

**HUMAN RESOURCES
AND STRATEGIC
TALENT MANAGEMENT**

**FISCAL YEAR 2023
ANNUAL REPORT**





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Krista Leitch Walker

Vice President
of Human Resources and
Strategic Talent Management

LETTER FROM THE THE VICE PRESIDENT/ CHIEF HUMAN RESOURCES OFFICER

Dear Montgomery College Community,

It is with pleasure and pride that I share some notable achievements and milestones of our Human Resources and Strategic Talent Management (HRSTM) team for Fiscal Year 2023. Throughout the year, our team has demonstrated unwavering commitment to enhancing our support and services to Montgomery College's employees, fostering a growth-oriented culture, nurturing a future-ready workforce, and upholding our dedication to diversity, equity, and inclusion. Following are some key accomplishments and outcomes that have significantly advanced HRSTM's strategic priorities.

A key goal and priority this year was to enhance the staff performance evaluation to facilitate a growth culture with effective, timely feedback. We designed and launched a new approach to annual performance evaluations: the quarterly performance conversations and coaching program. This quarterly approach, initially piloted with a limited number of units and their employees, received overwhelmingly positive feedback and will be expanding throughout FY 24 and beyond. The initiation of this new approach has also enabled us to position our HR Internal Consultant and Outreach team for a transition towards facilitating a more effective and growth-oriented performance management system for our staff employees.

In support of the College's commitment to enhancing professional learning and development to nurture a future-ready workforce, we delivered newly designed performance management training for supervisors and employees. The content and approach of new training combine effective goal-setting practices with employee growth and development and constructive, timely feedback and coaching. We also conducted a thorough review and evaluation of all staff Professional Development Leave and Awards programs, which led to program enhancements that aligned with both organizational objectives and employee growth.

To enhance our human resources management strategies and integrate diversity, equity, and inclusion practices, the Talent Acquisition and Employment

Services team has redesigned training for hiring managers and search committee members with a focus on addressing explicit and implicit biases in recruitment and hiring. HRSTM has also collaborated with E-learning, Innovation, and Teaching Excellence (ELITE) by initiating the development of a new, customized Montgomery College training for search advocates, ensuring alignment with our recruitment and hiring practices and the fundamental content of Oregon State University's search advocate training program. This initiative underscores our commitment to excellence and radical inclusion in bringing highly qualified, diverse, and equity-committed faculty, staff, and administrators to the College.

Lastly, we are steadfast in our commitment and pursuit of providing innovative, customer-focused human resources management services. This year, our focus was on two important measures. The first was the enhancement of our HR Service Model by expanding the function and capabilities of the HR Help Desk through restructuring, reassigning staff, and training. Additionally, HRSTM staff participated in a series of in-service trainings, emphasizing "white glove" customer service and inclusivity. A new HR Communications and Digital Media Specialist joined our team and is tasked with leading a comprehensive transformation of our communications. Led by our new MC Employee Wellness Coordinator, the redesigned Wellness Program saw a 100% enrollment surge within the first two months, resumed in-person classes, and expanded its virtual offerings significantly.

These accomplishments reflect the HRSTM team's collective efforts and commitment to "taking good care of our employees so that they can take good care of our students" by enhancing our programs, services, and operations. We look forward to building on this success and continuing to support the College's workforce community with innovative and inclusive human resources solutions.

WORKFORCE AT-A-GLANCE



1,745

Benefits-Eligible Employees

12

Average Years of Service

21,650

Total Years of Service

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

698

Employees
Recognized
for Awards

508

Total
Supervisors

1,734

Part-Time Faculty
(including WDCE
instructors)

176

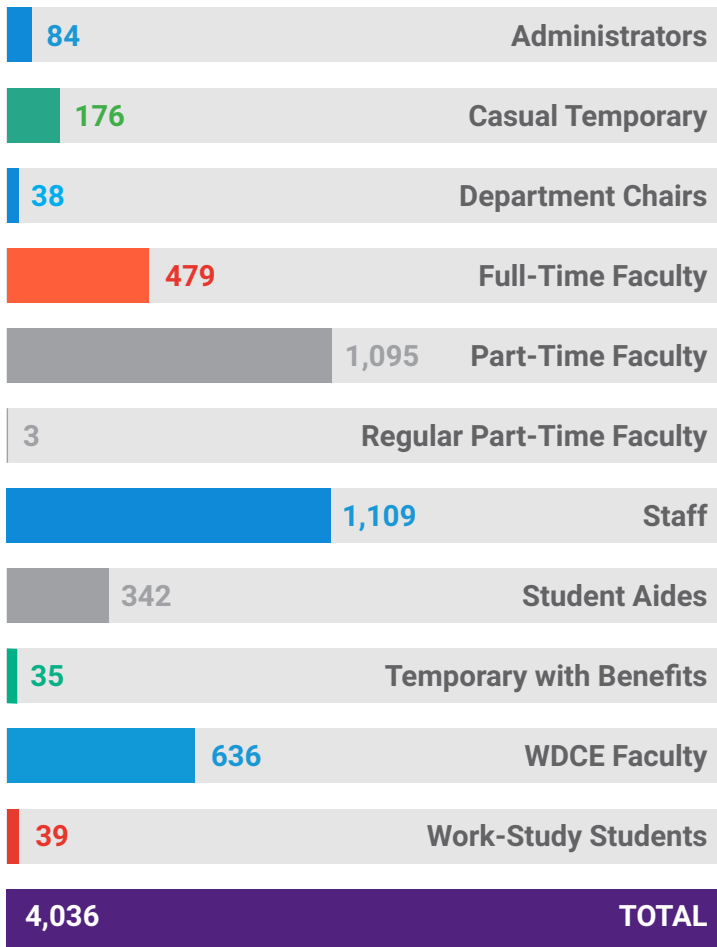
Casual Temporary/
Seasonal Workers

381

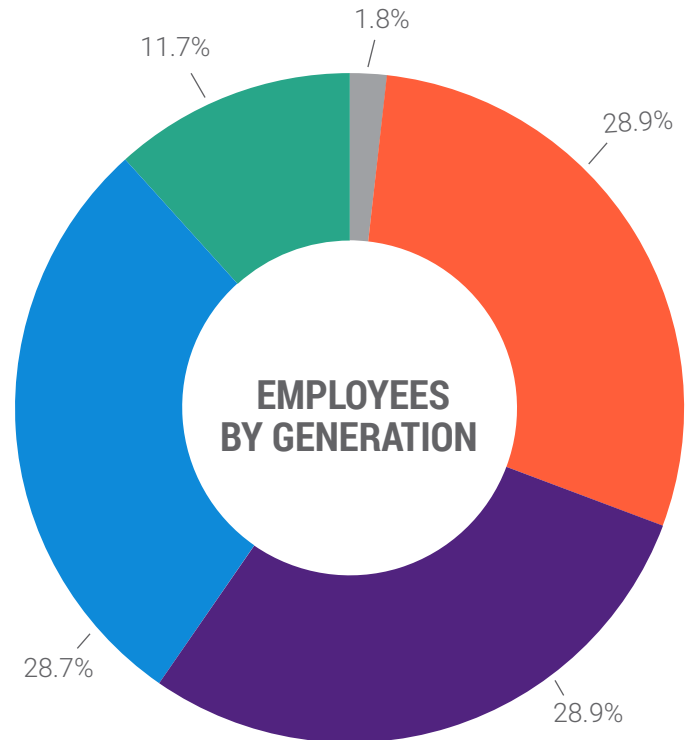
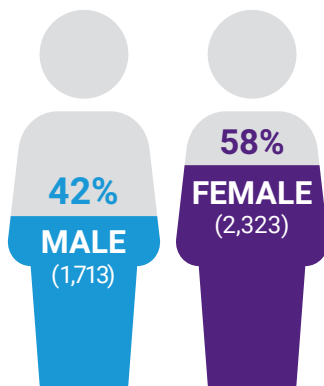
Student Workers

MC EMPLOYEE CONSTITUENCIES BY THE NUMBERS

EMPLOYEE HEADCOUNT



EMPLOYEES BY GENDER



Traditionalists
Born 1945 and before
(Total Number = 72)

Baby Boomers
Born 1946–1964
(Total Number = 1,168)

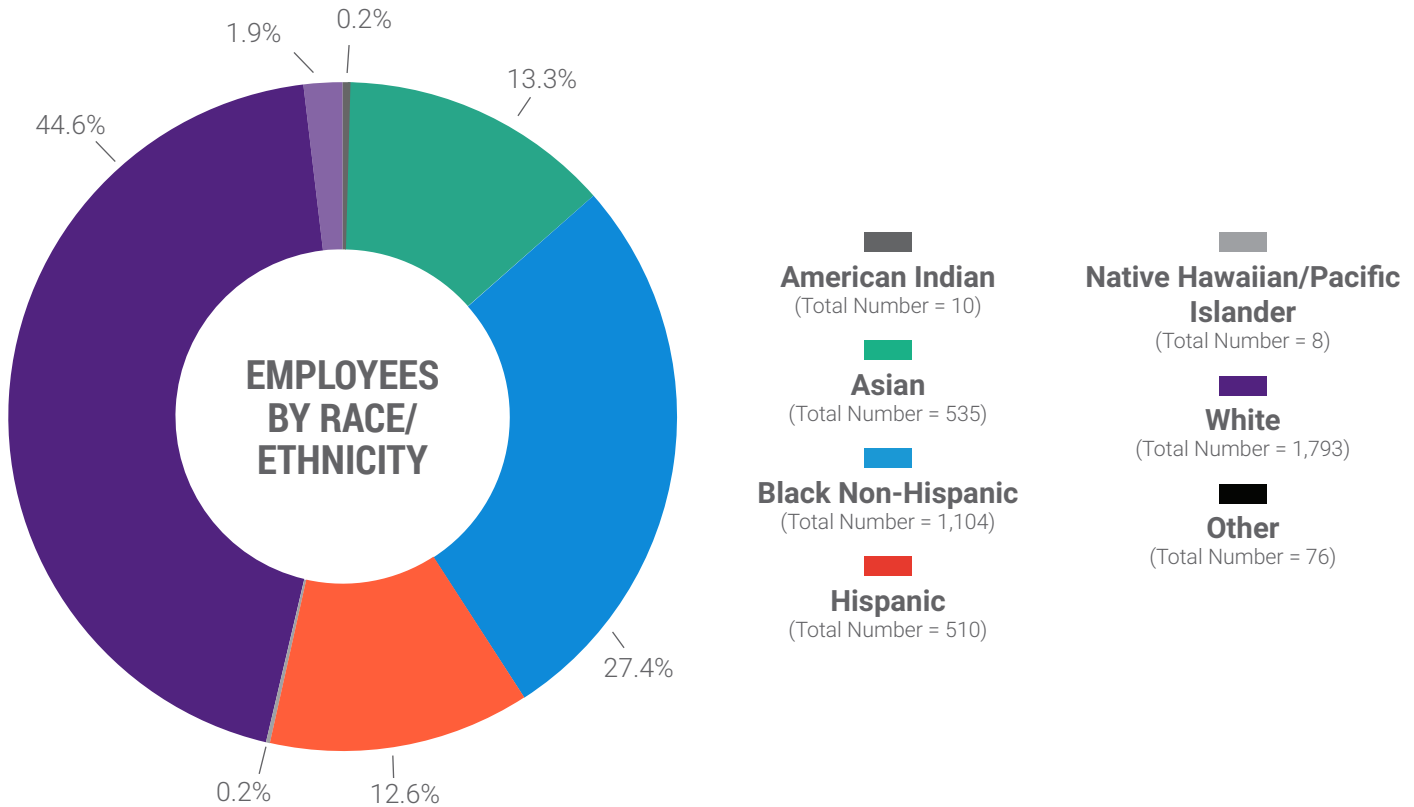
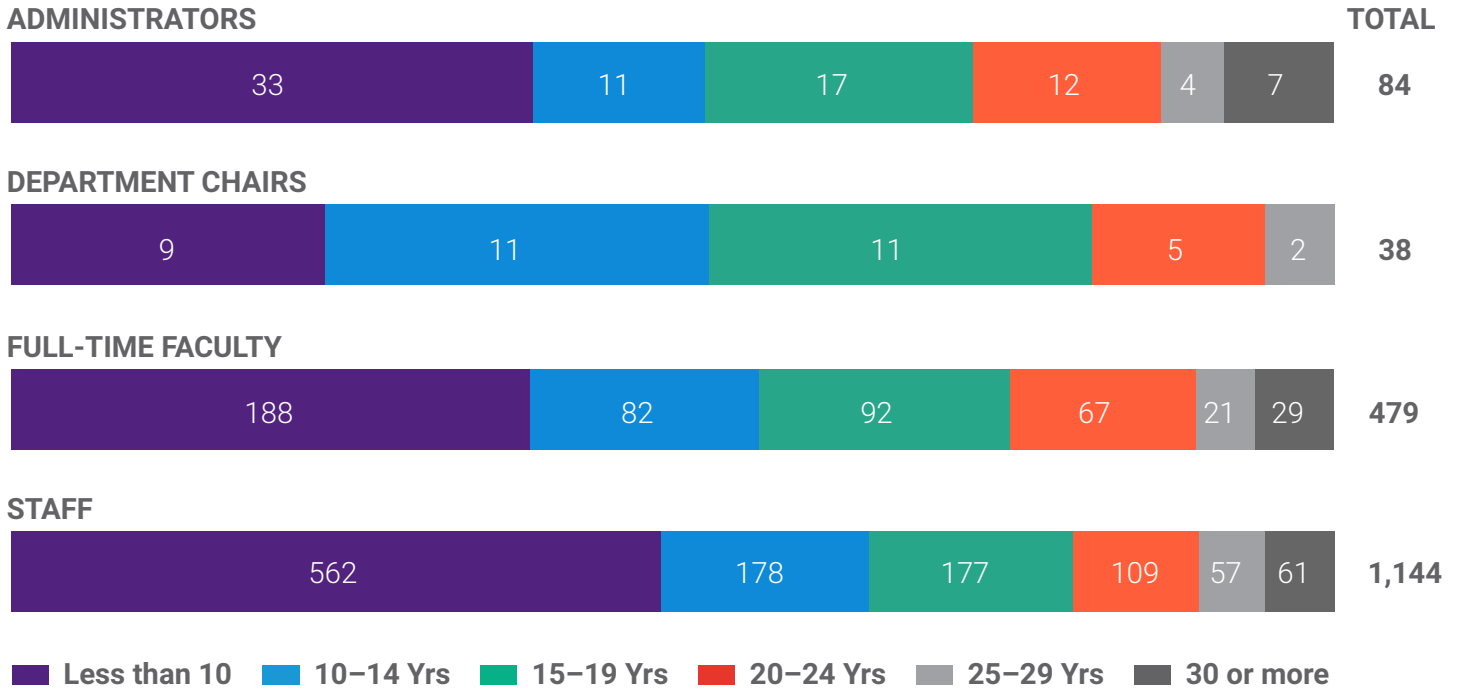
Generation X
Born 1965–1976
(Total Number = 1,167)

Millennials or Gen Y
Born 1977–1995
(Total Number = 1,157)

Gen Z, iGen, or Centennials
Born 1996–TBD
(Total Number = 472)

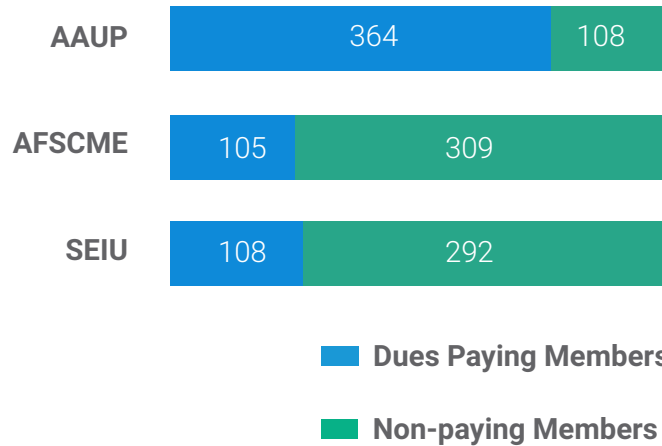
MC EMPLOYEE CONSTITUENCIES BY

EMPLOYEES BY YEARS OF SERVICE



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

600+ 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
Outstanding Full-time Faculty Awards	13
Outstanding Part-time Faculty Awards	6
Outstanding Staff Awards	20
Staff Special Recognition Awards	179
Team Effort Awards	447

FY23 AWARDS AND RECOGNITIONS



Employees of the Year

Full-Time Faculty of the Year

Professor Ellen Olmstead, English and Reading

Staff of the Year

Dr. Christine Crefton, Project and Planning Analyst I

Part-Time Faculty of the Year Award

Professor Natalya Bah, WDCE Faculty

Outstanding Faculty Award Recipients

Outstanding Full-Time Faculty Award for Excellence in Teaching

Professor Ronald Beverly, Technical Center

Dr. Zhou Dong, Mathematics

Dr. Constance Farley, English and Reading

Professor Jennifer Haydel, Humanities

Professor Amanda Miller, Humanities and Social Sciences

Professor Ginger Robinson, Social Science

Dr. Hollis Williams, Engineering/Computer Science

Outstanding Part-Time Faculty Award for Excellence in Teaching

Professor Mary Diener, Media Arts and Technologies

Professor Wanjin Kim, Art

Professor Deborah Stuart, English and Reading

Professor Rania Suliman, Humanities

Outstanding Full-Time Faculty Award for Excellence in Counseling

Ms. Amanda Darr, Counseling

Ms. Zenobia Garrison, Counseling

Ms. Natalie Martinez, Counseling

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

Dr. Michael Chase, Biology and Chemistry

Professor Brandon Wallace, Social Science

Outstanding Faculty Award for Excellence in Scholarly or Professional Accomplishments

Dr. Lee Annis, Humanities

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

Dr. Bridget De la Carrera, Biology and Chemistry

Professor Georges Haddad, Biology and Chemistry

Outstanding Staff Award Recipients

Outstanding Faculty Award for Excellence in Performance

Ms. Jennifer Hatleberg, Library

Mr. John Hoover, Media Arts and Technologies

Ms. Betsy Leonard, Planning Support Specialist

Ms. Christina Roskovich, Administrative Aide II

Ms. Jennifer Sengbucsh, Instructional Lab Coordinator

Mr. Maxim Suvorov, Biology, Biotechnology, and Chemistry Lab Manager

Mr. David Taylor, Network Engineer

Ms. Katie Torkashvan, Administrative Aide II

Outstanding Part-Time Faculty Award for Excellence in Serving Students

Mr. Dwayne Henry, Biology and Chemistry Lab Manager

Ms. Surayya Johnson, Student Life Manager

Ms. Kimberly Jones, Student Life Manager

Ms. Patricia Lopez, Scholarship and Grants Director

Ms. Julie Rogers, Coordinator of Interpreting Service

Mr. Sergio Washington, Student Affairs Initiative Program Manager

Outstanding Faculty Award for Excellence in Customer Service

Mr. Tim Neill, Cyber Defense Analyst II

Ms. Kaylin Nguyen, Executive Associate I

Mr. Dan Rankin, Producer, Director, and Videographer

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

- Adaptability
- Equity and Inclusion
- Excellence
- Innovation
- Integrity
- Respect
- Sustainability

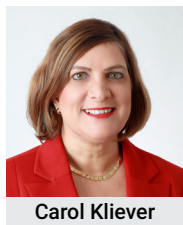


Sophia Mason

HR Business Services

The HR Business Services department oversees a variety of essential functions to support HR processes. This includes managing benefits and retirement services, overseeing bi-weekly payroll processing, maintaining budget and finance management, handling data and reporting, monitoring driving records, managing I-9, e-Verify, and VOE's, and overseeing the FSAP contract (ComPsych) and FWA/Telework Program. The department also operates the HR Help Desk/Front Desk, which deals with multi-state taxes, offboarding procedures, and personnel files. Additionally, they manage time tracking and leave management, handle unemployment matters, and oversee the wellness program, ensuring comprehensive HR support.

Functional Units of HRSTM



Carol Kliever

Employee Engagement and Labor Relations

The Employee Engagement and Labor Relations department plays a multifaceted role within the College. This encompasses responsibilities such as addressing ADA and ergonomics accommodations, overseeing awards and recognition programs, managing background checks and compliance, negotiating collective bargaining agreements, resolving conflicts, addressing employee concerns, organizing employee events and the faculty and staff assistance program (FSAP), fostering employee resource groups, conducting engagement surveys, handling grievances, overseeing investigations, maintaining labor-management relations, managing leave of absences (FMLA), conducting performance evaluations, facilitating professional development leave, ensuring risk management, coordinating sabbatical leave, monitoring Vaccine Compliance, managing Off-boarding with Exit Surveys, and promoting Training and Development initiatives to enhance the overall employee experience.



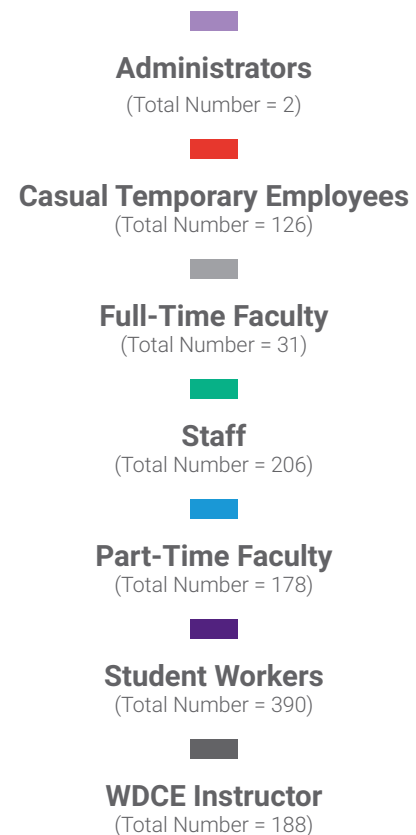
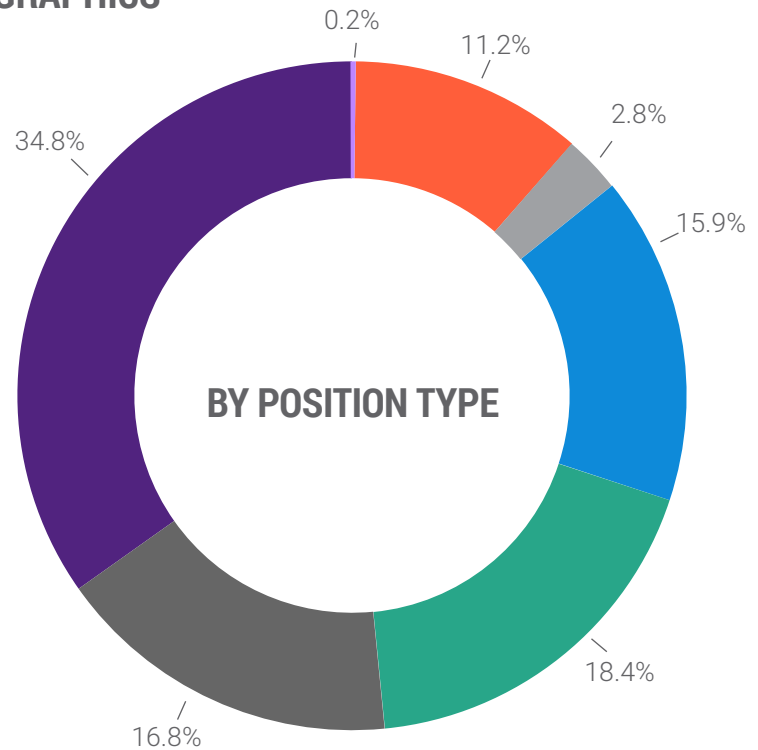
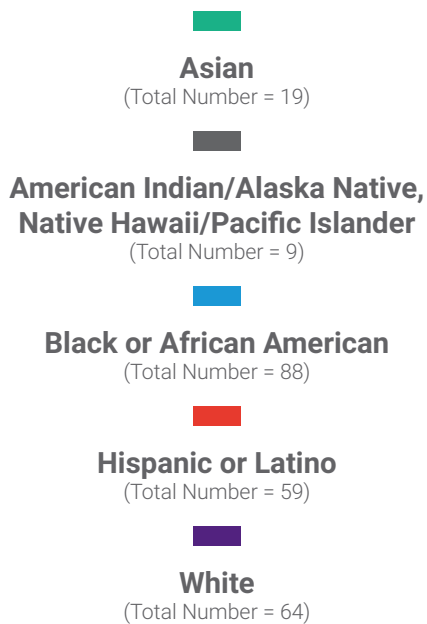
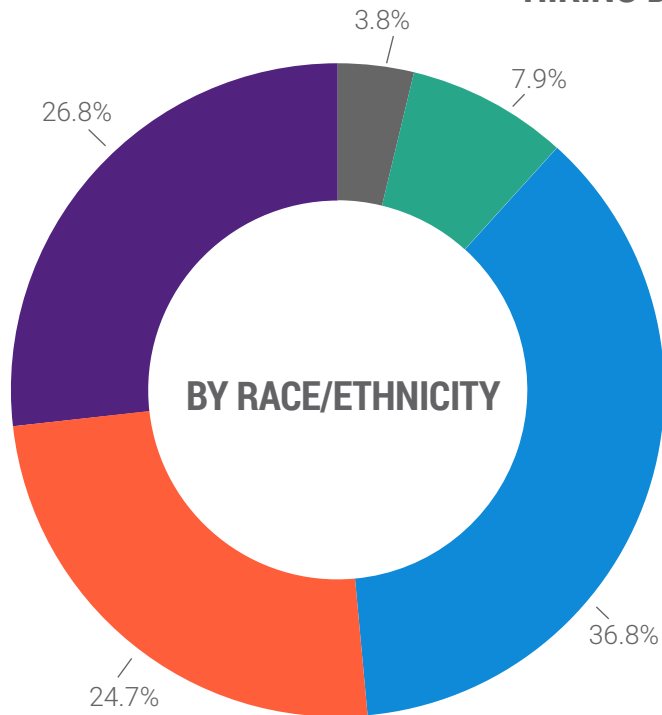
Lauren Landau

Strategic Talent Management and Development

The Strategic Talent Management and Organizational Development department covers a broad range of crucial functions aimed at enhancing workforce effectiveness. These functions include managing Affirmative Action initiatives, ensuring background checks and compliance, overseeing campus services and outreach (HRICs), providing coaching and facilitation, implementing collegewide Required Training, overseeing compensation management, enhancing employer branding and marketing, handling employment agreements and contracts, managing grants-positions, overseeing hiring and employment processes, facilitating HR training and development, conducting job evaluation and classification, designing organizational structures, conducting organizational surveys and assessments, managing orientation and onboarding, optimizing position management, enhancing sourcing and recruitment efforts, developing succession planning strategies, and shaping workforce planning and design to support the organization's strategic goals.

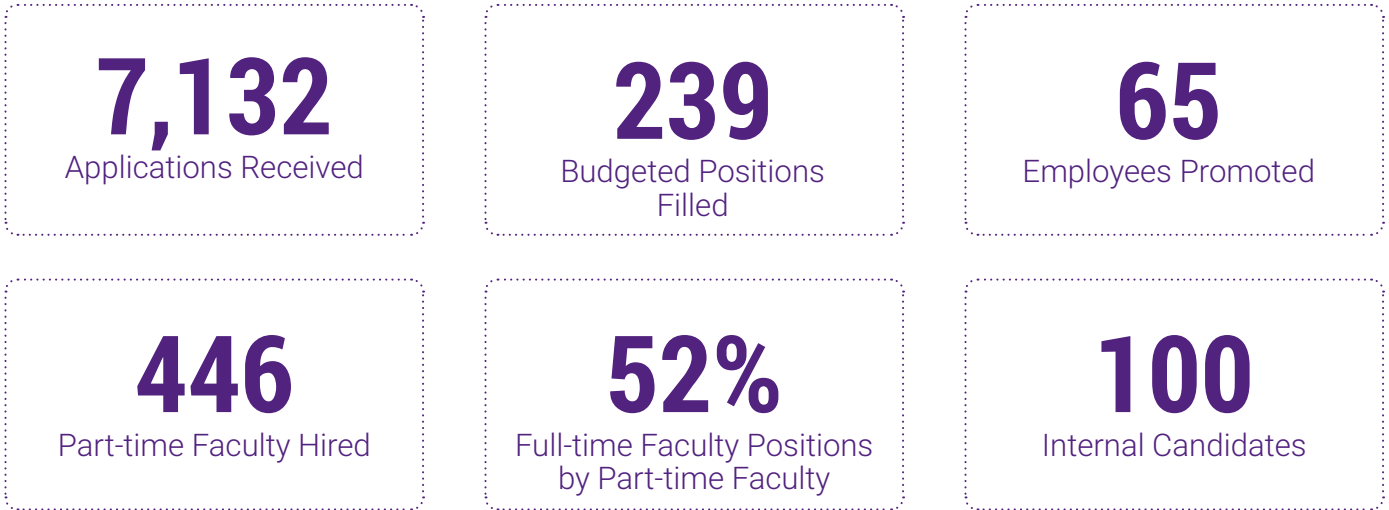
HRSTM PROGRAMS AND SERVICES:

HIRING DEMOGRAPHICS



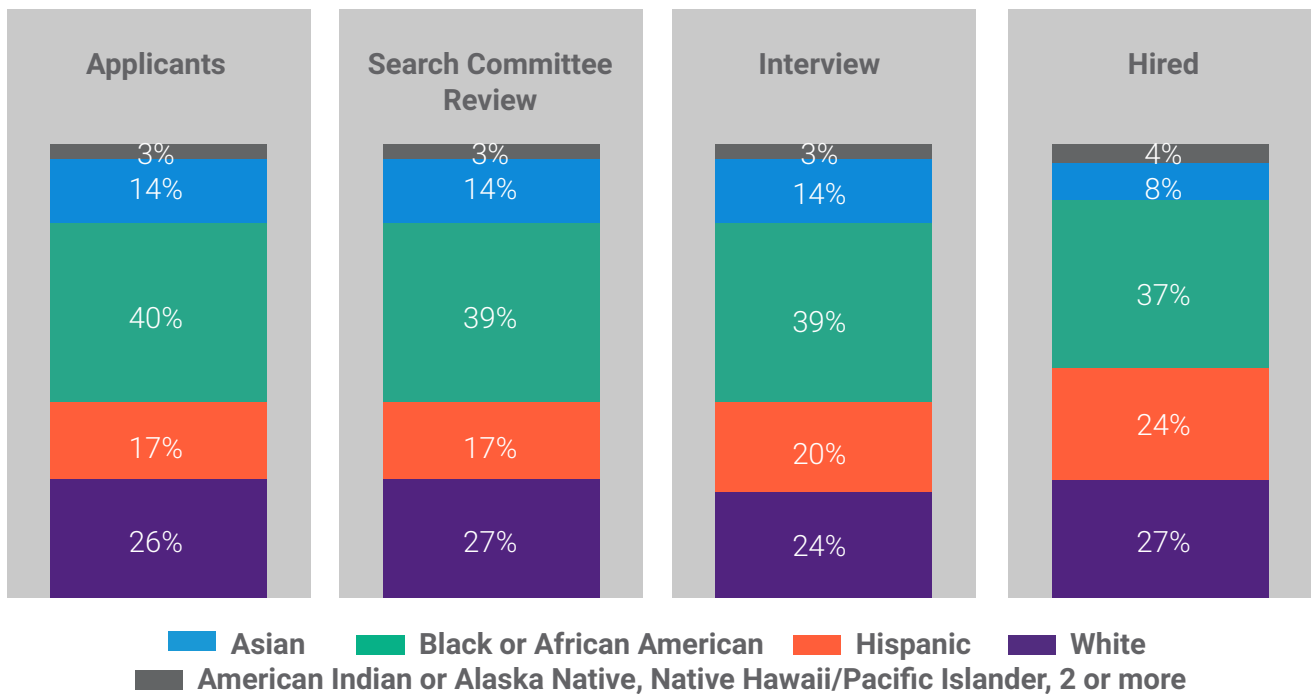
KEY METRICS FOR FY23

TALENT ACQUISITION AND EMPLOYMENT METRICS



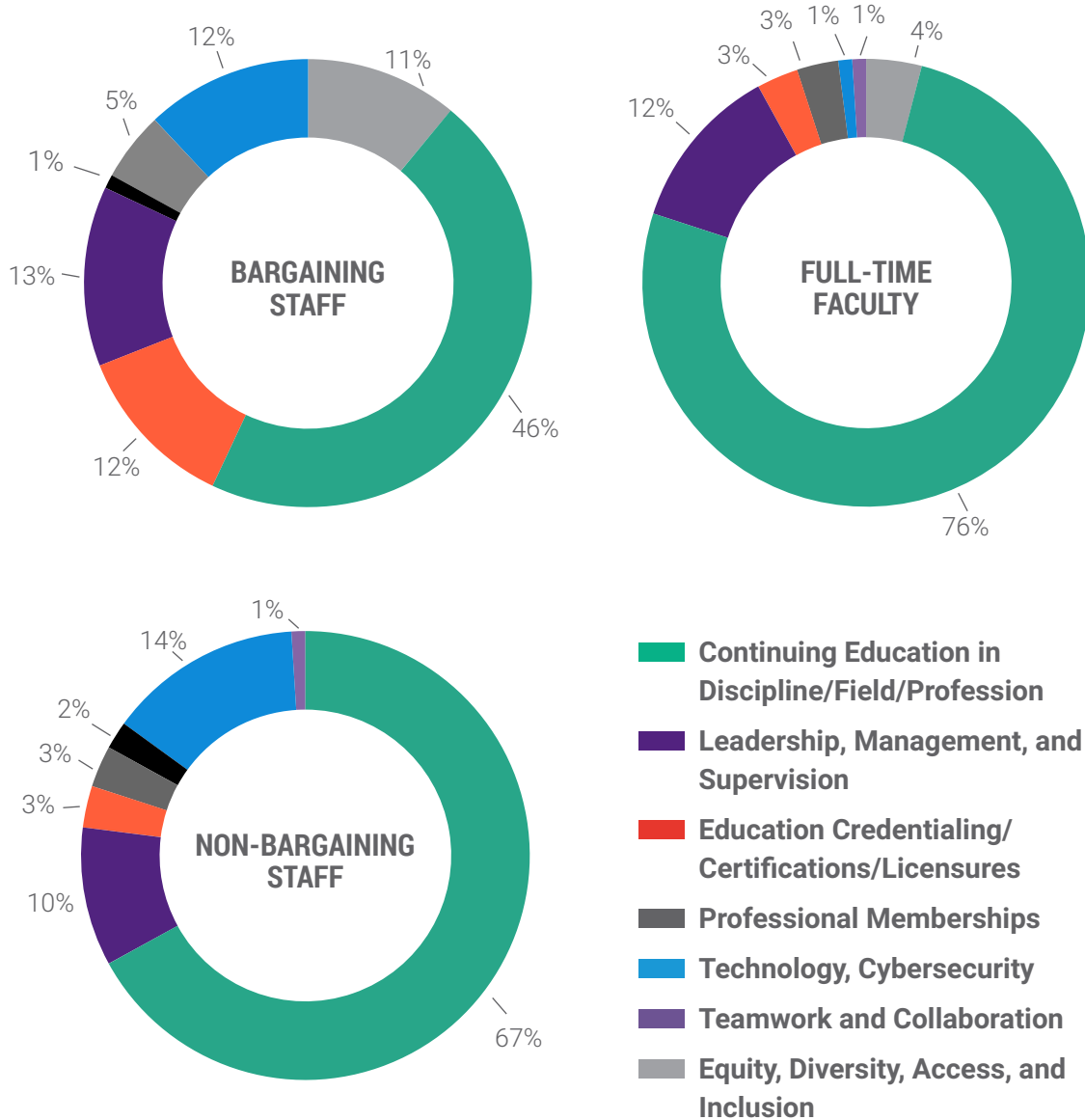
DEMOGRAPHICS BY RECRUITMENT STAGE FOR ALL BUDGETED POSITIONS

The College received over 7,000 applications for budgeted vacancies in FY23.



HRSTM PROGRAMS AND SERVICES:

EDUCATIONAL ASSISTANCE PROGRAM USAGE



KEY METRICS FOR FY23



Fitness Class w/Louis Van Amstel from "Dancing with the Stars"

MC WELLNESS PROGRAM

Group Fitness

Average monthly virtual classes scheduled

5

Average monthly in-person classes scheduled

5

Average class participation

5

Number and list of new classes added

12

Active Lifestyle Programs

- Launched Pickleball
- 1:1 nutrition consultations
- Conducted cooking demonstrations

Diverse Class Offerings

- Recruited 9 new instructors for in-person and virtual sessions
- Introduced 15-minute Movement Breaks

Employee Engagement Events

- 10K Step Challenge - 121 participants, 23,745,458 steps
- Virtual Healthy Happy Hours - 38 average attendees
- Fitness class w/Louis Van Amstel from "Dancing with the Stars" - 120 participants

Expanded Program Reach

- Mental Health First Aid Training
- Trained 2 employees to lead Mental Health First Aid on-campus

On-Campus Facilities & Services

- Utilized DSE Rec for registrations

Online Resources & Support

- Updated MC Wellness website with mindfulness tools and wellbeing resources
- Added FAQs focused on wellness EAP

Special Initiatives

- Free massages during Equity Week
- Mental Health Wellness Fair at Central Services (CT) - 120 participants

Wellness Education & Incentives

- Health screenings and check ups
- Monthly raffle for preventative care check-ups

Wellness Presentations & Partnerships

- Wellness, mental health, stress, and mindfulness presentations

Human Resources and Strategic Talent Management

Your Resource to Excellence
montgomerycollege.edu/hrstm

HRSTM COMMUNICATIONS

43 EMPLOYEE MATTERS NEWSLETTERS PUBLISHED

Most Clicked Newsletters (top 3)

**1,215
CLICKS**

Most clicked article:
 Celebrating MC 2022 Retirees and Milestone Anniversaries

Vol. 4, No. 19
 May 24, 2023

**1,115
CLICKS**

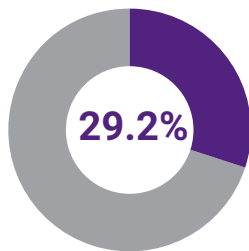
Most clicked article:
 Staff Enrichment Day 2023 at Takoma Park/Silver Spring

Vol. 4, No. 8
 March 1, 2023

**1,033
CLICKS**

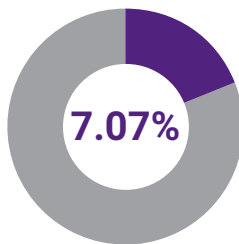
Most clicked article:
 Maryland State Pension Seminar Webinar

Vol. 4, No. 3
 January 25, 2023



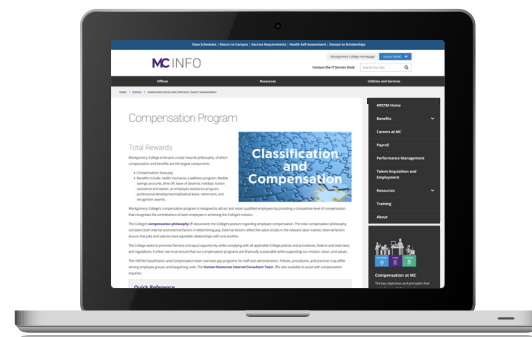
Open Rate

Percentage of recipients who opened or viewed the email.



Click-through Rate

Percentage of recipients who clicked on a link or CTA (Call to Action) within the newsletter.



WEBSITE TRAFFIC

Top 5 Webpages

- Training
- MC Wellness
- Forms
- Contacts
- Compensation Salary Structures

Most Clicked PDFs

- Salary Schedule FY23
- AAUP CBA 2015–2024
- FY23 Pay Schedule
- SEIU Part-time Faculty Contract
- AAUP MOA FY21 Reopener

25

**MEMORANDUMS
AND NOTICES**

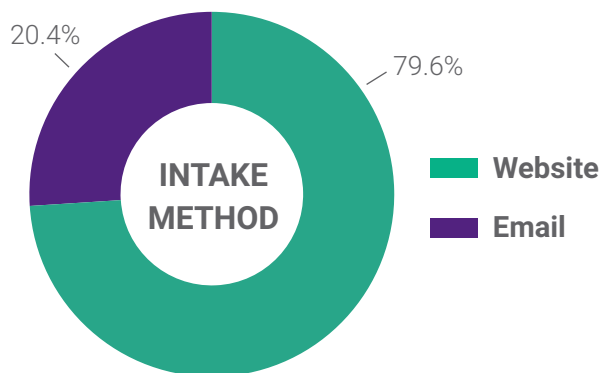


INTERNAL INVESTIGATIONS

In FY23, the HRSTM Employee Engagement and Labor Relations team handled 35 complaint cases that came through the Ethics Point System, with related investigations conducted in-house. This is an increase of 54% when compared to the 19 complaints handled in FY22. The largest number of complaints reported this year were related to waste, abuse, or misuse of college resources, and the next largest categories were employee misconduct and discrimination or harassment. On average, it took 55 calendar days to close each case in FY23, which is over half the time when compared to last year's average of 123 calendar days.

PRIMARY ISSUE	TOTAL	% OF TOTAL
Discrimination or Harrassment	11	26%
Employee Misconduct	7	17%
Other HR Matters/Academic Affairs	7	17%
Offensive or Inappropriate Communication	5	12%
Threat or Inappropriate Supervisor Directive	3	7%
Bias Incidents	3	7%
Falsification of Contract	2	5%
Waste, Abuse, or Misuse of Institution Resources	1	3%
Unsafe Working Conditions	1	2%
Conflict of Interest	1	2%
Concern	1	2%
Total	42	100%

ETHICSPPOINT INTAKE METHOD		% OF TOTAL
Website	39	72.22%
Email	10	18.52%
Phone	5	9.26%



EMPLOYEE SEPARATIONS

TOTAL EMPLOYEE SEPARATIONS

Turnover Rate: 9%

56% VOLUNTARY

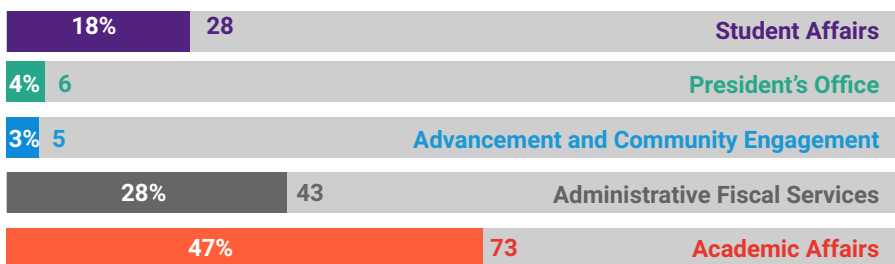
37% RETIREMENTS

5% INVOLUNTARY

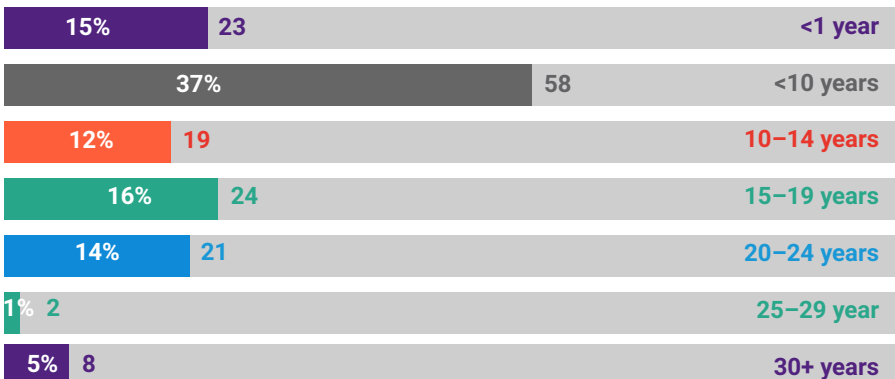
2% DEATH



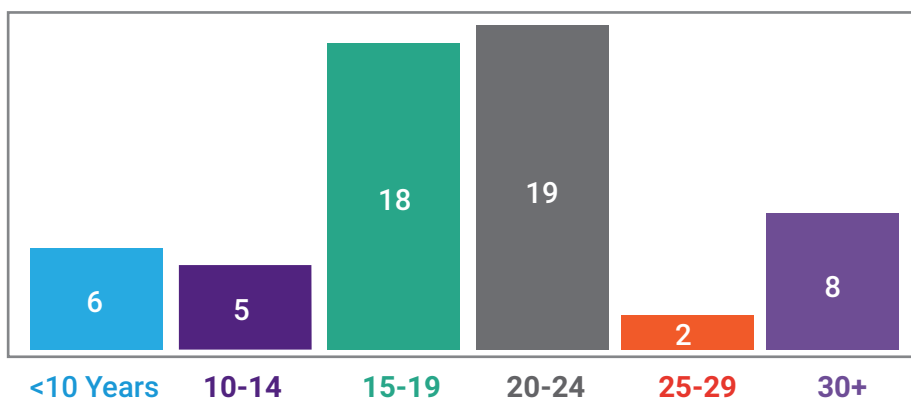
SEPARATIONS BY DIVISION



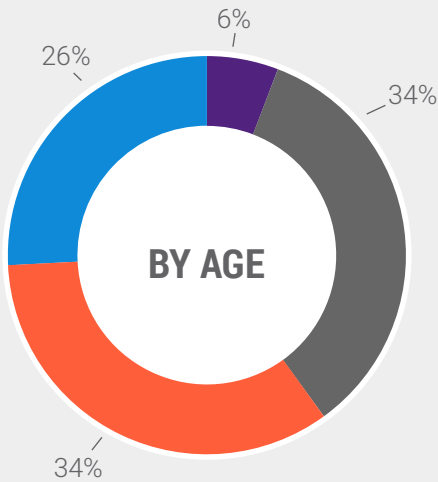
SEPARATIONS BY YEARS OF SERVICE



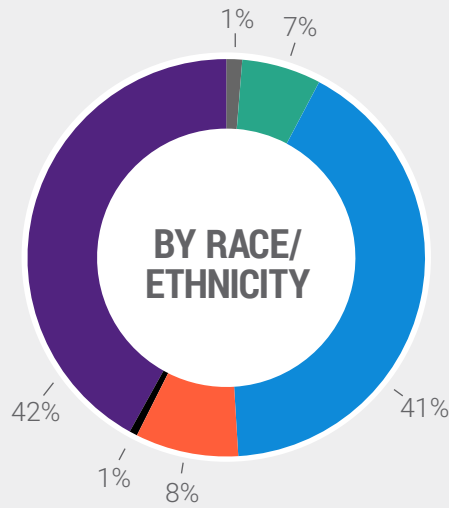
RETIREMENTS BY YEARS OF SERVICE



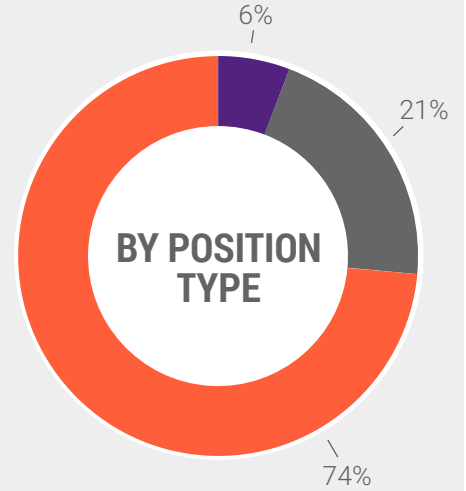
EMPLOYEE SEPARATIONS BY AGE, RACE/ETHNICITY, AND POSITION TYPE



18-29 years · 9
 30-49 years · 53
 50-64 years · 53
 65 years or older · 40

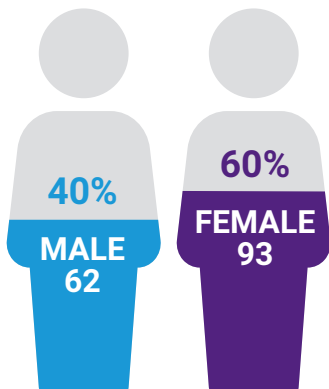


Asian · 10
 American Indian, Native Hawaiian/Pacific Islander · 2
 Black Non-Hispanic · 64
 Hispanic · 13
 White Non-Hispanic · 65
 2 or more · 1

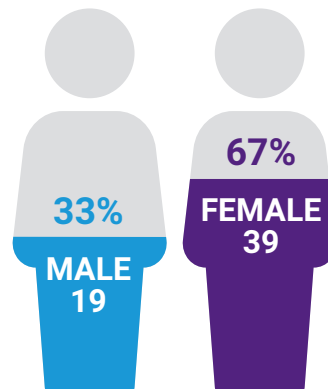


Administrators · 9
 Full-time Faculty · 32
 Staff · 114

SEPARATIONS BY GENDER



RETIREMENTS BY GENDER





EXIT INTERVIEWS

In FY2023, a total of 155 employees separated from MC. Of that total, over 93% were invited to participate in an exit interview and to complete an exit questionnaire. The remaining 6% of exiting employees were not invited to an exit interview for reasons such as termination or death. Approximately 85% of exiting employees participated in a virtual/telephone/in-person exit interview (124 employees).

REASON	TOTAL	PERCENTAGE
Retirement	58	37%
Career Change	33	21%
Family/Personal Needs	33	21%
Moving/Relocation	8	5%
Performance/Probation Period	5	3%
Other	5	3%
End of Grant / Employment Eligibility	4	3%
Death	3	2%
Disagree with Management Practices	3	2%
Didn't Meet Expectations or Pay	1	1%
Job Abandonment	1	1%
Misconduct	1	1%
Total	155	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.

FY23 GOALS AND OUTCOMES





Goal 1: Develop and strengthen the performance management system to facilitate a growth culture with effective, timely feedback.

Outcomes:

- Developed quarterly performance conversations and coaching program. Piloted the program with HRSTM employees, yielding overwhelmingly positive feedback and informing improvements in training materials.
- Successfully integrated quarterly performance conversation templates and processes into the Workday system.
- Positioned the HR Internal Consultant and Outreach team for a transition to facilitating a more effective and growth-oriented performance management system.

Goal 2: Enhance professional learning and development to nurture a future-ready workforce.

Outcomes:

- Developed and launched a robust performance management training plan, including SMART goal development, in-person training, and recorded videos in Workday. Provided 1:1 coaching to supervisors and managers for effective goal-setting.
- Conducted a thorough review and evaluation of all Professional Development Leave and Awards programs, resulting in program enhancements that align with organizational objectives and employee growth.
- Designed and integrated the new employee orientation curriculum into the current full-time faculty orientation (NFO), ensuring that NFO includes critical content needed for new employees at Montgomery College.

FY23 GOALS AND OUTCOMES

Goal 3: Enhance human resources management strategies to effectively integrate diversity, equity, and inclusion practices to address implicit bias in hiring and strengthen our commitment to excellence and radical inclusion.

Outcomes:

- Redesigned training for hiring managers and search committee members, with enhanced content that addresses explicit and implicit biases in recruitment and hiring.
- Collaborated with ELITE and EELR to initiate the development of customized Montgomery College training for search advocates, aligning content with the College's recruitment and hiring practices and the comprehensive search advocate training programs.

Goal 4: Provide innovative, customer-focused human resources management services.

Outcomes:

- Provided targeted in-service training for HRSTM staff, emphasizing "white glove" customer service, customer service expectations, and disability access and inclusivity training, enhancing their ability to provide excellent and empathetic support to all employee communications.
- Onboarded a new HR Communications and Digital Media Specialist who will lead a comprehensive transformation of HRSTM communications.
- Initiated a comprehensive review and multi-year plan to

update all human resources-related college policies and procedures, ensuring currency, clarity, and ease of understanding for readers.

- Continued the enhancement and expansion of HR's service model through added staffing, restructuring, and training, and development of staff.
- Successfully filled vacant HR Internal Consultant conducted assessments for service realignment based on workload and issues, and developed a comprehensive service framework.
- Enhanced outreach activities and aligned campus services and HR outreach by location and division/functional area. Initiated a robust communication plan and training, ensuring seamless service deployment.
- Redesigned and redeployed a new employee wellness program with an internal Montgomery College wellness specialist, leading to a 100% enrollment surge (0 to 95 participants) within the first two months. Successfully resumed in-person classes, attracting 178 participants, and expanded virtual offerings, gathering 994 attendees.

Goal 5: Enhance human resources management strategies to effectively integrate diversity, equity, and inclusion practices to address implicit bias in hiring and strengthen our commitment to excellence and radical inclusion.

Outcomes:

- Appointed new HR Communications and Digital Media Specialist, leading the comprehensive overhaul of HRSTM communications. Conducted an internal audit, developed a





strategic plan, and progressed towards 100% completion of the plan. Advanced the Digital Media Plan, optimizing communication channels and enhancing online presence.

- Redesigned training for hiring managers and search committee members, with a manager of talent acquisition and employment spearheading the initiative. Collaborated with ELITE and EELR to develop training for search advocates, aligning efforts with comprehensive search advocate training programs.
- Successfully completed Oregon State University (OSU) search advocate training and formed a strategic partnership with Dr. Paul Miller. Developed a tailored MC-SA coursework, competencies, and community of practice. Significantly advanced the internal SA training program, addressing implicit bias in hiring.
- Secured confirmation from SVP Collette to manage the Search Advocate program, solidifying HRSTM's role in recruitment and hiring. Demonstrated collaborative leadership by engaging with ELITE, presenting to stakeholders, and actively participating in the development of training materials. Leveraged partnerships to improve DEI practices, reinforcing MC's commitment to excellence and radical inclusion.

Goal 6: Provide innovative, customer-focused human resources management services.

Outcomes:

- Successfully initiated a comprehensive review and update of HRSTM policies and procedures, targeting key areas like employment practices, flexible work arrangements, changes in employee status, compensation programs, leave programs, performance evaluations, and personnel files. Engaged with stakeholders, led by Krista Leitch Walker, and developed an actionable calendar timeline to track progress, ensuring alignment with current practices.
- Restructured the HR Help Desk team, realigned staff, and laid the foundation for external vendor collaboration to enhance employment verification tasks. Developed and gained approval for a transition plan to expand HR Help Desk capacity, aligning with an upgraded service model.
- Successfully filled vacant HRIC positions, conducted assessments for service realignment based on workload and issues, and developed a comprehensive service framework.

Enhanced outreach activities and aligned campus services and HR outreach by location and division/functional area. Initiated a robust communication plan and training, ensuring seamless service deployment.

- Revamped wellness initiatives with an in-house wellness specialist led to a 100% enrollment surge (0 to 95 participants) within two months. Offered diverse wellness activities, partnering with MCRPA and the SED planning committee for increased engagement. Successfully resumed in-person classes, attracting 178 participants, and expanded its virtual offerings, gathering 994 attendees.
- Gathered and reviewed historical documentation related to S.O.S. (Service, Outreach, and Support) standards, contributing to the reimagining and deployment of updated standards.
- Provided targeted training sessions for HRSTM staff, emphasizing "white glove" customer service, customer service expectations, and disability access and inclusivity training, enhancing their ability to provide excellent and empathetic support to all employee communications.





MC

MONTGOMERY COLLEGE
MAKE YOUR MOVE®

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