Enhancing technology systems and tools to better serve our employees and empower our workforce
- VI. Ensuring accountability through planning, evaluating, and reporting


HRSTM FY 20 ANNUAL GOALS AND OBJECTIVES


- 1. Achieve substantial progress in the configuration and testing of Workday HR modules. (Strategic goals II, V)
- 2. Enhance HRSTM, business processes, data collection and reporting to improve the effectiveness and efficiency of operations, and support College priorities and the transition to Workday. (Strategic goals I, II, III, IV, V, VI)
- 3. Initiate the development of a Collegwide Strategic Workforce and Staffing Plan that aligns with and supports the MC2025 plan. (Strategic goals I, VI)
- 4. Develop and enact a philosophy and an approach for building, enhancing, and evolving the relationship between management and collective bargaining units. (Strategic goals I, III)
- 5. Conduct 360° feedback surveys on all supervisors across the College. (Strategic goals I, III)
- 6. Develop and implement a care team (e.g., behavioral intervention team) for employees. (Strategic goals I, III, IV)
- 7. Continue to enhance and expand on HR communication and outreach efforts to the campuses, business training and extension centers. (Strategic goals I, II, III, VI)


MC SOCIAL MEDIA CONNECTIONS

 Facebook MC Employees Group, Established 2017 – 153 members
facebook.com/groups/montgomerycollege

 MC Facebook, Established 2008 – 21k followers
facebook.com/montgomerycollege

 Twitter, Established 2009 – 8k+ followers, 12.3k likes
twitter.com/montgomerycoll

 Instagram – 4k+ followers
instagram.com/montgomerycollege

 LinkedIn – 58k followers
linkedin.com/school/montgomery-college



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