

SUPERVISOR ORIENTATION

Manage Smart

Office of Human Resources and Strategic Talent Management

June 20, 2024





Agenda

- Welcome
- Introductions
- Navigating the Organization
- Key Drivers of Employee Engagement
- Competitive Compensation
- Roadmap to Recruitment
- Onboarding, Off-boarding, Job Management,
 Time Compliance, and EAP/PDAP Guidance
- Managing Life in the Workplace



Introductions

- Name
- Job Title
- Department/Office
- Years of experience supervising and leading
- If you could be a superhero, what would be your superpower, and what would be your superhero name?







Our Agreements

- Be open, respectful, and listen to others' point of view.
- Take responsibility for your own learning.
- Actively participate by sharing your experiences or asking questions.
- Honor time schedule and breaks.
- Be digitally responsible.
- Respect confidentiality.



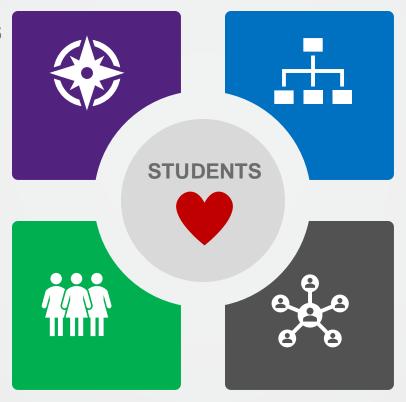
Navigating MC's Organizational System

MISSION/VISION/VALUES STRATEGY/GOALS

The College's purpose, identity, and direction.
This determines how MC will demonstrate values, advance the mission, and actualize its vision.

LEADERSHIP

Individuals and teams that are responsible for guiding the College, fostering a positive learning and working environment, and ensuring the goals are met and mission advanced.



STRUCTURE

The framework that is the foundation and conduits for MC's operations and delivery of services. Provides order, clarity, efficiency, and accountability.

PARTICIPATORY GOVERNANCE

System and processes that promotes stakeholder inclusivity, innovation, and engagement, resulting in well informed decisionmaking and accountability.



MC's Mission, Vision, and Values

Mission: Montgomery College is where students discover their passions and unlock their potential to transform lives, enrich the community, and change the world.

Vision: Montgomery College will serve as the community's institution of choice to transform the lives of students and Montgomery County.

Values:

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



Montgomery College's Strategic Goals

Goal 1

Enhance connections between MC and our community.

Goal 3

Enhance educational and organizational effectiveness.

Goal 2

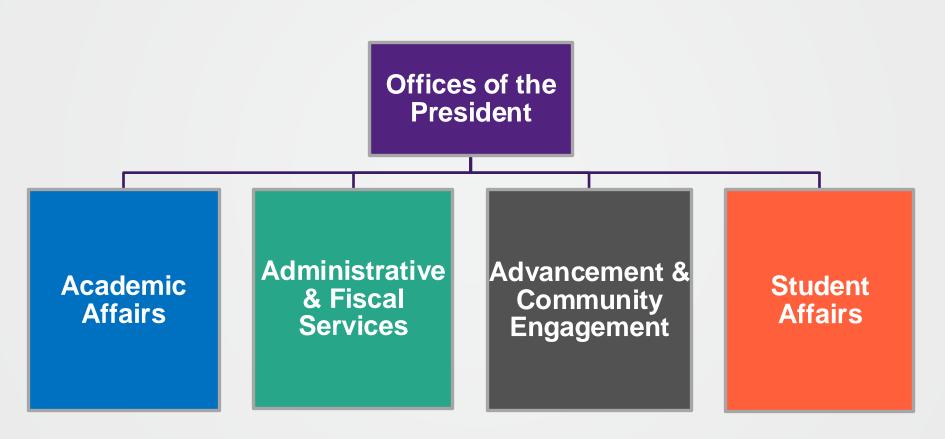
Cultivate a sense of belonging for everyone at the College.

Goal 4

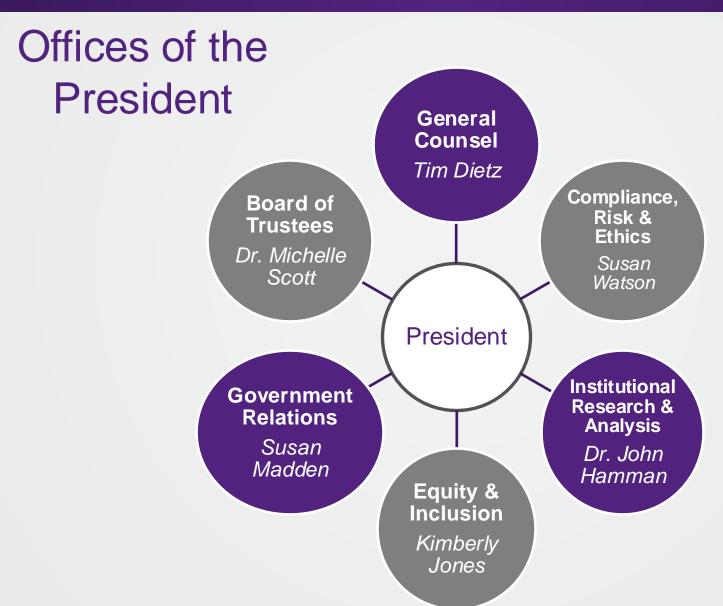
Increase economic impact for our students and community.



The Five Divisions of the College









Dr. Carolyn Terry, ASVP Dr. Elena Saenz, ASVP Dr. Michael Mills, VP of ELITE Office of the Senior Vice President

Dr. Deidre Price

Division of Academic Affairs

Science, Technology, Engineering & Mathematics

Germantown Campus

Dr. Muhammad Kehnemouyi, Interim VPP Arts, Business, Education, English & Social Sciences

Rockville Campus

Dr. Eric Benjamin, Interim VPP Communications, Health Sciences, Health/Phys. Education & Humanities

Takoma
Park/Silver
Spring Campus

Dr. Brad Stewart, VPP

Applied
Technology,
GITE, and
Workforce
Development &
Contin.
Education

Mr. Steve Greenfield, Interim VPP



Division of Administrative & Fiscal Services

Office of the Senior Vice President

Sherwin Collette

Office of Business Services

Elizabeth Greaney, Chief Business/Finan cial Strategy Officer Office of Facilities

Vacant Vice President Office of Human Resources & Strategic Talent Management

Krista Leitch Walker, Vice President/ Chief HR Officer Office of Information Technology

Anna Hamilton Vice President/ CIO Office of Public Safety, Health & Emergency Mgt.

Adam Reid, Director



Office of the Senior Vice President

Dr. Michelle Campbell

Division of Advancement & Community Engagement

Advancement & Community Engagement

Rose Garvin, Associate SVP Development & Alumni Relations

Joyce Matthews, Vice President Marketing & Communications

Mary DeLuca, Associate SVP Hercules Pinkney Life Sciences Park

Thomas Luginbill, Executive Director



Division of Student Affairs

Office of the Senior Vice President

Dr. Monica Brown

Student Access

Germantown Campus

Mr. Marcus Peanort, Interim Dean Student Success

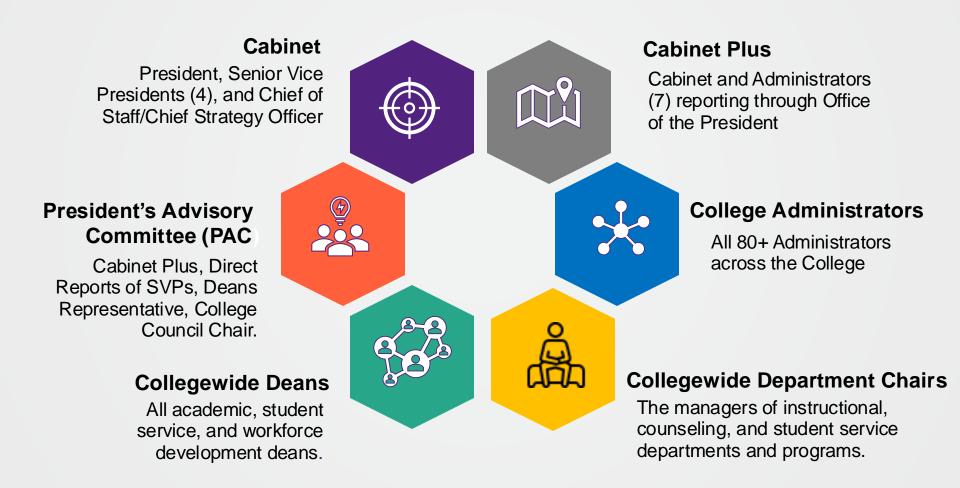
Rockville Campus

Dr. Tonya Mason, Dean Student Engagement

Takoma
Park/Silver
Spring Campus

Dr. Janee McFadden, Dean

Key Leadership and Management Groups at Montgomery College





Participatory Governance: The Councils

The College Council











Administrator

Faculty

Staff

Student

Campus Councils



Germantown Campus

Rockville Campus

Takoma Park/Silver **Spring Campus**

Workforce Development and Continuing Education

Functional Councils



Academic Services

Employee Services

Operational Services

Student Services and Success





Key Drivers of Employee Engagement







Team Engagement in a Hybrid Environment Employee Engagement

SHRM – Employee engagement is an employee's satisfaction with their work and pride in their employer, to the extent to which people enjoy and believe in what they do for work and have the perception that their employer values what they bring to the table.

Willis Towers Watson – Engagement as the intensity of the employee relationship with an employer, marked by three elements: committed effort to achieve goals, in an environment that enables work, and energizes performance.



Reasons Employees Leave

SHRM Study 2022	MC
 Compensation Career Development and Advancement Workplace Flexibility Unsustainable Work Expectations Uncaring and Uninspiring Leaders 	 Dissatisfied with job/pay Dissatisfied with management Family Reasons Other employment Personal reasons Retirement

Activity – 20 minutes

- What are key drivers of employee engagement?
- What strategies to you use to engage employees?
- What are your challenges with engaging employees in a hybrid work environment?
- How did you overcome the challenges? If not, why were you unable to overcome them?
- This activity provides an opportunity to learn from others as well as brainstorm on viable solutions.



Key Drivers of Employee Engagement

- Communication
- Purpose
- Recognition/Gratitude
- Professional Development and Growth
- Collaboration
- Connection
- Well-being



Behaviors of Engaged and Disengaged Employees

Engaged behaviors	Disengaged behaviors
Optimistic	Pessimistic
Team-oriented	Self-centered
Goes above and beyond	High absenteeism
Solution-oriented	Negative attitude
Selfless	Egocentric
Shows a passion for learning	Focuses on monetary worth
Passes along credit but accepts blame	Accepts credit but passes along blame



Benefits of Employee Engagement

- Lower absenteeism
- Increased productivity
- Better customer service
- Fewer mistakes
- Reduced employee stress
- Better employee health
- Organizational citizenship

- Lower turnover
- Decreased burnout
- Great employee commitment
- Improved collaboration
- Safer workplaces
- Work satisfaction
- More innovative



Key Drivers of Employee Engagement

More ideas to engage employees:

- Implement 1 mandatory day per week in the office.
- Start meetings with good news (joy).
- Stay connected.
- Have fun in the day.
- Show gratitude.
- Encourage self-care.
- Support continuous learning.
- Career development discussions.





Recognition Awards

- Yearly Recognitions
 - · Staff of the Year Award
 - Outstanding Staff Award
 - Administrator Leadership Award
 - Staff Distinguished Service Award
 - · Outstanding Faculty Awards
 - Outstanding Faculty / FT Faculty Member of the Year
 - Outstanding PT Faculty / PT Faculty Member of the Year
 - Equity and Inclusion Award
 - Length of Service Award
- Quarterly Recognitions
 - Special Recognition Award (staff only)
- Team Effort Award



Human Resources Internal Consultant (HRIC)



Leslie Jones

- Germantown Campus
- Administrative and Fiscal Services (AFS)
- Office of Advancement & Community Engagement (OACE)
- President's Office

leslie.jones@montgomerycolllege.edu

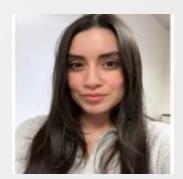
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Banessa SilvaRockville CampusAcademic Affairs

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Human Resources Internal Consultant (HRIC)



Lisa Evans

- Takoma Park/Silver Spring Campus
- Student Affairs
- Workforce Development and Continuing Education (WDCE)

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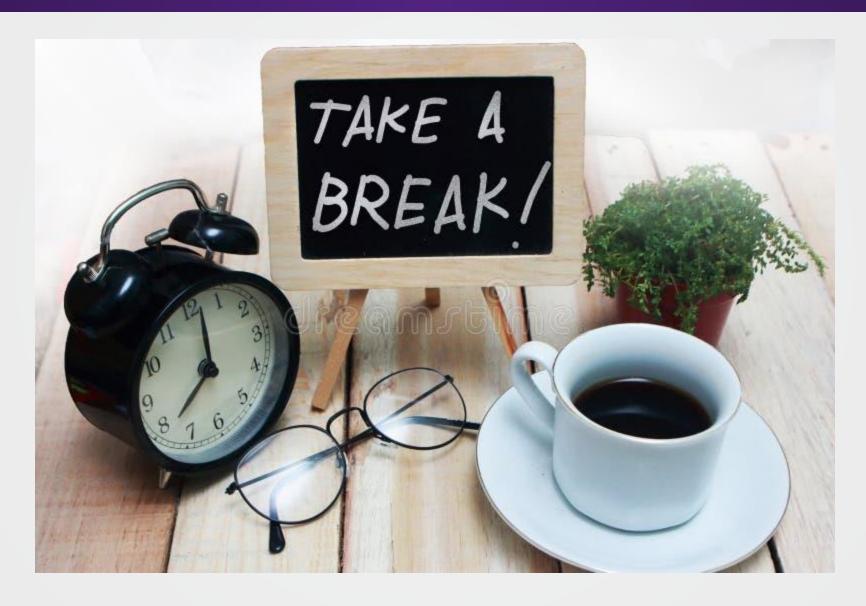


Key Drivers of Employee Engagement



Thank you!

MONTGOMERY COLLEGE







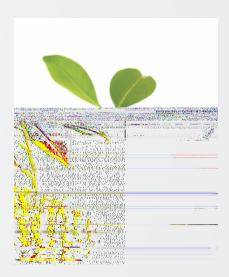


- Position Management
- Staff Classification System
- Job Profiles
- Changes in Employee Status
- Compensation Programs
- Federal Laws Impacting Classification and Compensation
- Supervisor's Role



Compensation Philosophy

- Pay competitiveness
- Administer pay equitably and consistently
- A total rewards compensation package
- Retain and attract talented staff
- Promote fairness and equal opportunity
- Support diversity and inclusion
- Ensure compliance with laws and regulations





Competitive Compensation Total Rewards Compensation Model

- MC is committed to sound stewardship and financial sustainability
- A market-based compensation strategy achieves both
- Salary is just one component of MC's total compensation package
 - Base pay and benefit contributions are the largest components
 - Benefits components include:

Benefits Components		
Health Insurance	Recognition Awards	
Wellness Program	Educational Assistance	
Flexible Savings Accounts	Faculty & Staff Assistance	
Time Off / Leave of Absence	Professional Development/Sabbatical	
Holidays	Retirement	



Position Management

- The Board of Trustees establishes the number of regular positions.
- Temporary with benefits (TWB) positions may be authorized by the Budget Office and must have an end date. TWB are not intended to supplement permanent staff.
- All positions shall be organized to provide for efficient and effective use of human resources.



Position Management

- Changes in job duties shall be reviewed prior to the actual reassignment of duties.
 - Supervisor consults with unit administrator regarding potential classification and budget implications.
 - Consider the practicality and effectiveness of the proposed changes on staffing patterns.
 - Ensure employees are fairly compensated for changes in the level of work they perform.



Position Management – Workday's Staffing Model

- Enables managers to track headcount within a supervisory organization
- Staffing model includes
 - Supervisory organization manager and direct reports
 - Position assigned to a job profile; filled and open
 - Worker employee or contingent worker
- PM supervisory orgs have staff positions; JM orgs have nonbudgeted positions (casual temps, students, contractors, etc.)
- Transfer positions person (request framework) vs. position
- Review sup org and notify C&C of changes



Competitive Compensation Job Profile





- Job Documentation
 - All position documentation is in Workday
 - Job Description Questionnaire
 - Job Profiles Document of Record (Previously job class specs) essential functions (not tasks)
 - Job Profiles owned by Classification & Compensation
 - Supervisor responsible for ensuring profile reflects work performed and notifying C&C of significant changes



Demonstration - Navigation of Class & Comp Website



Competitive Compensation Compensation Programs

- Pay Structures
- Salary placement
- Temporary Salary Increase
- Special Project Pay
- Awards
 - Degree Attainment
 - Longevity
- Nonexempt staff
 - Overtime pay
 - Night shift differential
 - Essential pay



Salary Placement

Staff and Administrators

- Based on the requirements of the position, employee's qualifications and internal equity among similarly situated peers
- Equivalent combination of education, training, certification and/or experience may be considered.
- Lateral moves normally do not involve a salary change.
- Faculty
 - Determined based on points associated with education, teaching and non-teaching experience, and other credentials such as outstanding achievements, discipline, and licenses.



Temporary Salary Increase

- Minimum of 30 days
- Requested via Workday Create Request submitted by supervisor or higher authority; justification with approval attached to Create Request
- The temporary assignment will automatically end 6 months from the date it began unless formal authorization is requested (via Workday) to extend the assignment
- Temporary salary increase is granted for assuming higher level duties
- Not retroactive employee should not assume higher level duties until request has been approved and processed by HRSTM



Special Project Pay (Exempt Staff)

- Temporary assignment expected to accomplish a unique product, process or service with a defined start date and specific measurable objectives
- Project plan must include funding for additional pay
- Request via Workday Create Request submitted by supervisor or higher authority
 - Attach form with approvals and approved project plan



Degree Attainment – Staff/Administrator

- Staff may receive an award for earning a progressively higher degree
- Request via Workday Create Request submitted by the employee
 - Official transcript must be provided by educational institution or National Student Clearing House, including the date conferred, to Class and Comp
 - Lump sum payment \$1,500



Advanced Degree, License, or Certificate-FT Faculty

- A full-time faculty member may receive an award for an advanced degree, license, or certificate in the discipline for which he is employed by the College.
- Evidence of each must be provided: a transcript, the license, or the certificate.
- Upon approval by HRSTM, faculty member's salary shall be increased effective as of the beginning of the first fiscal academic year commencing after the faculty member notifies the College.
- The amount of the award is based on the number of points associated with it.



Longevity – Staff/Administrator

- Staff and administrators who have been at the top of their salary range for five consecutive years with performance rating of satisfactory or higher
- HRSTM calculates the award at the end of the performance review cycle following completion of the fifth year
- Award:
 - Staff and administrators: lump sum payment \$1,560



Longevity-FT Faculty

• Full-time Faculty members with satisfactory performance who have been at the salary maximum for five (5) consecutive years will receive a one-time longevity award of \$1,600.00 added to the faculty member's base salary. FY25 not to exceed max of pay grade



Nonexempt Staff

- Overtime hours worked in excess of 40 hours in a work week.
 Approved in advance by the unit administrator.
- Night Shift Differential pay differential determined by the Board of Trustees
 - Eligibility nonexempt staff who work 20 or more hours per week and are regularly scheduled to work between 10:00 p.m. and 6:30 a.m.
 - Must be reported on timesheet
- Essential Pay applies to nonexempt, full-time employees specifically designated as required to work on a day the College is officially closed. Pay is two and one-half times base pay rate.



Federal Laws

- Age Discrimination in Employment Act of 1967 (ADEA)
- Americans with Disabilities Act of 1990 (ADA)
- Equal Pay Act of 1963
- Fair Labor Standards Act of 1938 (FLSA)
- Title VII of the Civil Rights Act of 1964



TEST YOUR KNOWLEDGE



Question

Which of the following laws regulates minimum wage and overtime requirements?



Possible Answers

- Age Discrimination in Employment Act of 1967 (ADEA)
- Americans with Disabilities Act of 1990 (ADA)
- Equal Pay Act of 1963
- Fair Labors Standards Act of 1938 (FLSA)
- Title VII of the Civil Rights Act of 1964



Answer

Fair Labor Standards Act of 1938



The Supervisor's Role

- Understand and support HRSTM programs
- Provide guidance to employees
- Encourage employee professional development; identify training opportunities
- Anticipate and respond to employee's concerns
- Liaise with HR to seek solutions to human resource challenges



Workday - Self-Service

Workday - Job Change					
Task	Manager Initiates	Administrator Initiates			
Request to reclassify staff position	✓	✓			
Extend or modify end date (students, contractors & casual temps)	✓	✓			
Change essential designation		✓			
Change location		✓			
Move to new manager		✓			
Start interim/acting position		✓			
End interim/acting position		✓			

- Some actions require documents explaining the reason for request
- Changes should be effective the first day of a pay period
- Do not communicate changes to the worker until receiving approval from Class and Comp

https://info.montgomerycollege.edu/offices/information-technology/workday/index.html



Contact Information

Class.CompTeam@montgomerycollege.edu





Thank you!

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Roadmap to Recruitment: It's a Journey – Talent Success





Roadmap to Recruitment

- Talent Acquisition & Employment at MC
- Meet the Team
- Types of positions at the College
- Position Approval Process
- Getting Ready for Recruitment
- Temporary Staffing Procedures
- Workforce Planning Process Group Case Study



Talent Acquisition and Employment

The Talent Acquisition & Employment team is responsible for managing the recruitment, hiring, and pre-onboarding processes for faculty, staff, and administrative positions within the College. Our goal is to support your efforts to attract and select qualified individuals who align with the college's mission, values, and objectives.

Meet Our Team



Joshua
Feranil
Human Resources Associate
Temporary Staffing (Internal and
Outsourced), Student Aides and Part-time
Faculty



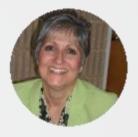
Daunett
Hemmings
Human Resources Specialist II
Staff and Full-time Faculty
Recruitment



Roz Sanders Human Resources Specialist II Part-time Faculty, Full-time Faculty and Staff Recruitment



Chantelle
McKoy
Human Resources Talent
Acquisition & Employment Manager



Maria
Bedenbaugh
Human Resources Specialist II
Staff and Full-time Faculty
Recruitment



Lauren
Landau
Director, Strategic Talent
Management and Organizational
Development



Types of Positions at the College

Budgeted Positions (PM)

- Full-time Faculty
- Regular Part-time Faculty
- Administrator
- Staff
- Temp with Benefits (fiscal year basis)

Program/Department Funded Positions (JM)

- Part-time Faculty
- WDCE Instructors
- Casual Temporary
- Student Workers



FULL-TIME FACULTY

Approval to Recruit Full-time Faculty Positions

- Dean and Department Chair evaluate department needs and staffing and discuss with VPP.
- Dean completes <u>Faculty Request to Fill Form</u> and submits to Academic Unit Leadership Team(AULT) for approval.
- Collegewide Deans meet to approve positions.
- Final approval required by SVP of Academic Affairs or Student Affairs.
- Once the position has received final approvals and HRSTM is notified, the position will be added to the queue for recruitment. A position description must be submitted before recruitment can begin.



STAFF & ADMINISTRATOR

Approval to Recruit Staff & Administrators

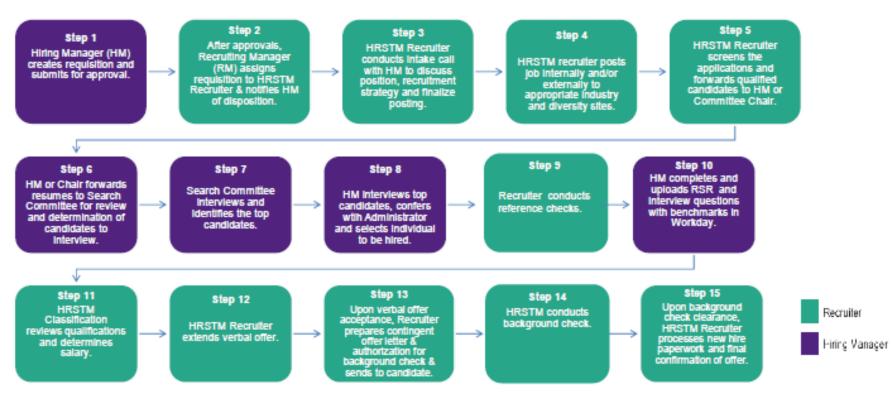
- Complete Vacancy Recruitment Request
 Form found on our MC webpage
 https://info.montgomerycollege.edu/offices/human-resources/recruiting.html
- Obtain Endorsement from SVP and forward form to the HRSTM Recruiting Inbox
- Identify Search Committee Members and get commitment to the recruitment schedule and verification of completion of required search protocol training.





HRSTM Recruitment Process Flowchart Staff and Administrators

Note: Prior to starting recruitment, Hiring Managers complete the Strategic Workforce Planning Staff and Administrator decisionmaking rubric. Once the position has been approved by the next level manager, it is forwarded to the Recruitment Manager to be submitted to SALT for final approval



October 2023
October 2023



Sample Recruitment Timeline

Date Approved	Date Assigned/ Recruiter Notified 2 Days	Intake Call Completed Within 7 Days	Position Posted Within 3 Days	SC 1st Meeting with HRIC or Recruiter Before Posting Closes	ZVVEEKS	SC/HM Review of Applications On-going	Interviews Scheduled Within 5 Days of Posting Close	Interviews Completed Within 10 Days	Candidate Identified and RSR Submitted to HR Within 5 Days of Completion of Interviews	Extended Within 3 Days of Receipt of	
10/6/2022	10/8/2022	10/15/2022	10/18/2022	10/25/2022	11/1/2022	11/6/2022	11/11/2022	11/21/2022	11/26/2022	11/29/2022	12/13/2022

# Days	# Days	# Days		
Approval to	Posting to	Approval to		
Offer	Offer	Start		
54	42	68		



PART-TIME FACULTY



Part-time Faculty Recruitment Process

	Full Scale Open Recruitment	Fast Track Hiring	Current Employee Hire* (*staff, administrator, WDCE instructor, PTF)
2. 3. 4.	Contact HRSTM Recruiter to discuss position. Create job requisition in Workday. Review resumes and interview candidates. Upon identification of candidate, place them in Recommended Hire stage in Workday and complete Initial Rank form. Contact candidate to extend offer. If	 Create job requisition in Workday. PTF Recruiter will set up access for candidate to create profile. Instruct candidate to access position in workday to create profile. Notify HRSTM PTF Recruiter once candidate has completed candidate application. Place candidate in Recommended Hire 	1. Check status of the employee in Workday to confirm active status. (This can be done by typing the employee's name into the search bar.) Please contact the HRSTM recruiter if you have any questions. a. If they are current PTF, Hiring Manager can add additional job and will not need to go through recruitment (see job aid).
	accepted, upload Initial Rank form in Workday.	stage in Workday and complete Initial Rank form.	 b. If they are staff, WDCE, etc. Hiring Manager will create job requisition in Workday.
6.	Recruiter will email offer letter to candidate and start background check.	Contact candidate to extend offer. If accepted, upload Initial Rank form in Workday.	Follow steps outlined in fast track hiring.
7.	Upon completion of background check, Recruiter will complete hire in Workday.	Recruiter will email offer letter to candidate and start background check.	
8.	Candidate will receive login to start Workday Onboarding and schedule time to complete in-person I-9.	Upon completion of background check, Recruiter will complete hire in Workday.	
		 Candidate will receive login to start Workday Onboarding and schedule time to complete in-person I-9. 	



TEMPORARY STAFFING



Temporary Staffing Procedures

Purpose of Temporary Staffing:

- Temporary staffing is intended to fulfill short-term needs and is not a substitute for permanent staff.
- Optimal for filling temporary vacancies or addressing shortterm projects.

Hiring on our Payroll:

- Compliance-related temporary employees can be directly hired on MC's payroll as contract, part-time, on-call, or seasonal workers.
- Referred to as casual temps/short-term temporary in Workday.

Vendor Use:

- We use vendors for non-compliance related positions.
- Vendor engagement involves completing the <u>Vendor</u> <u>Request Form</u> and collaborating with the vendor to identify suitable candidates.



Temporary Staffing Procedures

Hiring Process for Each Type:

Identify temporary need and confirm budget

Direct Hiring on Payroll:

- Create a casual temporary internal job requisition in Workday.
- Requisition will route to the Manager for approval.
- Upon approval, an HRSTM recruiter initiates recruitment.

Vendor Staffing:

- Complete Vendor Request Form and collaborate with the vendor to identify candidate.
- Paid through contracted services budget through Procurement

For detailed instructions and further assistance, refer to the Talent Acquisition and Employment webpage on the MC website.



STUDENT WORKERS



Process Flow: Recruitment and Hiring of Student Workers HRSTM Recruiter HRSTM Recruiter Hiring Manager sends Hiring Manager reviews and approves reviews application the private job link to creates requisition. the requisition and and moves candidate candidate to apply. sends private job link to registrar for to manager. enrollment check. HRSTM Recruiter **HRSTM Recruiter** Candidate must sends offer letter to Candidate signs offer moves candidate to complete onboarding candidate once credit letter. Ready for Hire tasks to move hours are verified by (onboarding). forward. registrar. HRSTM contacts

Candidate completes

I-9 verification and is

able to start work.

Candidate Actions
HRSTM Recruiter Actions
Hiring Manager Actions

new hire to schedule in person I-9

complete section II

verification to

of the I-9.

In-person I-9 verification must be completed within 3 (three) business days of the hire date. New hires and rehires won't be able to claim their account or have any system access until this is completed.

HRSTM September 2023



ACTIVITY: GROUP CASE STUDY

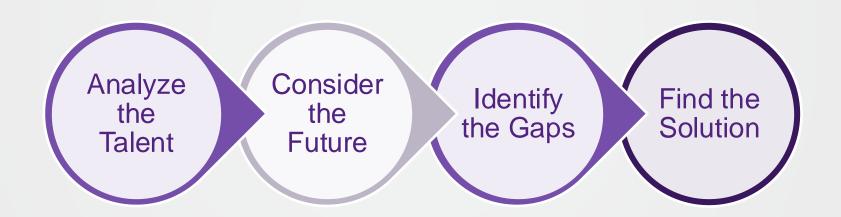


Workforce Planning

Workforce planning is a process of analyzing the current workforce, determining future workforce needs, identifying the gap between the present and the future, and implementing solutions so that an organization can accomplish its mission, goals, and strategic plan. It's about getting the right number of people with the right skills employed in the right place at the right time



Workforce Planning Process





Group Activity: Case Study

Watch "5 Trends Changing the Future of Work" Video

Read Case Study - "Workforce
Planning at the Office of Financial Aid
at Example University"



Analyze the Talent

- 1. What are the strengths of the current employees?
- 2. What are the weaknesses of the current employees?



Consider the Future

- 1. How many of these trends affect the Example University workforce?
 - Globalization
 - > Changing demographics
 - New behaviors
 - > Technology
 - > Mobility
- 2. What are some factors that should be considered with Lenny leaving?



Identify the Gaps

- 1. What are the skills required to work in the Financial Aid office?
- 2. How do these skills compare to the current employee's skill set?



Find a Solution

- 1. Should you recruit to replace Lenny?
- 2. What other solutions can be identified?

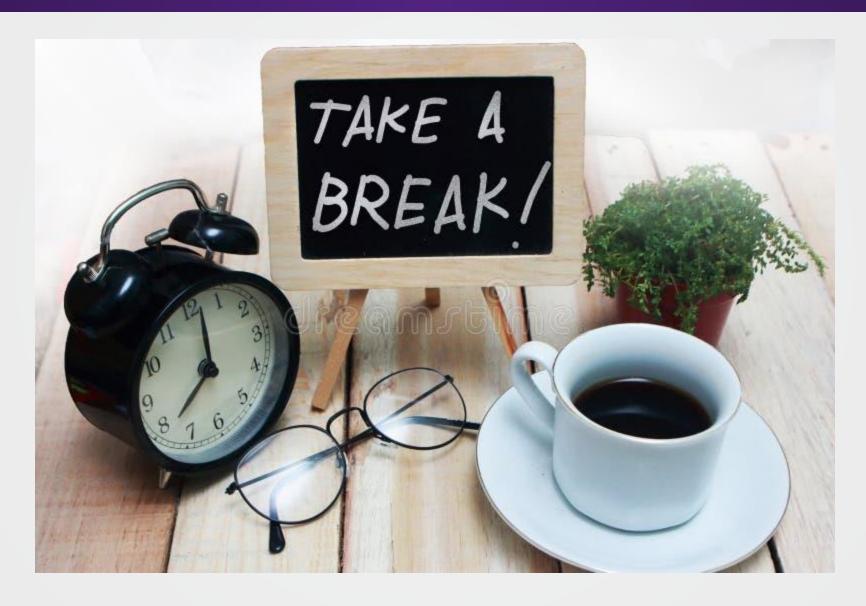


Recruitment



Thank you!

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Onboarding, Offboarding, Job Management & Time Compliance



Onboarding

- Onboarding is the process in which new hires are integrated into an organization. It includes not only an initial new-hire orientation process, but an ongoing introduction to an organization's structure, culture, vision, mission and values. Onboarding can last weeks and even up to a year.
- It's a comprehensive process involving management and other employees.



Onboarding

- Includes the following components:
 - Preboarding
 - Orientation
 - Reboarding



Preboarding

Pre- and Post-Hire Paperwork/Information

- Before eligible for being hired and pre-boarding, applicants must have completed the full recruitment process, including the background check and proof of vaccination or receipt of an approved exception.
- All employees complete their required paperwork in Workday.
 - Complete Form I-9 and present physical document(s) to HR staff
 - Enter personal info, such as contact info, emergency contacts, demographics, etc.



Preboarding

Pre- and Post-Hire Paperwork/Information

- Enter payment elections (payroll and expense payments) and tax withholdings
- Acknowledge other required MC authorization forms
- Review benefits eligibility and plan information
- No employee should begin working unless they are cleared to work.
 - View the status on the Onboarding Status Summary in Workday to confirm



Preboarding

Pre- and Post-Hire Paperwork/Information

- Additional info that leaders/supervisors should ensure new hires are aware of:
 - The direct supervisor, work schedule, work location, and employee type (student, PTF, temp, contractor, volunteer, etc.)
 - FLSA status (non-exempt or exempt) for time tracking requirements



Orientation

Multiple presentations with key information

- New Staff Orientation conducted bi-weekly by HRSTM
- New Full-time Faculty Orientation conducted bi-annually (Fall and Spring) by ELITE
- Part-time Faculty Orientation conducted bi-annually (Fall and Spring) by Part-time Faculty Institute



Reboarding Job changes and rehires

- New department or unit structure and team members
- Current projects
- Job expectations

Internal Job Changes	Rehire
TransfersPromotions	 Return after separation from College
• Demotions	 Change in employee type, e.g., Student Worker to Temp with Benefits, vice versa



Job Management

Renewal date and eligibility

- Casual temps, part-time faculty, contractors, and students
 - Add a reminder to your calendar for start/end dates and be mindful of ACA hours
 - Secure approval for extension at least two weeks before end date for approval and enter the Job Change in Workday
 - Delayed processing will interrupt timesheet availability and pay, system access, and may trigger termination
 - If any of the above mentioned employee types are no longer working or will not be extended, please inform HR



Job Management Renewal date and eligibility

- Student Workers
 - Must be enrolled in 6 credits SA (Student Aide), 6 credits FWS (Federal Work Study), and 12 credits (International Students)
 - Weekly maximum is 20 hrs/week for SA and 12 hrs/week for FWS
 - WS do not work in the summer (approval needed)
 - Student employment handbook online
- Form I-9 expiration
 - An HR Associate will reach out to ensure compliance



Job Management

Renewal date and eligibility

- Exempt (salary) vs. Non-exempt (hourly) under Fair Labor Standards Act (FLSA)
 - Be mindful of eligibility for multiple jobs
 - Pay careful attention to ensure employees report all and accurate hours worked
- Bargaining and Non-bargaining
 - Be mindful of appropriate governing policies (CBA and/or PandP)



Working Multiple Jobs at MC

Approved Jobs for Exempt (salary) Employees

Secondary Approved Jobs at MC

		WDCE Instructor	Administrator	Associate/ Support Staff	Short-term Temporary	PT Faculty	FT Faculty
Frimary Job	Full-time Faculty	√					
	Part-time Faculty	√				\checkmark	
	Administrator	√				✓	
	Chair (12 months, FT)	✓				✓	
	Associate/Support Staff (12 month FT)	√				√	
	Associate/Support Staff (12 month PT)	√				✓	
	Associate/Support Staff (10 month FT/PT)	√				✓	



Working Multiple Jobs at MC

Approved Jobs for Non-Exempt (hourly) Employees

Secondary Approved Jobs at MC

2		WDCE Instructor	Administrator	Associate/ Support Staff	Short-term Temporary	Faculty	Student Assist	Federal Work Study
	Associate/Support Staff (12 month FT/PT)							
5	Associate/Support Staff (10 month FT/PT)							
	Short-term Temporary				✓			
	Student Assistant						✓	
	Federal Work Study							√

Additional Onboarding Tips

- Workspace and technology
- Required orientation and training
- Engage into team, unit, meetings
- Establish regular feedback
- Ground rules for timesheets and absences
- Workplan/onboarding timeline, e.g., 30/60/90 days
- Schedule probation review for benefits-eligible employees
- Recognition and celebrations of milestone/life events
- Exchange emergency contact information

Offboarding

- Ensure you or employee completes Separation in Workday and/or email HRSTM to report and confirm employee exits
- ELR will follow up to execute the exit process/checklist
 - Collect MC property and return to appropriate area, e.g., IT, HRSTM, OBS
 - Recover ADA equipment
 - Department clearance
 - Transfer of knowledge and acceptable notice/use of TO before last day



Onboarding/Offboarding Highlights

- Make sure your new hires know the following:
 - Supervisor name
 - Employee type (student, PTF, temp, contractor, volunteer, etc.)
 - Work schedule and location
 - FLSA status and time tracking responsibilities
- Do not allow employees to begin working without confirming in Workday



Onboarding/Offboarding Highlights

- Track your employee's end dates and/or extensions and notify HRSTM accordingly
 - Make sure employees Separate in Workday and/or report to HRSTM yourself
- Discuss and plan for employee separation; consider and plan sufficient KT and whether using TO before the last day is feasible given the needs of the team/department



Welcome to Workday!



- Workday is the HR, Finance, and Payroll management system at Montgomery College
- One unified, cloud-based system for Business Processes and tasks designed for MC
- Focus on Employee Self-Service (ESS) and Manager Self-Service (MSS)
- Optional mobile functionality to help you view information and complete certain tasks "on the go"

Employee Self-Service HR Business Processes

- Manage Personal Information
- Manage Payment Elections (Direct Deposit for payroll and expense reimbursements)
- Manage Tax Elections
- View Payslips
- Enter Time and Request Applicable Absences (Time Off vs. Leave)
 - Time Off: day to day absences
 - Leave: extended leaves of absence
- Complete Open Enrollment
- View/Manage/Change Benefit Elections, if applicable
- Apply for Internal Jobs
- View Org Charts for Applicable Supervisory Organization



Employee Self-Service Finance Business Processes

- Create Procurement Requisition
- Create Receipts and Supplier Returns
- Create Supplier Requests and Supplier Invoice Requests
- Create Expense Report
- Create Spend Authorization
 - EAP Request Options: Requisition and Receipt (prepay), or Spend Authorization and Expense Report (reimbursement)
- Verify P-Card Transactions (e.g., upload documentation, Managers approve)
- Additional Budgeting BPs and Tools (pending)



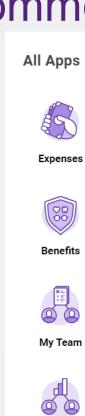
Common Workday Apps

Expenses – create and view Expense Reports

Requisitions – create new requisitions

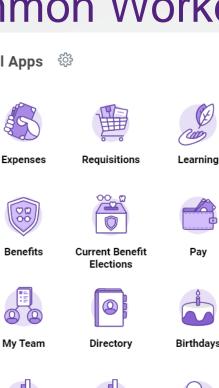
MC Learns via **Learning** – learning management system

Benefits – elect benefits, update beneficiaries, and manage life events



Career

Absence



Team

Performance

Time and

Absence



Recruiting

Mv Team

Management

Personal

MC - Form I-9

Process Status...

Pay – manage pay elections, tax elections, and view payslips

Personal **Information** – update contact info and emergency contacts

Birthday and Anniversary – displays direct reports with birthdays and anniversaries within a 2-week period



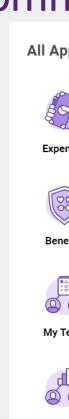
Common Workday Apps

Career - view internal job openings

Talent and Performance – complete performance reviews

Time – enter hours worked

Absence – request Time Off or Leave and view balances





Absence







Time and

Absence



Birthdays

Learning

Pay

Talent and Performance



Mv Team

Management

Personal

Information

Anniversaries



Recruiting



MC - Form I-9 Process Status...

Time and Absence – review all time and absence requests and schedules for direct reports

Recruiting – comprehensive applicant tracking for open recruitment requisitions

Payroll Details

- Payroll Schedule
 - 26 bi-weekly pay periods
 - Pay date is every other Friday, adjusted for Holidays/closures to the preceding day
- Timesheets are for Hourly staff only
 - Managers MUST review and approve timesheets by 12 Noon every other Saturday, adjusted for Holidays/closures
 - Late submissions and corrections will be paid on the next payroll cycle
- Once time is submitted, it will go to the supervisor's Workday inbox for review and approval



Timekeeping Compliance

Non-Exempt	Exempt	
AKA Hourly	AKA Salaried	
Subject to rules of FLSA for hourly employees	Not subject to the same rules for hourly employees	
Paid an hourly rate for all hours worked	Paid an annual salary for the work performed	
Required to report all hours worked in a timesheet	Not required to track time hourly; uses exception time reporting only for Time Off	
Must be paid overtime for hours worked in excess of 40 hours per week	Not eligible for overtime pay	



Timekeeping Compliance

- Accountability is crucial! No timesheet, no paycheck; all non-exempt (hourly) employees <u>MUST SUBMIT</u> a timesheet with all hours worked to be paid on the applicable pay date
- Exception time reporting for all exempt (salaried) employees (no timesheets, only tracking Absences [Time Off/Leave])
- Supervisors that do not review timesheets for accuracy before approving and/or comply with approval deadlines will be reported to unit administrator and/or SVP
- Delegation (formerly proxy) use will restrict employees from approving their own timesheets; supervisors can delegate to peer-supervisors only



Timekeeping Compliance

- All overtime for hourly employees MUST be approved in advance by the supervisor, however, we MUST pay all hours worked. If an employee is working overtime without supervisor approval, then supervisors are responsible for addressing the issue and the employee will be subject to disciplinary action.
- Supervisors that approve timesheets that do not include overtime worked will be subject to disciplinary action.
- We are required to pay all hours worked at all times.



Time Entry, Time Off, and Schedules

- Time Entry (hours worked) must be completed daily:
 - Regular hourly employees: total hours worked per day
 - Shift differential employees (scheduled overnight): In/Out multiple times per day
- Time Off for hourly employees must be approved in a timely manner and BEFORE hourly timesheets are approved to ensure employees are paid properly and employee Time Off accruals calculate correctly
- Employees must have an accurate Work Schedule in Workday, which will drive Time Off and Holiday eligibility (total hours per day)



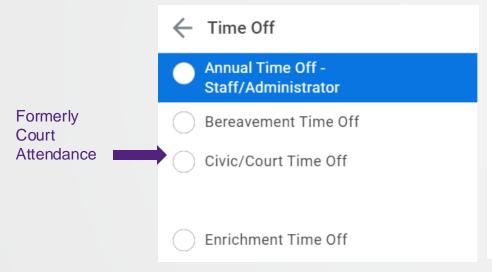
Holidays

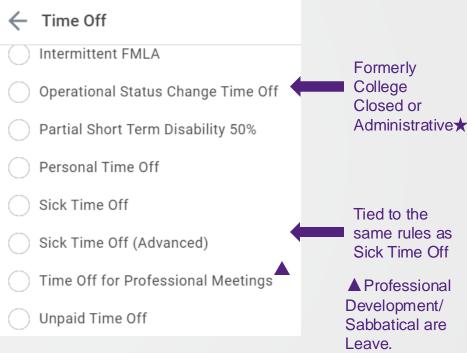
- Employee Work Schedules will drive Holiday eligibility (total hours per day)
- The majority of employees will automatically have Holidays added to their timesheet/pay based on the Work Schedule
- Some specific hourly position profiles and Shift Differential employees must add their own Holiday hours



Time Off Types

Time Off types:





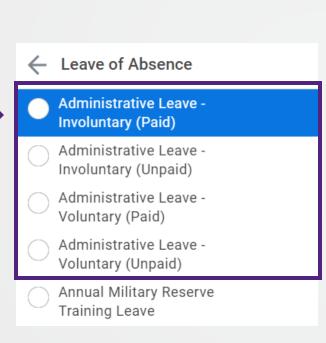
*Administrative Leave requires approval by EELR.



Leave Types

■ Time Off types:

Administrative Leave requires approval by EELR.



\leftarrow	Leave of Absence
	Extended Military Service Leave
\bigcirc	FMLA Leave Paid
\bigcirc	FMLA Leave Unpaid
	FMLA Military Leave
0	Intermittent FMLA Access Leave
\bigcirc	Partial Short Term Disability Leave Access
\leftarrow	Leave of Absence
\bigcirc	Partial Worker's Compensation Leave
	Short Term Disability Leave
	(50%)
	-



Time Entry for Operational Changes

Follow updated <u>Inclement Weather Response/Operational</u> <u>Status System</u> for managing employee Time and Time Off, making special note of Essential Employees for accurate timekeeping

• GREEN and YELLOW:

- All non-exempt (hourly) employees working onsite or teleworking enter time worked.
- Exempt and non-exempt regular staff enter relevant Time
 Off (annual, sick, personal), if used.

Time Entry for Operational Changes

ORANGE:

- Essential pay for eligible employees required to work onsite. Exempt and non-exempt (hourly) <u>regular</u> <u>staff</u> ineligible for telework should enter Operational Status Change Time Off for hours scheduled to work.
- Onsite casual temporary and student employees do not work and do not enter time.
- Non-exempt (hourly) employees who telework, including casual temporary and student workers, enter time actually worked.
- Exempt and non-exempt (hourly) regular staff enter relevant Time Off (annual, sick, personal), if used.



Time Entry for Operational Changes

RED:

- Essential pay for eligible employees required to work onsite.
- All other exempt and non-exempt <u>regular staff</u> enter Operational Status Change Time Off.
- All (onsite and teleworking) casual temporary and student employees do not work and do not enter time.



Essential Pay Overtime (Formerly EPO)

- EPO is to be reported in addition to regularly scheduled hours during an applicable operational status change (operational status changes will be in effect for 24 hours unless otherwise stated).
- Only essential personnel required to work onsite during regularly scheduled hours within the operational status change are eligible for EPO.
- EPO pay premium is 1.5x regular rate for all hours during the operational status change, plus 1x regular rate for the regularly scheduled hours worked, for total of 2.5x regular rate for all applicable EPO hours.



Essential Pay Premium (Formerly EPP)

- EPP is to be reported for any hours worked during an applicable operational status change (operational status changes will be in effect for 24 hours unless otherwise stated).
- Only essential personnel required to work onsite outside of regularly scheduled hours during the operational status change are eligible for EPP.
- EPP pay premium is 2.5x regular rate for all applicable EPP hours worked.



Student Worker Time Types

- If FWS students do not select the correct Time Type and location, then their hours will not be calculated correctly, which may cause a delay in receiving pay on time
- Note the specific Time Types and Locations below necessary to be paid:

Time Type	Location	Time Type	Location	
FWS – On Campus Community Service	Community Service Germantown	FWS On Campus	On Campus – Germantown	
FWS – On Campus Community Service			On Campus – Rockville	
FWS – On Campus Community Service TP/SS		FWS On Campus	On Campus – TP/SS	
FWS – Off Campus Community Service	Off Campus Community Service	Note: Westfield rolls up to TP/SS, GBTC rolls up to Germantown, and CT rolls up to Rockville.		



FY24 EAP/PDAP Guide for Supervisors

Key guidance and information to ensure proper EAP and PDAP review and approvals

Purpose of the EAP/PDAP Guide for Supervisors

- The information in this guide is meant to be used as a supplement to the more comprehensive EAP/PDAP Resource Guide and College Policy and Procedure 35001, Compensation Programs, both of which all eligible employees should read and understand before requesting EAP/PDAP benefits
- Supervisors cannot effectively understand or manage the EAP/PDAP process with information in this guide alone.
- HRSTM needs supervisors to be strategic partners in the administration of EAP/PDAP benefits. Please familiarize yourself with the guide and PandP 35001 so you can be an additional resource to your team and to ensure accurate and timely processing of EAP/PDAP requests.
- Supervisors should review and reinforce the Plan, Prepare, Process
 Framework to support employees' learning, understanding, and ability to correctly access EAP/PDAP benefits.



Plan, Prepare, Process Framework

	'	
PLAN	PREPARE	PROCESS
 Confirm your eligibility Learn about the program benefits and rules Understand difference between entitlement and eligibility Discuss your professional development goals with your supervisor and how PDAP can support your growth Engage with resources to learn the process to request funds 	 Register for webinars and conferences, enroll in courses, sign up for memberships, etc. that contribute to your professional development Collect and organize your invoices and/or receipts Complete your Acknowledgement Form(s) and/or Travel Cover Sheet(s) Review resources to make sure you know how to correctly process your request(s) 	 Process your request(s) based on what you are doing and how you wish to pay – have the College pay on your behalf or pay yourself and be reimbursed Remember, EAP Travel and Wellness expenses are always reimbursement only Remember, all PDAP requests, including Wellness expenses, are always reimbursement only



What is EAP?

- The Educational Assistance Program (EAP) offers a offers financial assistance for a variety of professional development activities, programs, and services and work-related travel for full-time faculty, administrators, and staff.
- Criteria for EAP is that the activity should help employees:
 - Improve job-related knowledge and skills to perform more effectively in current job,
 - 2. Complete a job-related degree-seeking or certification program, and/or
 - 3. Prepare for a different or higher-level job at the College.
- Employees can use Tuition Waiver for any MC credit course, even if not related to the current position.
- EAP can be used for eligible travel expenses (additional funds) and wellness.

 FY24 EAP/PDAP Supervisor Guide 126

EAP Eligibility

- After completion of six (6) months of employment, the following employees are eligible for EAP benefits:
 - Full-time faculty, administrators, and staff
 - Full-time temporary staff with benefits
 - Part-time staff are eligible on a pro-rated basis (i.e., 1/2 time = 1/2 benefit)
- Casual temps and student workers are not eligible for EAP benefits.

What is PDAP?

- The Professional Development Assistance Program (PDAP) offers financial assistance for a variety of professional development activities, programs, and services for bargaining part-time faculty.
- Criteria for PDAP is that the Non-MC activity should help employees:
 - 1. Improve job-related knowledge and skills to perform more effectively in current job,
 - Complete a job-related degree-seeking or certification program, and/or
 - 3. Prepare for a different or higher-level job at the College.
- PDAP can be used for any MC credit course, even if not related to the current PTF discipline, eligible travel expenses, and wellness. PTF are not eligible for Tuition Waiver (employees or dependents).



PDAP Eligibility

- Bargaining part-time faculty that have worked at least nine (9)
 ESH over the course of two (2) academic years are eligible for PDAP benefits.
- Non-bargaining part-time faculty are not eligible for PDAP benefits.



EAP vs. PDAP

• The main differences between EAP and PDAP are related to eligibility and fund allocations. Generally, the process for submitting an EAP and PDAP requests in Workday are the same. PDAP is reimbursement only.

	EAP	PDAP
Eligibility	Eligibility: After 6 months of employment; full- time faculty, administrators, and staff, full-time temporary staff with benefits, and part-time staff on a pro-rated basis	Eligibility: Part-time faculty that have worked at least nine (9) ESH over the course of two (2) academic years
Fund Allocation	Allocation for eligible EAP expenses each fiscal year (pre-pay or reimbursement)	Single allocation for eligible PDAP expenses,
	Additional allocation for eligible EAP Travel and wellness expenses each fiscal year (reimbursement only)	including MC credit and non-credit courses, wellness, AND eligible travel expenses each fiscal year (reimbursement only)
MC Credit Courses	EAP is not applicable; covered under Tuition Waiver and EAP criteria does not apply	Eligible expense for PDAP and PDAP criteria applies (i.e., job-related)



Personal Professional Endeavors vs. Professional Development

- Many employees have personal passions and have entrepreneurial endeavors outside of work for the College, but it is not appropriate to use EAP/PDAP for personal hobbies or to promote another business.
- EAP/PDAP events must be in support of and service to your role at the College, NOT a personal business.



FY24 EAP/PDAP Allocations

	Part-time Faculty	Full-time Faculty	Bargaining Staff	Non- Bargaining Staff
EAP/PDAP/ employee	\$1,250	\$3,120	\$2,800	\$2,500
EAP Travel/ employee		\$1,375	\$1,250	\$1,250
Total EAP/ PDAP Budget	\$54,000	\$481,522	\$400,000	\$803,798
Total EAP Travel Budget		\$193,850	\$50,000	\$141,650



FY24 EAP Tuition Limits

- Montgomery College will cover the cost per credit taken equal to the University of Maryland, College Park credit rate for in-state tuition and fees for undergraduate or graduate coursework, not to exceed twelve (12) credits in a fiscal year.
- For current UMD undergraduate and graduate Tuition and Fees, visit https://billpay.umd.edu/costs.

	In-State Tuition, up to 12 Credit Hours	Mandatory Fees for 9+ Credits (flat rate)	Total FY EAP Tuition Limit/ Overall Max EAP FY24 Limit	Calendar Year Taxable Income
Undergraduate	\$4,944.50	\$808.00	\$5,752.50	\$502.50
Graduate/ Doctoral	\$9,936.00	\$641.50	\$10,577.50	\$5,327.50



EAP/PDAP Request Workday Workflow

I need MC to pay the Supplier for my eligible EAP expenses, EXCEPT for EAP Travel, Wellness, and PDAP which are reimbursement only.

I already paid or will pay for my eligible EAP, PDAP, Wellness, and/or EAP Travel expenses and

I need MC to reimburse me.



Step 1: Create Requisition (choose **Service**)

Step 1: Create Spend Authorization (not required for Wellness – go to Step 2)



Step 2: Once Requisition is APPROVED, Create Receipt (next business day)

Step 2: Once Spend Auth is APPROVED, Create Expense Report (immediately)

Upon final approval, by the Manager **AND** the EAP Partner, AP processes payments weekly. If approved by Wednesday, payment will be included in Thursday check run for Friday.

- -- **Search My Requisitions** to confirm approval or payment status (Invoicing Status: Fully Invoiced or Paid).
- -- Payment is mailed to Supplier according to invoice/instructions.

- -- View Expense Reports to confirm approval or payment status (Status: Approved or Paid).
- -- Deposit is made according to Payment Elections in ESS as a separate deposit (not included with payroll).

Contact **Accounts Payable** for questions related to payment (*i.e.*, status of payment, if payment has not processed or been received timely).



- Talk about and prioritize Professional Development
 - Discussing Professional Development and career goals should be happening on a regular basis.
 - Socialize the idea of how EAP/PDAP and professional development go hand in hand.
 - Support your team by suggesting applicable content that can assist them with reaching their goals and how to use EAP/PDAP benefits to achieve those goals.



- Reinforce and socialize the concept of a shared benefit
 - Though employees are allowed up to a set amount, EAP/PDAP is limited to an overall FY benefit for applicable employee groups.
 - This means that:
 - Not everyone can participate at the maximum per employee limit. Help shift employees' mindset from entitlement to eligibility.
 - Everyone has a vested interest to ensure that these funds are being used appropriately and efficiently so that the maximum number of eligible employees can patriciate.
 - Use of funds should be tied to Professional Development,
 continuing education or credential requirements, and/or
 department performance goals.

- Provide additional guidance and support for presentations or collaborations when the department and/or external partners are sharing some of the costs.
 - Make sure the presentation clearly supports College business based on the employee's applicable discipline and/or professional unit/area.
 - Be clear on what expenses (e.g., table fees, posters or other display materials, handout printing, etc.) will be covered by the department or any other affiliated external entity (e.g., community partner, grant, etc.) and what should or should not be included in the EAP/PDAP request.



- Learn and understand the process
 - Take advantage of the EAP/PDAP resources available to all employees and understand the rules and the process for requesting EAP/PDAP funds.
 - Ensure your staff is accessing EAP/PDAP resources and that they understand the rules and the process for requesting EAP/PDAP funds. Direct staff to the available resources if they have questions.
 - Avoid Most Common Mistakes.
 - Use Cheat Sheets.
 - Do not offer or promise EAP/PDAP benefits to employees for ineligible events.

- Follow the rules and look carefully at what you are approving
 - Please do not blindly approve EAP/PDAP requests. Make sure key elements are included. Send back for corrections.
 - All EAP/PDAP requests should be reviewed for accuracy and eligibility BEFORE approval by a supervisor. For example, make sure the request itself is eligible and that the justification and documentation are complete and appropriate.
 - Ask yourself, "Would I pay for this from my department budget if necessary?" When in doubt, contact <u>EAP Requests</u> before approving.
 - HRSTM will send back ineligible requests or requests missing key information, which may delay payment to vendors or employees.
 Encourage your employees to read comments and respond in a timely manner.



EAP Training and Resources

HRSTM EAP/PDAP Page

- General info, training, and forms
- Allocation and utilization data by employee type and bargaining status for the applicable fiscal year
- FAQs

Workday Training Page

Job aids

Contact us!

- Contact us BEFORE submitting a request with general questions or eligibility inquiries
- Email <u>EAP Requests</u> or <u>PDAP Requests</u>

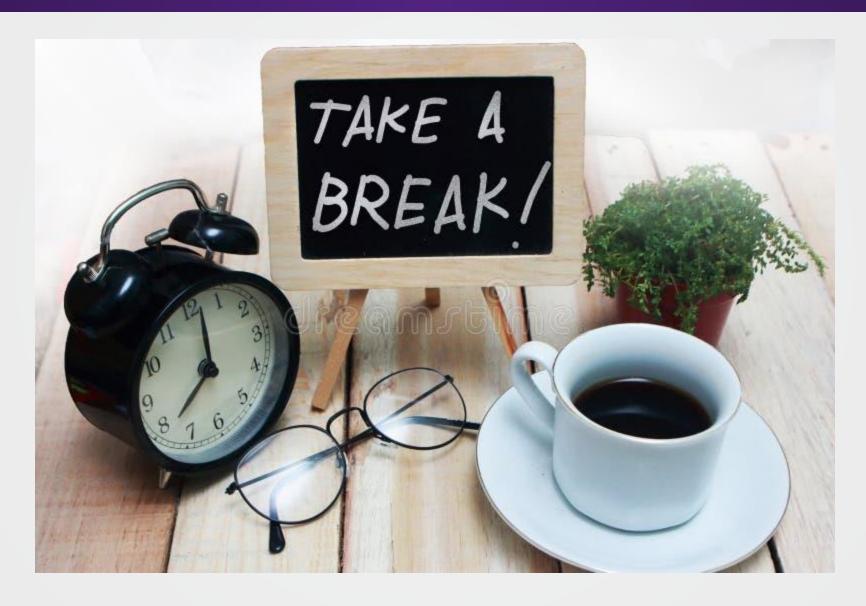


Onboarding, Off-boarding, Job Management, Time Compliance, and EAP/PDAP Guidance



Thank you!

MONTGOMERY COLLEGE





Managing Life in the Workplace





- ADA Accommodations/ Ergonomic Assessments
- Time off -Advanced Sick time off/STD/LTD/FML/LWOP
- Drug and Alcohol Abuse Prevention Policy/Faculty Staff Assistance Program (FSAP)
- Workers' Compensation
- HIPAA Privacy
- Supervisory challenges since the pandemic.

Remote Work Request

- What is the criteria for approving the request?
- What is my role as the supervisor?
- Is performance a factor?
- Reporting leave during remote work.
- How do I manage a remote worker?



Americans with Disabilities Act (ADA)

- Who is covered?
- What is a reasonable accommodation?
- How do you request an accommodation?
- Why do you need to request an accommodation?
- What questions can a supervisor ask an employee related to the disability?
- Privacy and confidentiality of health information.
- ADA Coordinator for Faculty and Staff Rowena D'Souza





LEAVE TYPES

- Short Term Disability Leave (STD)
- Long Term Disability Leave (LTD)
- Advanced Sick Time Off
- Leave Without Pay (not FML)

- Family and Medical Leave (FML)
- Who is eligible 1 year and 1,250 hours
- What is the duration 12 weeks 480 hours
- Intermittent use of FML
- Military FML 26 weeks
- FML runs concurrently with sick time off
- Use of sick time off for 5 or more consecutive days
- FML runs concurrently with STD

Bonding Leave

- Mothers and fathers are eligible
- Must be taken by baby's 1st birthday
- May not be taken on intermittent basis without employer's consent
- Fathers may use up to 12 weeks of sick leave for bonding with the baby.
- Annual time off may also be used during this time if approved by the supervisor.

Mental Health-Friendly Workplace

- Role of the Supervisor
- Awareness
- Accommodations
- Assistance
- Access



MC CARES Care, Advise, Respond, Engage, Support

This is a voluntary, CONFIDENTIAL assistance program designed to help employees and their families with life issues & situations, including: marital concerns, stress, family pressures, financial difficulties, bereavement, elder care, pet sitting, vacation planning.

- Available 24 hours a day/7 days a week
- NO cost to employees or family members
- Up to 6 free sessions per issue



Managing Life in the Workplace Drug and Alcohol Abuse Prevention Policy 31005CP

- Prohibits possession, use or distribution of unlawful drugs and alcohol on college property.
- Disciplinary action for violating the policy.
- No open containers of alcohol in your vehicle.



Standards of Conduct for Employees

- Report to work "Fit for Duty"
- Able to work safely
- Promptly disclose restrictions to supervisor
- Do not disclose underlying medical condition to supervisor
- HIPAA Privacy Official at the College Rowena D'Souza

Worker's Compensation Program

- CorVel Corporation Services
- Report incident to Security
- First visit is always covered
- Provide clinic with documentation
- Reimbursement at 66 2/3% or 100% of pay
- Use of leave while out of work due to a work injury/illness



Contact Information

- Rowena D'Souza 240-567-5370/ADA/Risk Management
- Teresa Natera 240-567-3137/Leave and Ergonomic Specialist





Thank you!



Thank You!

HRSTM would like to thank you for your time and participation in attending the Supervisor Orientation.

See you next week!

I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel. – Maya Angelou

