

HUMAN RESOURCES AND STRATEGIC TALENT MANAGEMENT

FISCAL YEAR 2024 ANNUAL REPORT





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Krista Leitch Walker

Vice President
of Human Resources and
Strategic Talent Management

LETTER FROM THE VICE PRESIDENT/ CHIEF HUMAN RESOURCES OFFICER

Dear Colleagues,

In looking back on this year, I am grateful and proud of the accomplishments of Montgomery College's Human Resources and Strategic Talent Management (HRSTM) team. They have successfully advanced a number of initiatives to enhance the programs and services we provide to Montgomery College employees. Following are just some that I wish to highlight and share here with the College community.

HRSTM has remained steadfast in our mission to meet the evolving needs of our workforce. A full, three-year bargaining agreement and two memoranda of understanding were negotiated and reached with our union partners. The College embraced an interest-based bargaining (IBB) approach to negotiations with our full-time faculty union (AAUP), fortifying our collaboration and partnership. In response to employee feedback, the College discontinued a long-standing practice of limiting supplemental retirement account (SRA) contributions to 10-months by expanding the opportunity to the entire year (i.e., 12-months). New online resources and trainings for employees were also developed and implemented, including those related to telework and flexible work arrangements, educational and professional development assistance (EAP/PDAP), and navigating and completing processes in Workday.

Supporting employee health, well-being, and belonging is an ongoing and vital role for us. Under the auspices of the MC-CARES initiative, the College has expanded and strengthened the MC Wellness program and partnered with our faculty-staff assistance program (FSAP) agency, ComPsych, to provide more comprehensive support for employee health and well-being. In an effort to elevate employee engagement and effectiveness, we have made enhancements to our onboarding and orientation programs, and expanded coaching and consulting services for supervisors and staff.

Our focus on greater relevancy, efficiency, and service delivery bore positive outcomes this year. Progress was made in Phase II of the College's market-based classification and compensation study which will inform the renovation of our current practices. The HR Help Desk has streamlined employee onboarding and customer services through enhancements to the processing of new hire documentation and the tracking of services. And improvements to our employee and labor relations processes have resulted in streamlined workflows, documentation, and records.

Partnerships with other College units continue to play a key role in planning and building for transformational changes and improvements. This year a quarterly performance conversation program within the AFS division was piloted. This work will help to inform future enhancements to our collegewide staff evaluation program. The development of the MC Search Advocates training program in partnership with E-learning, Innovation, & Teaching Excellence (ELITE) underscored our commitment to inclusive and equitable hiring practices. Our team provided support to Academic Affairs in implementing staffing changes for the first phase of the division's restructuring. Joint-training for the HRSTM and Office of Compliance, Risk, and Ethics (OCRE) teams on investigative procedures, Title IX compliance, and the use of EthicsPoint were held to ensure that our practices are compliant, effective, and aligned.

I am proud of the contributions and impact the HRSTM team has made this year and look forward to their continued excellent work in support and advancement of the College's mission and Transformational Aspirations.

WORKFORCE AT-A-GLANCE



1,767

Benefits-Eligible Employees

12

Average Years of Service

21,701

Total Years of Service

(Budgeted Positions—Full-time Faculty, Staff, and Administrators)

588

Employees
Recognized
for Awards

335

Total
Supervisors

1,491

Part-time Faculty
(including WDCE
instructors)

212

Casual Temporary/
Seasonal Workers

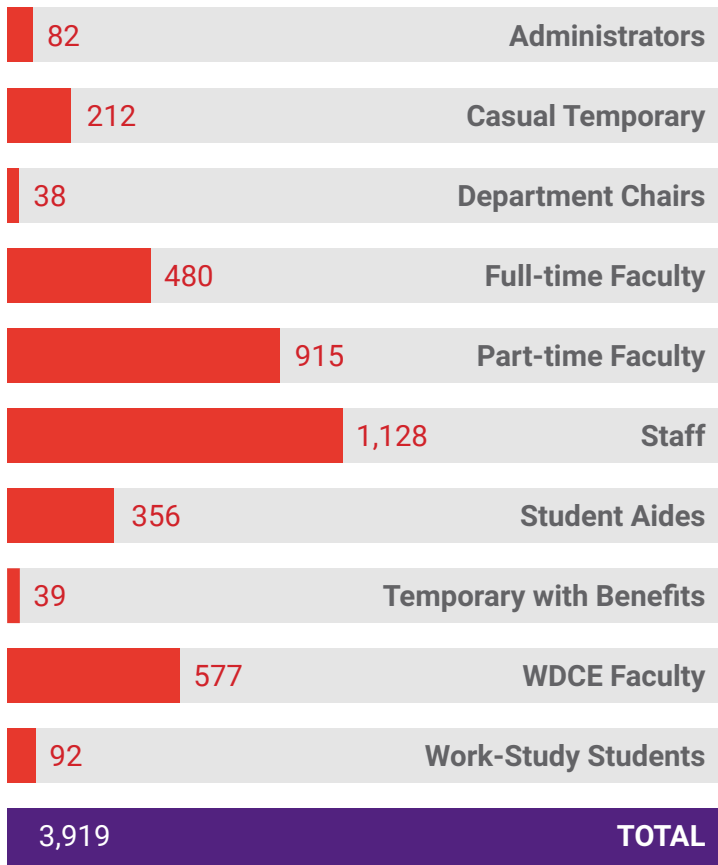
448

Student Workers

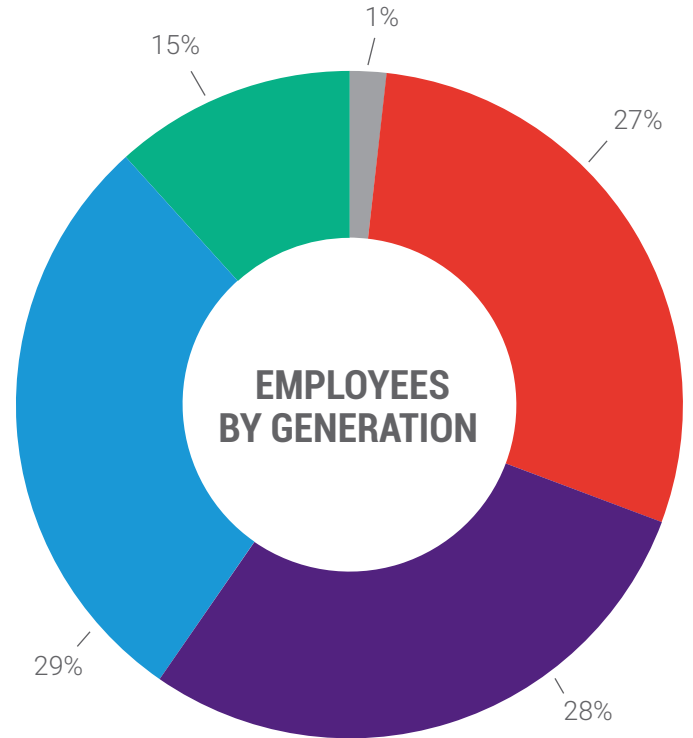
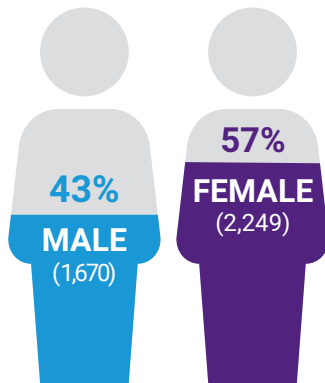
†The data submitted is derived as of July 1, 2024.

MC EMPLOYEE CONSTITUENCIES BY THE NUMBERS

EMPLOYEE HEADCOUNT



EMPLOYEES BY GENDER



Traditionalists
Born 1945 and before
(Total Number = 45)

Baby Boomers
Born 1946–1964
(Total Number = 1,051)

Generation X
Born 1965–1976
(Total Number = 1,106)

Millennials or Gen Y
Born 1977–1995
(Total Number = 1,147)

Gen Z, iGen, or Centennials
Born 1996–TBD
(Total Number = 570)

†The data submitted is derived as of July 1, 2024.

MC EMPLOYEE CONSTITUENCIES BY

EMPLOYEES BY YEARS OF SERVICE

ADMINISTRATORS



DEPARTMENT CHAIRS



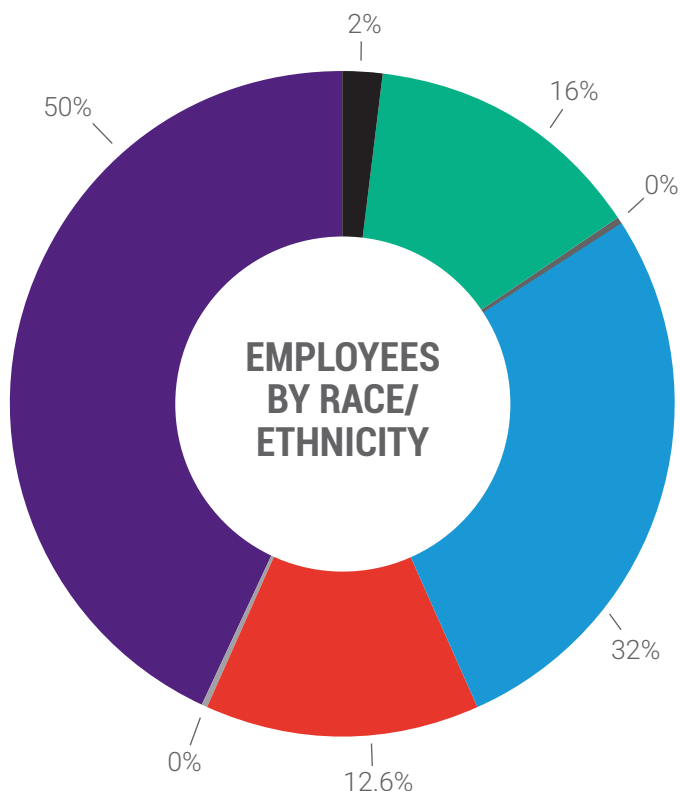
FULL-TIME FACULTY



STAFF



■ Less than 10
 ■ 10-14 Yrs
 ■ 15-19 Yrs
 ■ 20-24 Yrs
 ■ 25-29 Yrs
 ■ 30 or more



American Indian
(Total Number = 10)

Asian
(Total Number = 538)

Black or African American
(Total Number = 1,079)

Hispanic or Latino
(Total Number = 518)

**Native Hawaiian/
Pacific Islander**
(Total Number = 6)

White
(Total Number = 1,689)

Other
(Total Number = 79)

†The data submitted is derived as of July 1, 2024.

THE NUMBERS

WORKFORCE BARGAINING STATUS



AAUP = American Association of University Professors

SEIU = Service Employee International Union

AFSCME = American Federation of State, County, and Municipal Employees

■ Dues Paying Members

■ Non-paying Members

500+ AWARDS RECOGNIZING AND CELEBRATING OUR EMPLOYEES



Full-time Faculty of the Year Award	1
Part-time Faculty of the Year Award	1
Staff of the Year Award	1
Administrator Leadership Award	2
Outstanding Full-time Faculty Awards	13
Outstanding Part-time Faculty Awards	6
Outstanding Staff Awards	20
Staff Special Recognition Awards	208
Team Effort Awards	336

†The data submitted is derived as of July 1, 2024.

FY24 AWARDS AND RECOGNITIONS



Employees of the Year

Full-time Faculty of the Year

Professor Katya Salmi, Social Sciences

Staff of the Year

Dr. Paul Miller, Distance Learning
(Equitable Access & Student Success)

Part-time Faculty of the Year Award

Professor Valerie Tanner
World Languages and Philosophy

Administrator Leadership Award

Rose Garvin, Advancement and Community Engagement
Dr. John Hamman, Analytics and Insight

Outstanding Faculty Award Recipients

Outstanding Full-time Faculty Award for Excellence in Teaching

Professor Sean Fay, Humanities and Social Science
Professor Megan Howard, English and Reading
Professor Shelley Jones, Humanities
Dr. Elizabeth (Liz) Melanson, Visual and Performing Arts
Dr. Rebin Muhammad, Mathematics
Dr. Stephen Wheatley, Mathematics
Dr. David Youngberg, Business/Computer Applications

Outstanding Part-time Faculty Award for Excellence in Teaching

Professor Mary Pat Brennan, Workforce Development and Continuing Education
Professor Bonard Ivan Molina Garcia, Humanities
Professor Richard Nalley, Workforce Development and Continuing Education
Dr. Deborah Sterner-Krizman, Biology, Biotechnology, and Chemistry

Outstanding Full-time Faculty Award for Excellence in Counseling

Mr. Tim Kirkner, Counseling
Ms. Tamesha Robinson, Counseling

Outstanding Full-time Faculty Award for Excellence in Service to the Institution and Community

Dr. Yves Montgomery, English and Reading
Mr. Edward Riggs, Visual and Performing Arts
Dr. Esther Schwartz-McKinzie, English and Reading

Outstanding Faculty Award for Excellence in Scholarly or Professional Accomplishments

Dr. Laura Anna, Biology and Chemistry

Outstanding Part-time Faculty Award for Excellence in Scholarly or Professional Accomplishments

Ms. Pauline Kelley, English and Reading
Dr. Abdirisak Mohamed, Mathematics and Statistics

Outstanding Staff Award Recipients

Outstanding Faculty Award for Excellence in Performance

Dr. Akhter Chowdhury, Biology
Mr. Jeff Chuang, Distance Learning, Learning Center
Ms. Yanira Rodriguez-David, Advancement and Community Engagement
Ms. Beth Thoms, Library

Outstanding Faculty Award for Excellence in Innovation

Dr. Elysse Meredith, Distance Learning
(Equitable Access & Student Success)
Mr. Andres Maldonado, ACES
(Achieving College Excellence and Success)

Outstanding Faculty Award for Excellence in Customer Service

Ms. Geraldine (Gigi) Papillero, Academic Affairs
Ms. Miho Shimizu, Workforce Development & Industry Partnerships
Mr. Mintesnot Weldemariam, Advancement and Community Engagement

Excellence in Equity Awards

Full-time Faculty

Dr. Sylvea Hollis
Dr. Glenda Hernandez Tittle
Dr. Maria Sprehn

Administrator

Dr. Sue Haddad

Staff

Dr. Hoa Nguyen
Mr. Richard Forrest

THE OFFICE OF 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
- Inclusivity
- Solutions
- Collaboration
- Service
- Trust

Functional Units of HRSTM



Carol Kliever

Employee
Engagement and
Labor Relations
Director



Lauren Landau

Strategic Talent
Management
and Development
Director



Sophia Mason

HR Business
Services
Director

Employee Engagement & Labor Relations

- ADA & Ergonomics Accommodations
- Employee Relations & Investigations
- Collective Bargaining
- Leave of Absences
- Risk Management
- Training & Development
- Worker's Comp

Human Resources Business Services

- Benefits & Retirement Services & Wellness Programs
- Payroll & Time Tracking Services
- Educational Programs & Tuition Waiver
- Employment Records, Data, & Reporting
- Flexible Work Programs
- HR Help Desk
- Verification of Employment

Strategic Talent Management & Organizational Development

- Performance Management
- Search Advocate Program

- MC CARES
- Leave Management
- Orientation & Onboarding
- Leaves of Absence Planning & Support
- General Compliance & Training

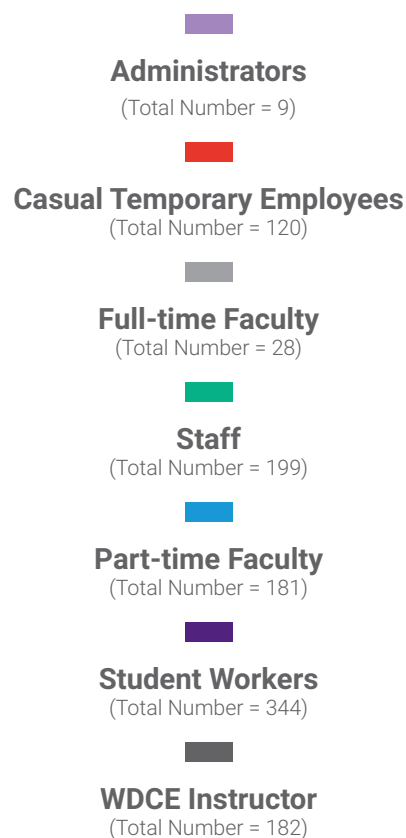
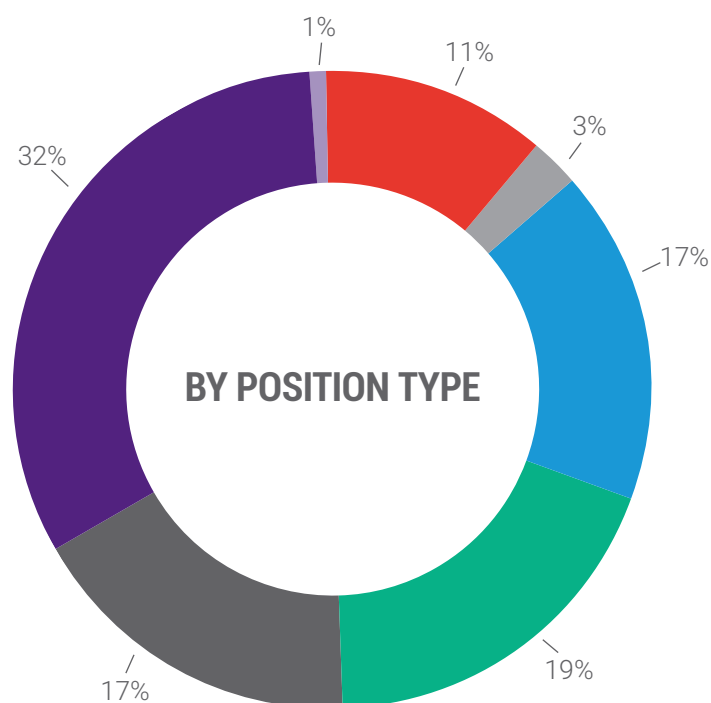
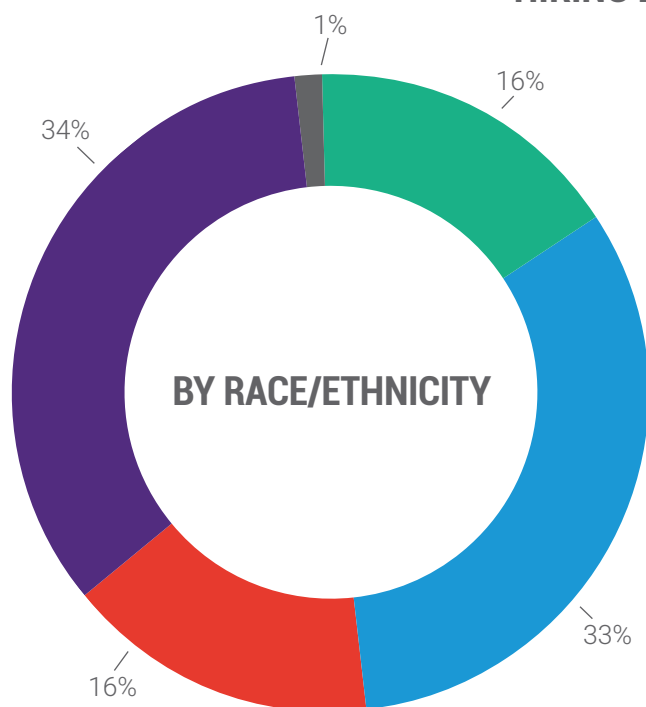
- Daily HR Support/Outreach
- I-9 Verification

- Background Checks & Compliance
- Campus Services & Outreach (HRICs)
- Collegewide Required Training
- Compensation Management
- Hiring & Employment Services
- Job Evaluation & Classification
- Organizational Design
- Succession Planning

Office of Human Resources & Strategic Talent Management

HRSTM PROGRAMS AND SERVICES:

HIRING DEMOGRAPHICS



†The data submitted is derived as of July 1, 2024.

KEY METRICS FOR FY24

TALENT ACQUISITION AND EMPLOYMENT METRICS

7,042

Applications Received

236

Budgeted Positions
Filled

61

Employees Promoted

363

Part-time Faculty Hired

10

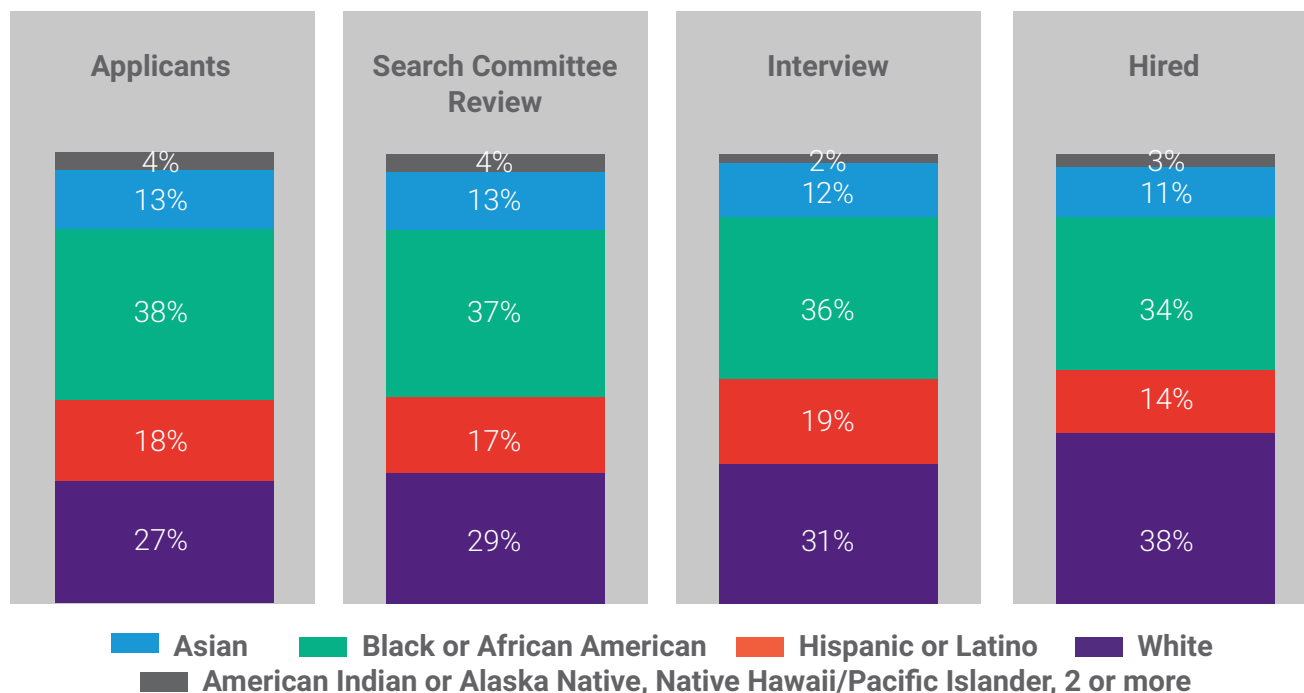
Full-time Faculty Positions
by Part-time Faculty

73

Internal Candidates

DEMOGRAPHICS BY RECRUITMENT STAGE FOR ALL BUDGETED POSITIONS

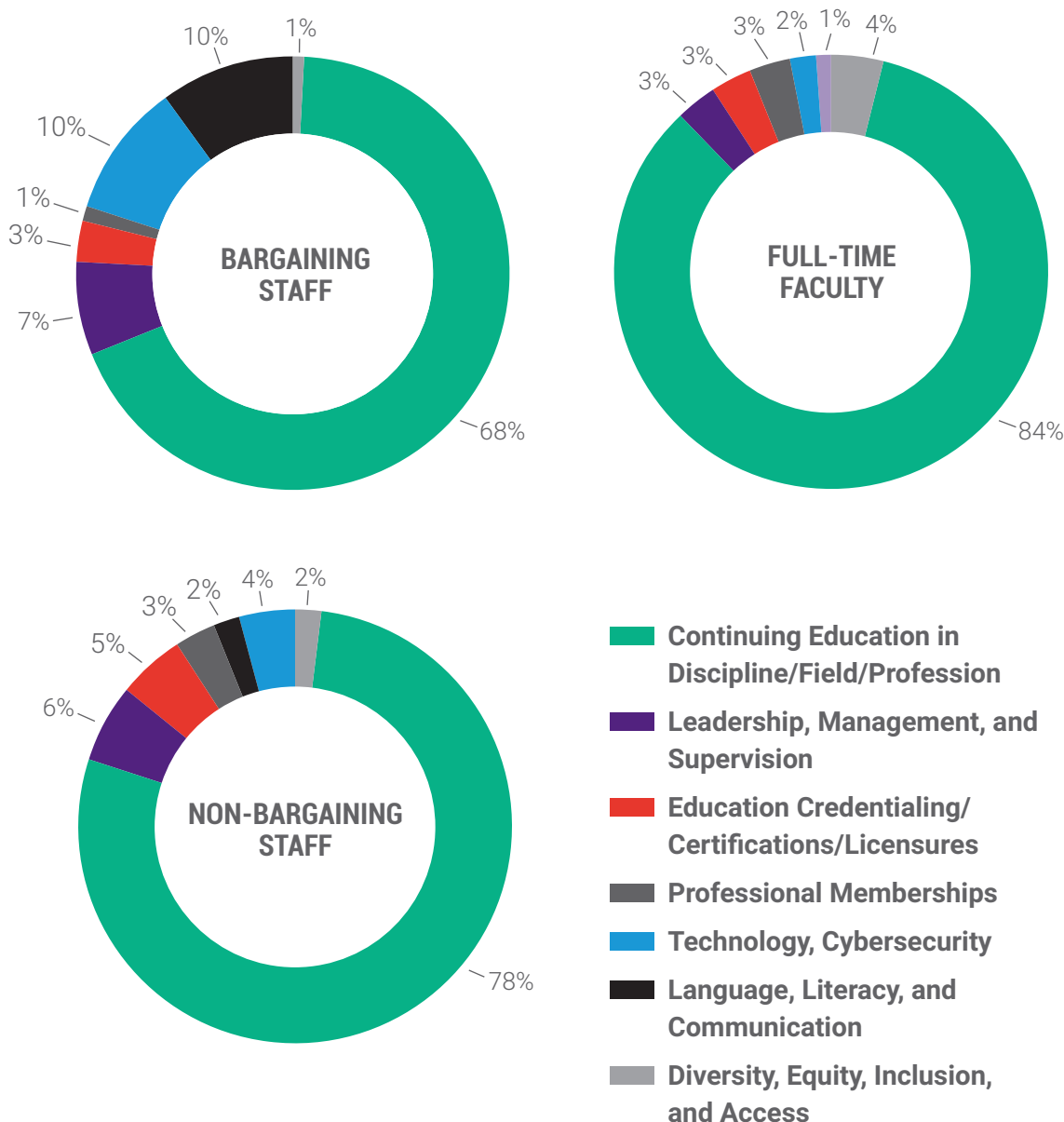
The College received over 7,000 applications for budgeted vacancies in FY24.



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HRSTM PROGRAMS AND SERVICES:

EDUCATIONAL ASSISTANCE PROGRAM USAGE



†The data submitted is derived as of July 1, 2024.

KEY METRICS FOR FY24



MC WELLNESS PROGRAM

Awards and Recognition



Cigna Healthcare selected Montgomery College as a recipient of their 2024 gold level Healthy Workforce Designation for

demonstrating a strong commitment to improving the health and vitality of its employees through a workplace well-being program.

Group Fitness

Average weekly virtual classes	5
Average monthly in-person classes	12
Average employee class participation per week	96
Average retiree class participation per week	5

Program Impact and Reach

- Offered 80 wellness programs
- Provided 223 free 1:1 nutrition consultations
- Conducted 132 physical health assessments
- Certified 56 employees in Mental Health First Aid
- Administered 1,800+ employee wellness giveaways
- Provided free flu shot clinics for all employees, retirees, and students

Employee Engagement Events

- Organized Walktober Challenge (123 employees)
- Coordinated 10K Steps a Day Challenge (153 employees)
- Hosted Turkey Trot (83 attendees)
- Presented Dancing with the Stars (121 attendees)
- Conducted Staff Enrichment Day wellness offerings
- Provided wellness offerings at department conferences, training, and meetings

New Program Development

- Moved wellness instructors from contractors to MC employees
- Developed an Employee Wellness Ambassador program
- Launched Hello Heart for Cigna members
- Launched new programs on menopause, caregiving, and men's health
- Started basketball program at the Rockville campus
- Initiated an Equity Walk/Run with Office of Equity and Inclusion

Expanded Services and Facilities

- Expanded program reach across departments
- Expanded pickleball hours
- Managed Open Fitness Center employee usage

Communications and Incentives

- Published monthly wellness newsletters
- Increased the Wellness Educational Assistance Program (EAP) to \$50 per month per activity
- Administered employee wellness needs and satisfaction survey

†The data submitted is derived as of July 1, 2024.

Human Resources and Strategic Talent Management

Your Resource to Excellence
montgomerycollege.edu/hrstm

HRSTM COMMUNICATIONS

Top 3 Most Clicked *Employee Matters* Articles

Vol. 5, No. 10
March 27, 2024

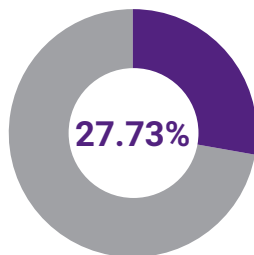
Navigating
Support After
the Francis
Scott Key
Bridge Incident

Vol. 4, No. 21
July 12, 2023

Nominate Your
Colleague for a
Quarterly Staff
Recognition
Award

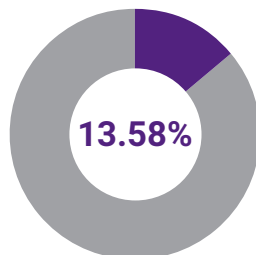
Vol. 5, No. 2
January 24, 2024

Good Faith
Consideration
Assignments for
Academic Year
2025



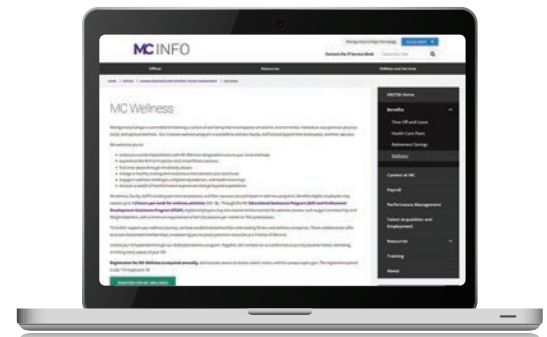
Open Rate

Percentage of recipients
who opened or viewed
the email.



Click-through Rate

Percentage of recipients who
clicked on a link within
the newsletter.



WEBSITE TRAFFIC

Top 5 Webpages

- MC Wellness
- Required Training
- Benefits
- Flexible Work Arrangements
- Employee Matters Fiscal Updates/
FY24 Compensation

Most Clicked PDFs

- Full-time Faculty Collective
Bargaining Agreement
- FY24 Salary Schedule
- Part-time Faculty Collective
Bargaining Agreement
- Pay Schedule
- Benefits and Time Off Overview

41

MEMORANDUMS AND NOTICES

†The data submitted is derived as of July 1, 2024.



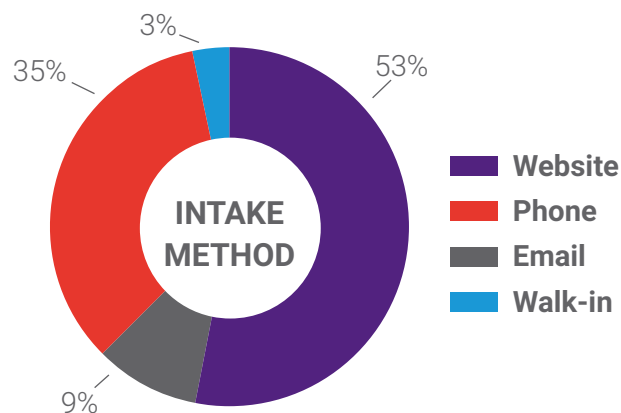
INTERNAL INVESTIGATIONS

In FY24, the HRSTM Employee Engagement and Labor Relations team handled 32 complaint cases that came through our Ethics Point System, with related investigations conducted in-house. This is a decrease of 24% when compared to the 42 complaints handled in FY23. The largest number of complaints reported this year were related to other HR matters, the next largest categories were discrimination or harassment, employee misconduct, offensive or inappropriate communication, and miscellaneous concerns. On average, it took 55 calendar days to close each case in FY24, which is less than half the time when compared to last year's average of 123 calendar days.

PRIMARY ISSUE	TOTAL	% OF TOTAL
Discrimination or Harassment	4	13%
Employee Misconduct	4	13%
Other HR Matters	6	19%
Offensive or Inappropriate Communication	4	13%
Threat/Embezzlement	1	3%
Time Abuse	2	6%
Credentials Misrepresentation	1	3%
Employee Benefits Abuse	2	6%
Unsafe Working Conditions	1	3%
Conflict of Interest	1	3%
Concerns (Miscellaneous)	4	13%
Improper Supplier or Contractor Activity	1	3
Nepotism	1	3
Total	32	100%

ETHICS POINT INTAKE METHOD

Website	17
Email	3
Phone	11
Walk-in	1
Total	32



†The data submitted is derived as of July 1, 2024.

EMPLOYEE SEPARATIONS

TOTAL EMPLOYEE SEPARATIONS

Turnover Rate: 8%

64% VOLUNTARY

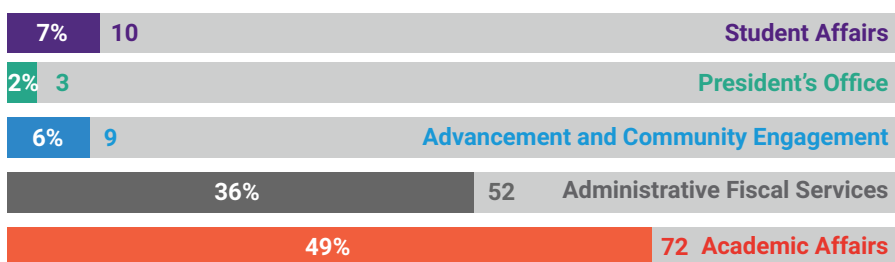
27% RETIREMENTS

8% INVOLUNTARY

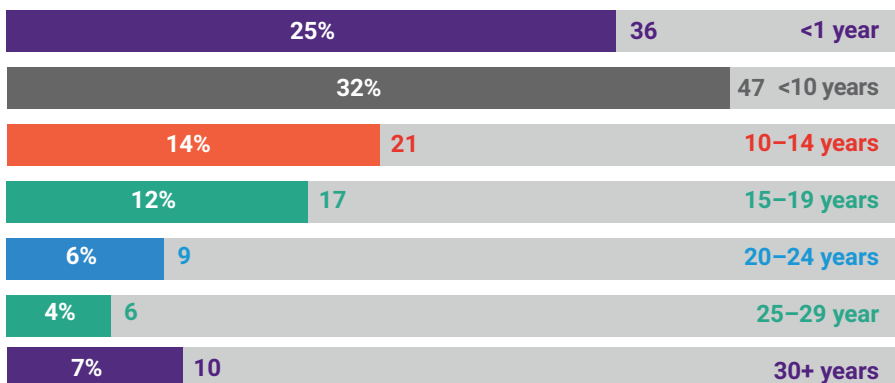
1% DEATH

146 TOTAL

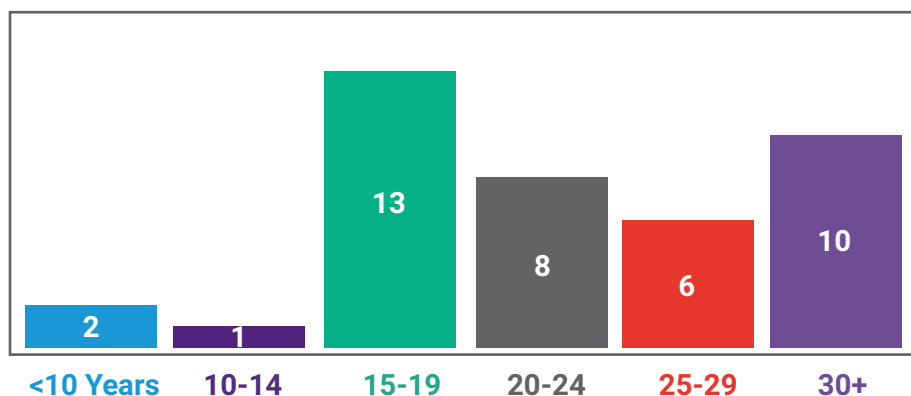
SEPARATIONS BY DIVISION



SEPARATIONS BY YEARS OF SERVICE

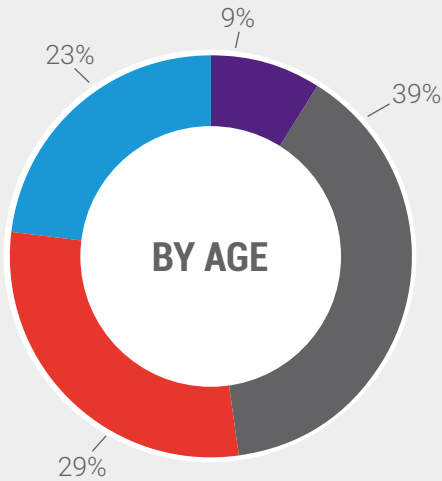


RETIREMENTS BY YEARS OF SERVICE



†The data submitted is derived as of July 1, 2024.

EMPLOYEE SEPARATIONS BY AGE, RACE/ETHNICITY, AND POSITION TYPE

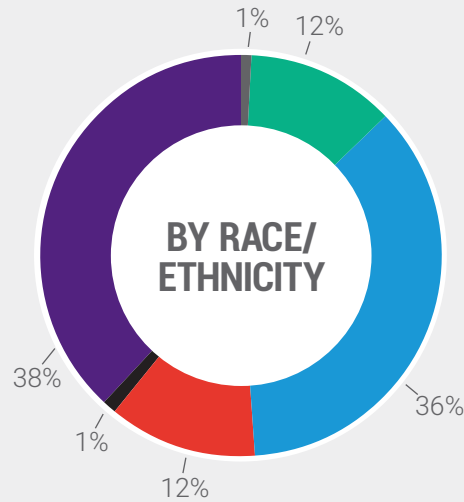


18-29 years · 13

30-49 years · 57

50-64 years · 43

65 years or older · 33



Asian · 17

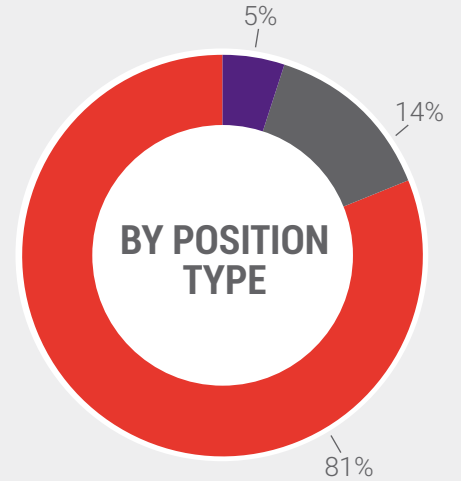
American Indian, Native Hawaiian/Pacific Islander · 1

Black or African American · 54

Hispanic or Latino · 17

White Non-Hispanic · 56

2 or more · 1

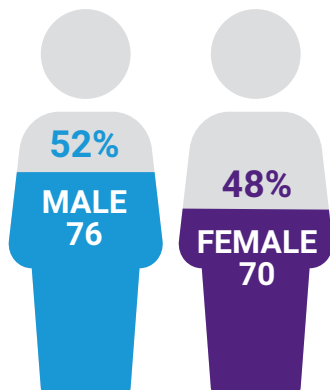


Administrators · 8

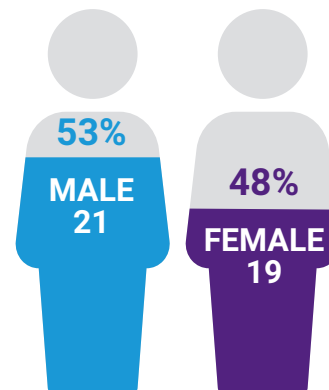
Full-time Faculty · 20

Staff · 118

SEPARATIONS BY GENDER



RETIREMENTS BY GENDER



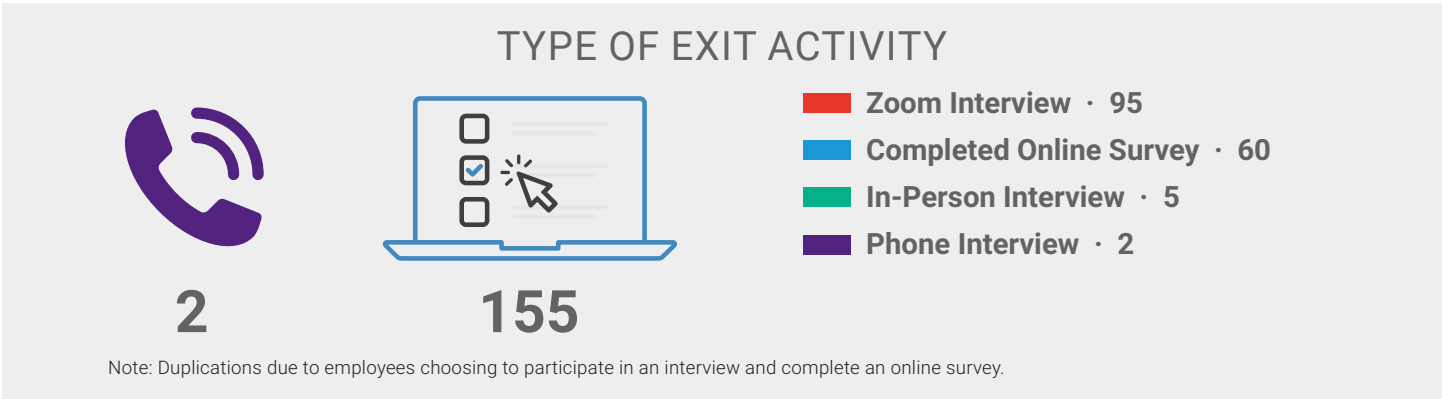
†The data submitted is derived as of July 1, 2024.



EXITING EMPLOYEES

In FY24, a total of 146 employees separated from MC. Of that total, over 77% were invited to participate in an exit interview and to complete an exit questionnaire. The remaining 23% of exiting employees were not invited to an exit interview for reasons such as involuntary termination, job abandonment, late notification of separation, and death. Approximately 70% (102) of exiting employees participated in a virtual/telephone/in-person exit interview.

REASON FOR SEPARATION FROM MC	TOTAL	PERCENTAGE
Career Change	41	28%
Retirement	40	27%
Family/Personal Needs	27	19%
Moving/Relocation	9	6%
Performance/Probation Period	8	5%
Didn't Meet Expectations or Pay	6	4%
End of Grant / Employment Eligibility	4	3%
Job Abandonment	4	3%
Disagree with Management Practices	3	2%
Death	2	1%
Best Interest of College	1	1%
Misconduct	1	1%
Total	146	100%





HRSTM STRATEGIC PRIORITIES

- 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 programs, services, and relationships to meet the needs of our workforce.
- IV. Providing greater clarity and direction by streamlining and enhancing our policies and procedures, communications, and outreach.
- V. Enhancing technology systems and tools to better serve our employees and empower our workforce.
- VI. Ensuring accountability through planning, evaluating, and reporting.

FY24 GOALS AND OUTCOMES





Goal 1: Cultivating a workforce that is innovative, competitive, and culturally competent and relevant.

Outcomes:

- Completed union negotiations and reached collective bargaining agreements (i.e., one (1) full contract, two (2) MOUs) with the College's unions. Implemented an interest-based bargaining (IBB) approach to negotiations with full-time faculty union (AAUP).
- Implemented enhancements to employee onboarding and orientation programs.
- Expanded supervisor and employee coaching and organizational development consulting services.
- Completed the design and development of MC Search Advocates training program in partnership with ELITE.

Goal 2: Maximizing efficiency and Effectiveness in business processes and service delivery.

Outcomes:

- Continued the expansion and enhancement of HR Help Desk Services (i.e., streamlining I-9 and verification processes, enhancing processes for monitoring and tracking services, training for staff).
- Implemented improved approach and process for competitively and fairly compensating athletic coaches.
- Transitioned from a 10-month to 12-month supplemental retirement account (SRA) contribution program for all eligible employees.
- Initiated enhancements to employee and labor relations processes, including documentation and training on investigation procedure and report-writing training for EELR staff, development and enhancement of templates, forms, and processes in Workday, Title IX and EthicsPoint training.

FY24 GOALS AND OUTCOMES

Goal 3: Developing and enhancing programs, services, and relationships to meet the needs of our workforce.

Outcomes:

- Continued progress with successful completion of deliverables and milestones for Phase 2 of comprehensive classification and compensation study/project.
- Enhanced and expanded the College's internal MC Wellness program.
- Collaborated with College partner-units and Faculty-Staff Assistance Provider (FSAP) provider (ComPsych) to enhance the MC-CARES program.
- Enhanced employee information and educational resources through the development and implementation of EAP/PDAP online resources and training, Flexible Work/Telework training for supervisors and employees, and improved Workday job aids and video tutorials.
- Provided support and guidance for Phase I of Academic Affairs organizational restructuring and staffing changes.

Goal 4: Providing greater clarity and direction by streamlining and enhancing our policies and procedures, communications and outreach.

Outcomes:

- Continued (ongoing) review and recommendations for enhancements to Chapter III of the College's policies and procedures.
- Initiated enhancements to employee and labor relations processes, including documentation and training on investigation procedure and report-writing training for EELR staff, development and enhancement of templates, forms, and processes in Workday, Title IX and EthicsPoint training.
- Continued (ongoing) the expansion and enhancement of HR Help Desk Services and outreach efforts across the College and its campuses.





Goal 5: Enhancing technology and performance systems and tools to better serve our employees and empower our workforce.

Outcomes:

- Conducted internal review and drafted plan to advance a “Digital First Strategy” and improvements for human resources records and file systems.
- Continued to provide guidance and support to supervisors and employees related to enhancements and changes to Workday HR functionality.
- Piloted quarterly performance conversation program in Facilities and HRSTM units, with documented results.

Goal 6: Ensuring accountability through planning, evaluating, and reporting.

Outcomes:

- Developed new HRSTM quarterly data dashboard/report for implementation in FY25.





MC

MONTGOMERY COLLEGE
MAKE YOUR MOVE®

9221 Corporate Boulevard • Rockville, Maryland 20850
montgomerycollege.edu/hrstm