



# **SUPERVISOR ORIENTATION**

**Manage Smart**

**Office of Human Resources and Strategic Talent Management**

**June 25, 2024**

Welcome Back!



# Developing Yourself and Your Team



# ELITE Professional Development

- Approaches to employee learning and development
  - Cohorts
  - Pathways
  - On demand
    - Management, and Leadership skills
    - Culture, conflict, communications, change
    - Customer service, relationships
    - Coaching



MONTGOMERY COLLEGE

# Professional Development Focus

SHARED VISION  
& VALUES

LEADERSHIP & EXECUTION

PERFORMANCE  
(What we Manage and Measure)

DEVELOPMENT  
(Skills and Competencies)



# ELITE Professional Development

## Developing Yourself and Your Team

1. Pathway Programs
2. Cohort Programs
3. Professional Week
4. Staff Summer PD
5. Licensed Training
6. On-Demand Services

# Pathway Programs

- On-going and one-off classes in a specific area
- From one-hour workshops to half-day and whole day intensive classes
- Valuable opportunity to meet meaningfully with MC peers to network, share and learn together
- New subjects and specializations based on MC organizational, team and individual needs.
- Managerial and Front-line worker focus
- Both Staff and Faculty relevant

# PATHWAY Programs

- Communications and Work
  - Digital tools, 4Cs, relationships, feedback
- Management and Leadership
  - Managing Change, Cultural competence
  - Coaching, feedback, listening, committees
- Total Customer Service
  - Focused on MC services and needs
- Self Paced - LinkedIn Learning and HRDQ



# Pathway Programs

- The programs offer maximum flexibility in terms of choice, timing and relevance to MC needs.
  - FY25 offers concentrated **Super Tuesday** training opportunities
  - Purpose is to make it easier to plan L&D time for staff
  - All PD serves as a permanent record of learning
- Pathway certificate is earned by following a major and minor system to quantify classroom hours
- Pathway is finalized with CAPTSTONE careers component to realize L&D goals.

# COHORT PROGRAMS

## Programs begin in fall and early spring

- Programs are F2F and virtual
- Cohorts are closed group classes to deepen knowledge and skills in a specific area – realize theory into practice
- Certificate of completion and permanent record at MC
- Cohorts bring us into new frontiers of learning and development – challenge yourself and shape MC
- Cohort alumni support available in the form of follow-up workshops

# What People Say About Cohorts

- **This was the best professional development opportunity I've taken at the college**
- I truly believe that every leader at MC should be required to take the cohort before they all become leaders.
- *Gave me the opportunity to reflect on my professional practice and to expand my contacts within MC*
- Finally, and perhaps undergirding all of our interactions, was the Cohort culture that blossomed over our eight months together.
- The assessments and exercises brought clarity to ways I interpret and conduct my relationships with others

# FY25 Cohort Programs



MC Management



Fundamentals of Supervision



Leadership Development  
Institute



Global Leadership Cohort

# Professional Week and Summer PD

## ■ Professional Week

- Each new semester begins with Professional Week and ELITE provides a range of learning and development offerings targeting faculty needs and interests
- One-hour workshops and open to all

## ■ Staff Summer PD

- Each summer ELITE provides a range of professional learning and development offerings with subjects geared toward staff interests
- One-hour workshops, offered twice and delivered via Zoom

# Licenses and Training

- Crucial Conversations
- Getting Things Done
- Crucial Accountability
- Diagnostic tools with Learning and Development programs
  - psychometrics, organizational culture and change assessments and intercultural cultural awareness profiles
- Team Values to Behavior Charters
- Certified Leadership Coaching program



# ELITE HUB and Workday

Explore and Register for ELITE classes and services

- [Employee Professional Development | Montgomery College, Maryland](#)
- [Calendar of Workshops, Classes, and Programs | Montgomery College, Maryland](#)



# Activity

- Discuss: *How can I support employees in managing their career?*
  - If you were to have a conversation with your employee, what performance and or development issues would you identify?
  - What conversations do you have with employees about their careers?
  - How effective are you at giving feedback?



# Choose top 3 needs

- **I am a manager, and my team needs development in...**
  - Communications
  - Intercultural relations and working with diverse groups
  - Conflict management
  - Processes and time management
  - Customer Service
  - Collaboration
  - Health and Wellness, Work Integration
  - Other

# Choose top 3 needs

- **I am a Manager and I need development in..**
  - Leadership and Motivation
  - Cultural Awareness and Emotional Intelligence
  - Task management
  - Relationship management, Trust building
  - Communications and persuasion
  - Coaching and Developing others
  - Managing conflict and difficult employees
  - Teams and collaboration

# Impact of Training on Your Unit

- Supporting staff professional development and leveraging MC Values of Excellence, Diversity, Innovation
- Increased morale, motivation and effectiveness
- Individual Professional Development Plan
- **Career path planning**
- Performance Review Impact
- Effective Individual feedback
- Observing and Measuring Change

# Developing Yourself and Your Team



**Thank you!**

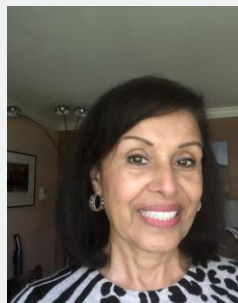
# Employee Engagement & Labor Relations (EELR)

## Meet the EELR Team



Carol  
Kliever

Director,  
Employee  
Engagement  
and Labor  
Relations



Rowena  
D'Souza

Risk Management  
HIPPA Privacy



Theresa  
Julien

Human  
Resources  
Manager



Grecia  
Coughlin

HR Specialist II  
Employee  
Engagement &  
Labor Relations  
Specialist



Christopher  
Standing

HR Specialist II  
Employee  
Engagement &  
Labor Relations  
Specialist

**EELR email address is:**

**[EmployeeRelations@montgomerycollege.edu](mailto:EmployeeRelations@montgomerycollege.edu)**

# Employee Engagement & Labor Relations (EELR)

## Meet the EELR Team



Carla  
Ammerman

Human  
Resources  
Manager



Elaine  
Doong

Human  
Resource  
Specialist II



Teresa  
Natera

Human  
Resources  
Leave Specialist

**EELR email address is:**

**[EmployeeRelations@montgomerycollege.edu](mailto:EmployeeRelations@montgomerycollege.edu)**

# Employee and Labor Relations

- Collective Bargaining Agreements at MC
- Policy & Procedure
- Complaint and Grievance Resolution
- Disciplinary and Performance Improvement Plan Processes
- Internal Investigations
- Exit Process/Off Boarding

## Three Unions at MC



American Association  
of University  
Professors

- Represents the Full-time faculty union
- President: Tito Baca



American Federation of  
State, County, and  
Municipal Employees.  
Council 3, Local 2380

- Represents the Bargaining Staff
- President: Lori Ulrich



Service Employees  
International Union, Local  
500

- Represents the Part-time Faculty Union.
- President: Victoria Baldassano



# Policies and Procedures

- **Policies** at Montgomery College are adopted by the Board of Trustees.
- **Procedures** are issued by the College President.
- Our official policies and procedures are segmented into seven chapters which can be found on our MC website.

- Chapter I - Board of Trustees
- Chapter II - Organization
- Chapter III - Personnel
- Chapter IV - Student Affairs
- Chapter V - Educational Program
- Chapter VI - Fiscal and Administrative Affairs
- Chapter VII - Facilities

- Policy and procedure modifications.

# What do employees want in a supervisor?

- Communication
- Recognition (verbally or in writing)
- Leadership
- Coaching and Training
- Safe space for failure
- Accountability

# Managing in a Union Environment

## Bargaining Employees

- The CBA is a legally binding document that governs how the College interacts with unionized employees.
- CBA's allow some employees to be designated as "shop stewards," people who are available on shift to advise and assist their fellow union members.
- While supervisors may disagree with the shop stewards on specific issues, it is important to always deal honestly and fairly with them. Treat others as you want to be treated.
- In a unionized setting, an employee has the right to request the presence of a union (shop) steward whenever an employee is subject to an investigatory interview, which might lead to discipline. The shop steward does not have the right to be disruptive or argue on behalf of the employee.
- Grievances filed should demonstrate a violation of an Article or Section of the CBA.
- Follow the Grievance process and timeline based on the CBA.

# Ways We Can Help

- The College's Employee Engagement and Labor Relations (EELR) team is here to support healthy and productive work relationships that promote the mission of the College.
- We provide guidance and strategies to prevent, de-escalate & resolve workplace conflicts. Clear and open channels of communication between employees and managers are basic principles of sound employee relations for managers and supervisors.
- On occasion, employees and managers differ in their perceptions regarding answers to important questions or employment policies. When that happens, guidelines and procedures have been established to provide employees and managers with tools to help evaluate and resolve the problem.

# Grievance Resolution

- ***What is a grievance for a non-bargaining employee?***

A grievance is an alleged violation of policy and/or procedures. (See P&P 34101)

- ***What is a grievance for a bargaining employee?***

A grievance is an alleged violation of the CBA provision by Management.

# Conflict Resolution Tips for Your Toolbelt

- Address concerns and issues in a timely fashion as they arise.
- Actively listen (recognize any potential biases).
- Use an even professional tone.
- Practice empathy.
- Focus on the behaviors/situation being discussed-separate from the individual.
- Know when to involve the HRIC or EELR.
- **Document** and recap the discussion with the employee(s) and any goals/outcomes/next steps discussed.
- Meet with your employees regularly to touch base.

## **Disciplinary Process**

The disciplinary process should reflect the nature and gravity of the offense. This progressive process includes:

- verbal reprimand
- written reprimand
- suspension
- termination

**The Job Aid link for Disciplinary Action is on the MC website under- Disciplinary Action Workday Job Aid for Managers**

# Non-bargaining Employees

- 34002 Disciplinary Action and Suspension

The general purpose of disciplinary action is to correct improper performance or behavior, to provide clear notification when improvement is needed, and to hold employees accountable for their impact on the workplace. Employees whose behavior, actions or inactions are unacceptable are subject to disciplinary action.

- Reasons for Disciplinary Action



# Internal Investigations

- **Violation of Policy or Procedure**

Some of the items that EELR typically investigates are: Title VI, Title VII, and Title IX allegations. In addition to those, we also investigate fraud/waste/abuse of resources, harassment, and retaliation.

- **Ways to report issues/violations**

- **Supervisor**
- **HRIC**
- **Public Safety**
- **Ethics Point-(via phone or online) The case will be assigned to be addressed**
- **EELR**

# Workday Separations Job Aid

## Voluntary Separation

**Employees**

Submit Resignation



**Manager**

Voluntary Separation



# Separations & Action Items

## ■ Employee

- Can initiate voluntary resignations
- Must attach in WD or email EELR/HR resignation letter/notice
- Must use future separation date in WD
- Complete offboarding survey
- Exit Interview and Clearance
- Must return all College assets to obtain clearance from the College by HRSTM dept.

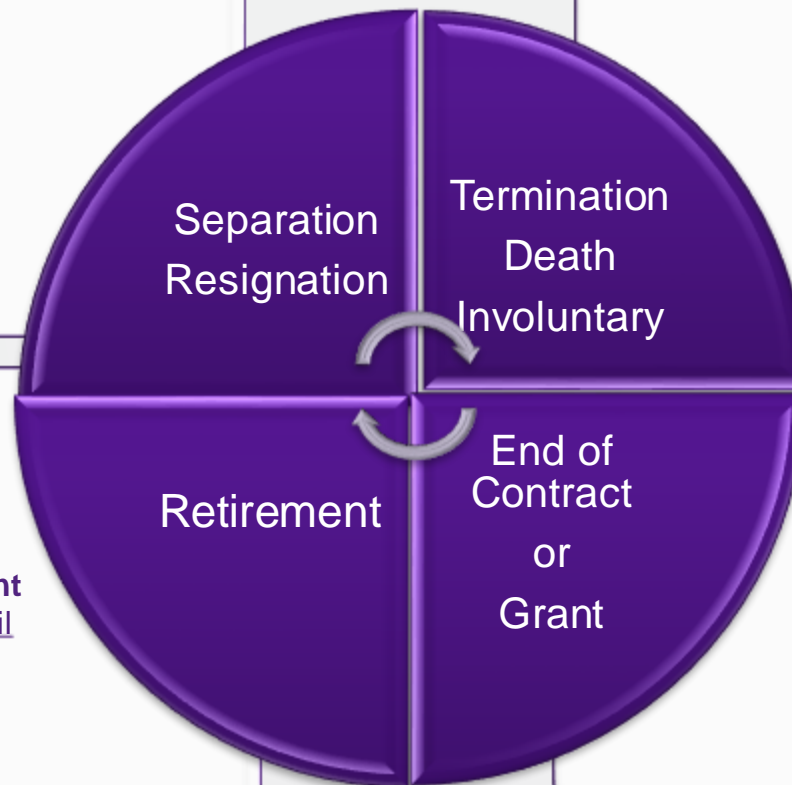
## ■ Manager/Direct Supervisor

- Transfer of knowledge
- Collect department resources
- Verify work area/office is cleared and clean
- Inform/contact EELR if employee should not be eligible to be considered for rehiring (EELR/HR will determine final decision)

# Offboarding

- **Employee/Manager/ELR Initiates in WD**
- **Attach resignation letter/email**
- Manager clearance notification
- Exit Interview & Clearance
- Survey

- **ELR Initiates in WD**
- Manager will receive notification and clearance request



- **Employee contacts HR Benefits Dept./ Benefits Dept. will initiate retirement**
- **Attach retirement letter/email**
- ELR starts process
- Manager clearance notification
- Exit Interview & Clearance
- Survey

- **Employee/manager/ELR Initiates in WD**
- Class & Comp Letter
- Manager clearance notification
- Exit Interview & Clearance
- Survey

**Benefits Eligible Employees are:  
Staff, Administrators, Chairs, FTF, Regular PTF, and Temp with Benefits**

# 2024 Off Boarding at MC

## 1/1/24 to 6/24/24

### Total 2024 YTD

- 1/1/24-6/24/24
- 69 Benefits Eligible Employees

### Reason

- Retirement
- Death
- Voluntary Resignation
- Invol/Termination
- End of Contract

### Position

- 15 FTF
- 54 Staff

# Employee Engagement and Labor Relations



**Thank you!**

# Managing For Optimal Performance

## Human Resources Internal Consultants

Lisa Evans **Takoma Park/Silver Spring Campus**

Leslie Jones **Germantown Campus**

Banessa Silva **Rockville Campus**

# Managing For Optimal Performance

## Learning Outcomes

- How to address performance issues
- Become familiar with the Performance Management cycle
- Resources for success



# Addressing Performance Issues

- Guidance depends on bargaining or non-bargaining status of employee
- Each contract is different
- If not addressed in a collective bargaining agreements then follow the policies and procedures (for example supervisors are non-bargaining).

# What Is Coaching?

A developmental activity in which a supervisor works one-on-one with someone in a coaching role to improve current job performance and enhance their capabilities for future roles or challenges.

# Coaching vs. Counseling

- Coaching: is a function that helps employees **improve** their performance on the job by providing feedback.
- Coaching is a two-part process involving observation of employee performance and conversation focusing on job performance between the coach and the employee.

# Why Coaching?

- The purpose of coaching is *to evaluate work performance on an ongoing basis* and encourage optimum work performance.
- Coaching provides ***regular feedback and support*** about employee's job performance and helps you to understand exactly what your employees need to know.
- It prevents small problems turning into big ones that may require much more attention later.

# Performance Improvement Plan (PIP)

The purpose of the Performance Improvement Plan (PIP) is to define serious areas of concern and/or gaps in an employee's work performance, reiterate the supervisors expectations, and allow the employee an opportunity to demonstrate improvement. MC strives to encourage successful employees and foster strong working relationships through regular feedback and open lines of communication.

# PIP Basics

- Discuss the employee and performance deficiencies with your HRIC or EELR representative.
- Enter the PIP into Workday.
- Schedule a time to meet with your employee.
- Monitor and assess progress.
- Complete the PIP and determine the next steps.

# AFSCME

Their collective bargaining agreement identifies non-disciplinary actions that a supervisor can use to improve performance or correct violations of Montgomery College policy which include counseling, performance improvement plans, mandatory training, conflict resolution or other remedial actions.

# Non-Disciplinary Actions

- Counseling
- Performance Improvement Plans
- Mandatory Training
- Other Remedial Action
- Conflict Resolution



# Counseling

- Counseling should be used to afford an employee an early opportunity to address and correct a matter of concern that may lead to disciplinary action.
- Counseling is not discipline and a Union representative need not be present when counseling is provided.
- Follow up meeting with an email to the employee summarizing conversations and performance expectations.

# Counseling Basics

- Be open, direct, informal
- Include details, provide specific examples of the problem
- Give the employee opportunity to share his/her side
- Work together to find a solution
- Schedule a time to evaluate progress
- Document your meeting for your own file

# Mandatory Training

- Workday Learning
  - Internal content provided by ELITE
  - LinkedIn Learning
- External training through EAP or departmental funding

# Conflict Resolution

- An employee may ask to engage in dialogue, coaching, mediated discussions, or other forms of conflict resolution in an effort to address concerns regarding the employee's performance.
- Resources available to assist through EELR or your HRIC.

# Other Remedial Action

- Any other non-disciplinary actions other than those that are appropriate to correct an employee's inappropriate behavior or as a means of causing an improvement in performance before or after engaging in progressive discipline.

# Managing For Optimal Performance

## Policy 36001 Performance Evaluation and Employee Development

- Written evaluations are completed to meet the following general objectives of performance evaluation and employee development:
  - Keep employees informed of current job expectations, identify and document changes in responsibilities.
  - Identify performance objectives to increase the effectiveness and efficiency of the individual's job performance.

# Managing For Optimal Performance

## Performance Management @ MC

### **Types of evaluations used at MC**

- 6 month evaluation (HRICs involved-support)

With regular coaching meetings

- 12 month evaluation

Facilitate regular coaching meetings – even when performance is strong.

# Managing For Optimal Performance

## Six Month Performance Evaluation

- One time evaluation after first 6 months on the job
- What is covered?
  - Performance expectations
  - Review of goals that were set during first week of employment
  - Recognition for what is going well
  - Recommended areas of improvement – gaps or weaknesses
  - Review of required training completion



# Annual Evaluations

## Components:

- Employee Self-Evaluation
- Supervisors Evaluation of Employee
- Establishment of Goals
- Ratings
  - Exceptional Performance, Exceeds Performance, Fully Meets Performance, Needs Improvement, Unsatisfactory Performance

## 2024 Goals Schedule

- **September/October 2023-** Enter Goals into Workday
- **January 2024-** Review of FY2024 goals
- **April 2024** - Review of FY2024 goals
- **June 2024** – Final review of goals

**Note:** Goals entered by employees are routed to the supervisor/manager for approval

# Annual Evaluation

## **Suggested Guideline:**

**June 30, 2024** - Employee completes self-evaluation

**July 30, 2024** - Supervisor completes employee's evaluation

**August 1, 2024** - Supervisor schedule meetings with employee to review evaluation

**August 16, 2024** – Employee and supervisor acknowledge evaluation and submit

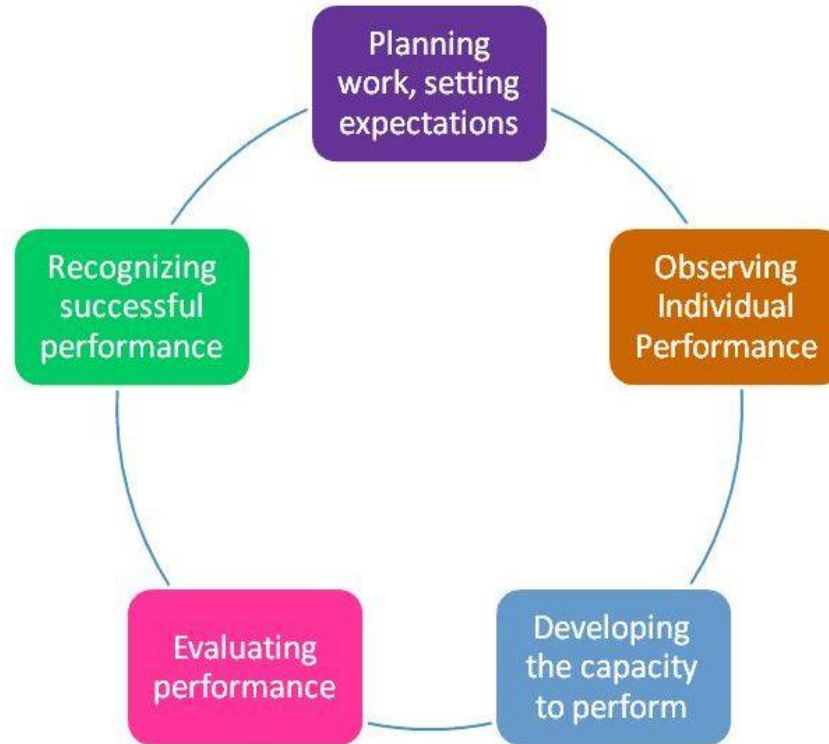
# Online Resources

- Workday Training
  - General Navigation Video
  - Talent and Performance Job Aids
- Utilizing the HRSTM Performance
  - Rating Categories
  - Competencies

# 2024 Annual Performance Evaluations

- There will be timely communications about the 2024 Performance Evaluation cycle.
- We offer training for all supervisory staff of the evaluation process.
- Your HRIC will assist in answering your questions you may have on this topic.

## Performance Management Cycle



# Performance Goals

Performance goals are short-term objectives that an employee is expected to achieve within a set period of time. These goals are usually attached to specific job positions and are determined after considering the tasks and duties an employee is required to perform in that position. Performance goals are often a subset of and add up to overall College goals. They let employees know what is expected from their position.

# Developing Performance Goals

- Strategic plan
- Cascade from MC leadership to your unit's management
- Support the work of the college



# Developing your Performance Goals

- Talk with your supervisor about your goals
- Consider MC's goals and those of your unit to connect with the mission and strategy of MC
- Work collaboratively with your supervisor to begin drafting your goals
- Confirm agreement and enter your goals in Workday

# Professional Development Goals

Professional development goals are objectives you can set for yourself to help further your career. These might include taking steps to learn relevant skills, expand your professional network, or find more satisfaction at work.

# Professional Development Goals

- Give you an idea of your vision for your future
- Help you enhance existing workplace skills
- Improve productivity
- Encourage continual growth and life long learning
- Helps you to take advantage of the benefits MC offers

# Examples of Professional Development Goals

- Learn a new skill
- Expand your education
- Build your soft skills
- Develop leadership skills

# Entering Goals in Workday

Find Info:

- Search for Workday
- Workday@MC Resource Site
- Talent and Performance Management
- Manage Goals Job Aid

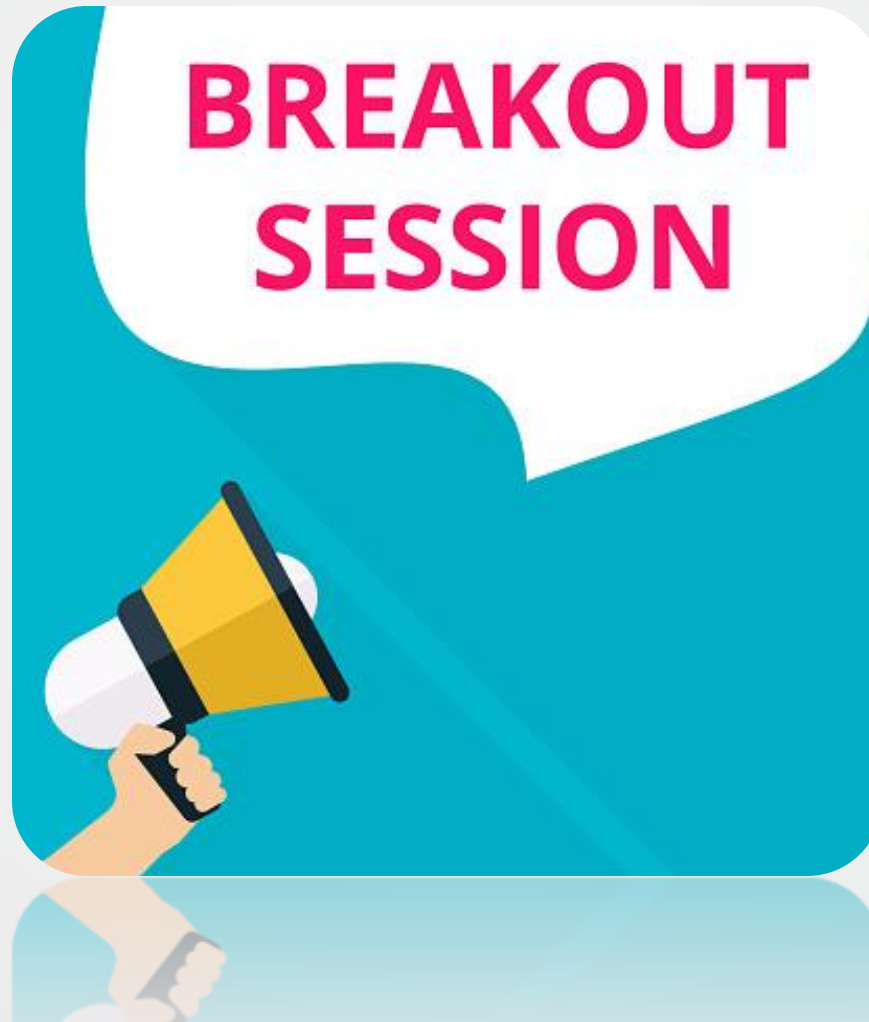
# Additional Trainings

- The course **Goal Setting** is available through Workday/Internal.
- The course **Successful Goal Setting** is available through Workday/LinkedIn Learning.
- **Defining and Achieving Professional Goals** is available through Workday/LinkedIn Learning.

# Managing For Optimal Performance

## MC2025 Goal V: Invest in Our Employees

# Managing For Optimal Performance





# Real Life Situations

## Instructions:

- Read each scenario.
- Discuss ways to address the situation.
- Determine which “tools” may be most effective for each situation.
- Continue to the next scenario.

# Managing for Optimal Performance



Thank you!

*“Contrary to popular wisdom and behavior, conflict is not a bad thing for a team. In fact, the fear of conflict is almost always a sign of problems.”*

Patrick Lencioni

# Managing Conflict in the Workplace

**Carla Ammerman**  
**HR Manager, Engagement and Development**

# Managing Conflict in the Workplace

## Learning Objectives

- Define conflict
- Discover the nature of conflict and how we respond to conflict and why
- Understand how different styles respond to conflict

# Managing Conflict in the Workplace

## Learning Objectives

- Begin to explore tools and techniques for resolving conflict
- Determine ways in which you can reduce or prevent conflict in your role as supervisor
- Learn about MC resources to help with conflict management

# Managing Conflict in the Workplace

Defining Conflict

**CONFLICT is...**

# Managing Conflict in the Workplace

## Defining Conflict

- The Merriam-Webster Dictionary defines conflict, in part, as: “a fight, battle, or war,” as well as “competitive or opposing action of incompatibles: antagonistic state or action (as of divergent ideas, interest, or persons).”
- Yet, conflict itself is neither negative nor positive

# Managing Conflict in the Workplace

## Defining Conflict

*A condition between people*

- *who are task interdependent, and*
- *where one or both feel angry, and*
- *find fault with the other, and*
- *use behaviors that cause a business problem*

What about . . . indecision? disagreement? stress?



# Managing Conflict in the Workplace

## Why is Conflict Management Part of New Supervisor Orientation?

### **There are many reasons, including:**

- Managing conflict is critical to your being successful in your new role as supervisor
  - Your role is mainly to *ensure the work environment runs smoothly and employees work successfully in coordination with one another*, regardless of what else is going on
  
- Learning to manage conflict in a *timely, respectful, and effective way*:
  - Builds and strengthens relationships with individual employees and the team, as a whole
  - Helps resolve issues that are interfering with work productivity

# Managing Conflict in the Workplace

## Why is Conflict Management Part of New Supervisor Orientation?

### **and including:**

- Grows the trust your employees have in you as their leader
- Unaddressed and unresolved conflict in the workplace *leads to decreased morale, engagement and, workplace productivity*
- Conflict management is not a standard part of career/job training, yet, once you are a supervisor, *you are expected to be able to know how to do it (with or without help)*
- Other ideas?

# Managing Conflict in the Workplace

## Why is Conflict Management Part of New Supervisor Orientation?

- Managing and navigating different kinds of workplace conflict are learnable skills
- With will (desire) and skill (practice/learning), you will be able to acquire and master these important leadership abilities



# Managing Conflict in the Workplace

## The Nature of Conflict: Conflict Behaviors

- avoiding
- threatening
- facial expressions
- withholding information
- pre-empting
- agitation
- body posture
- not returning messages
- raised voices
- getting the boss to take sides
- getting co-workers to take sides
- shouting
- hostile gestures
- “silent treatment”
- no eye contact
- . . . others?

# Managing Conflict in the Workplace

## The Nature of Conflict: Conflict Behaviors

### Intentional Behaviors

- avoiding
- withdrawing
- withholding information
- not returning messages
- silent treatment
- threatening
- pre-empting
- getting others to take sides
- shouting
- hostile gestures

### Unintentional Behaviors

-*stress reactions*-

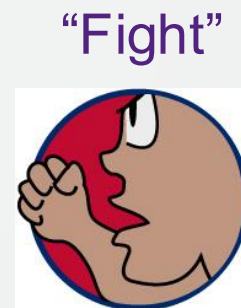
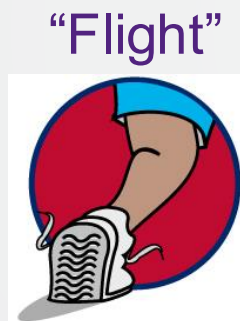
- facial expressions
- agitation
- body posture
- fidgeting
- perspiring

# Managing Conflict in the Workplace

## The Nature of Conflict: Why We Respond

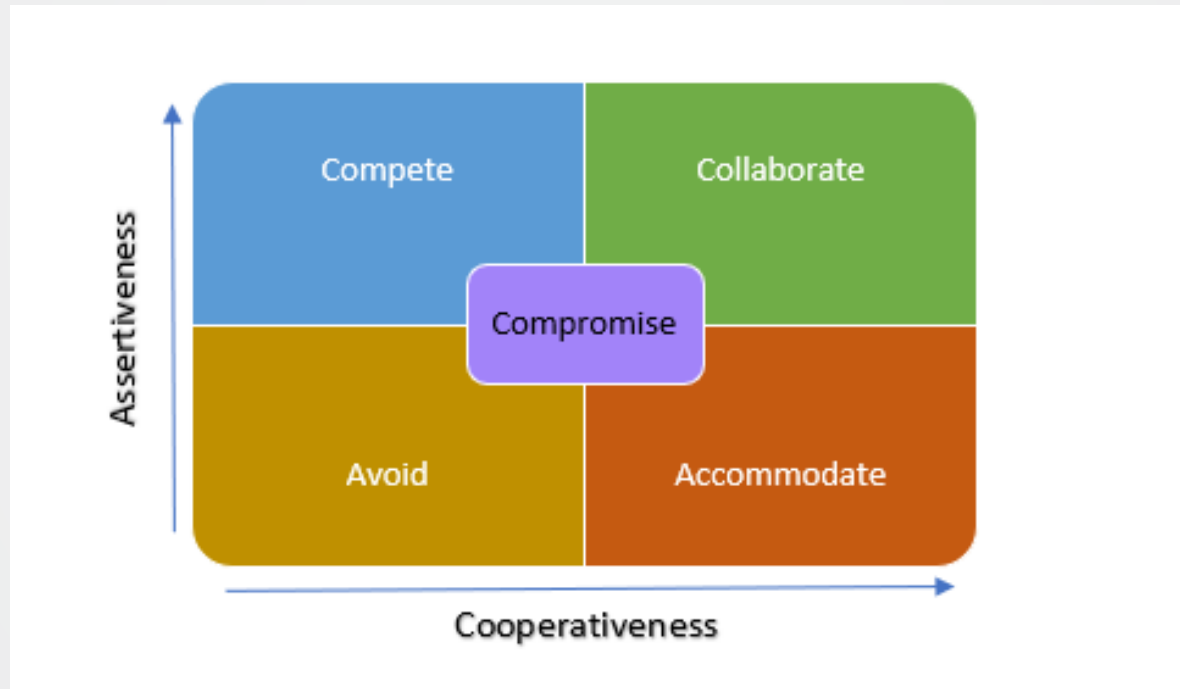
Our reflexes are ancient, but wrong

- avoiding
- withdrawing
- withholding information
- not returning messages
- silent treatment



- threatening
- pre-empting
- getting others to take sides
- shouting
- hostile gestures

## What's Your Conflict Style?



Source: <http://www.genesofleadership.com/wp-content/uploads/2014/11/tki-interactive-graphic.gif>.

Source: <https://www.kilmanniagnostics.com/overview-thomas-kilman-conflict-mode-instrument-tki>.

# Managing Conflict in the Workplace

Understand How Different Styles Respond to Conflict

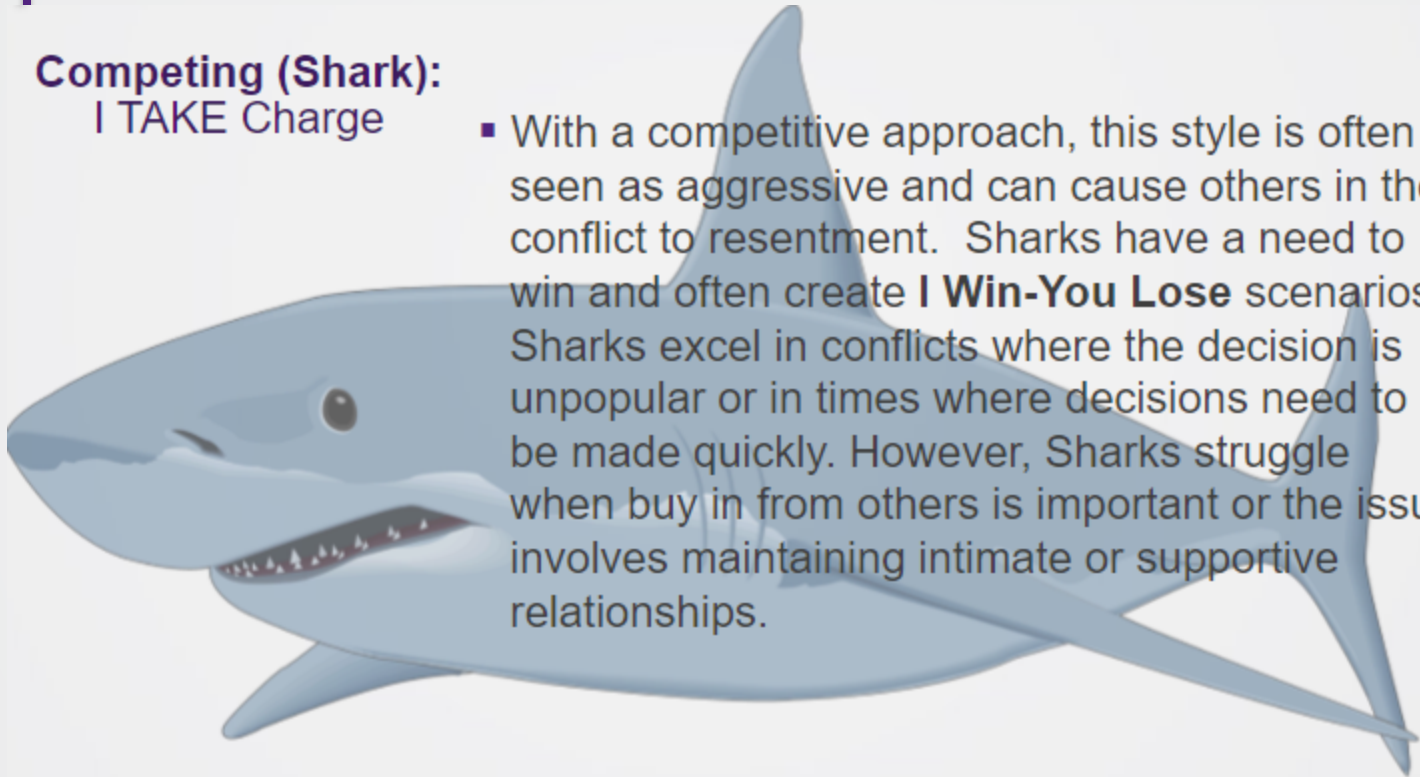
**What is your conflict style?** (Which column had the highest number?)

- I. Competing
- II. Collaborating
- III. Compromising
- IV. Accommodating
- V. Avoiding



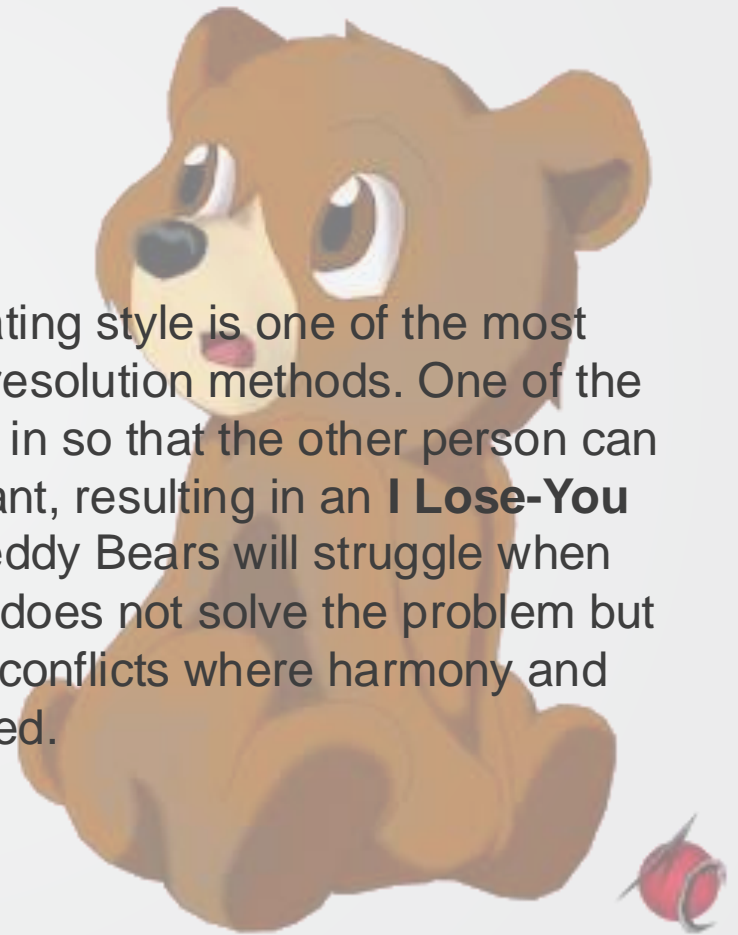
## Competing (Shark): I TAKE Charge

- With a competitive approach, this style is often seen as aggressive and can cause others in the conflict to resentment. Sharks have a need to win and often create **I Win-You Lose** scenarios. Sharks excel in conflicts where the decision is unpopular or in times where decisions need to be made quickly. However, Sharks struggle when buy in from others is important or the issue involves maintaining intimate or supportive relationships.



**Accommodation/  
Harmonizing  
(Teddy Bear):  
I Give In**

- The accommodating style is one of the most passive conflict resolution methods. One of the individuals gives in so that the other person can get what they want, resulting in an **I Lose-You Win** situation. Teddy Bears will struggle when accommodating does not solve the problem but can be useful in conflicts where harmony and stability are valued.





## Compromising (FOX): We Meet Halfway

- With the compromising approach, each person gives up something that contributes towards the conflict resolution. This results in a **I Lose (a little)- You Lose (a little)** scenario. Foxes use their cunning to convince others that giving up some of the desired goals is beneficial for everyone, however this may not work in urgent situations or during complex conflicts where there are a variety of competing needs.

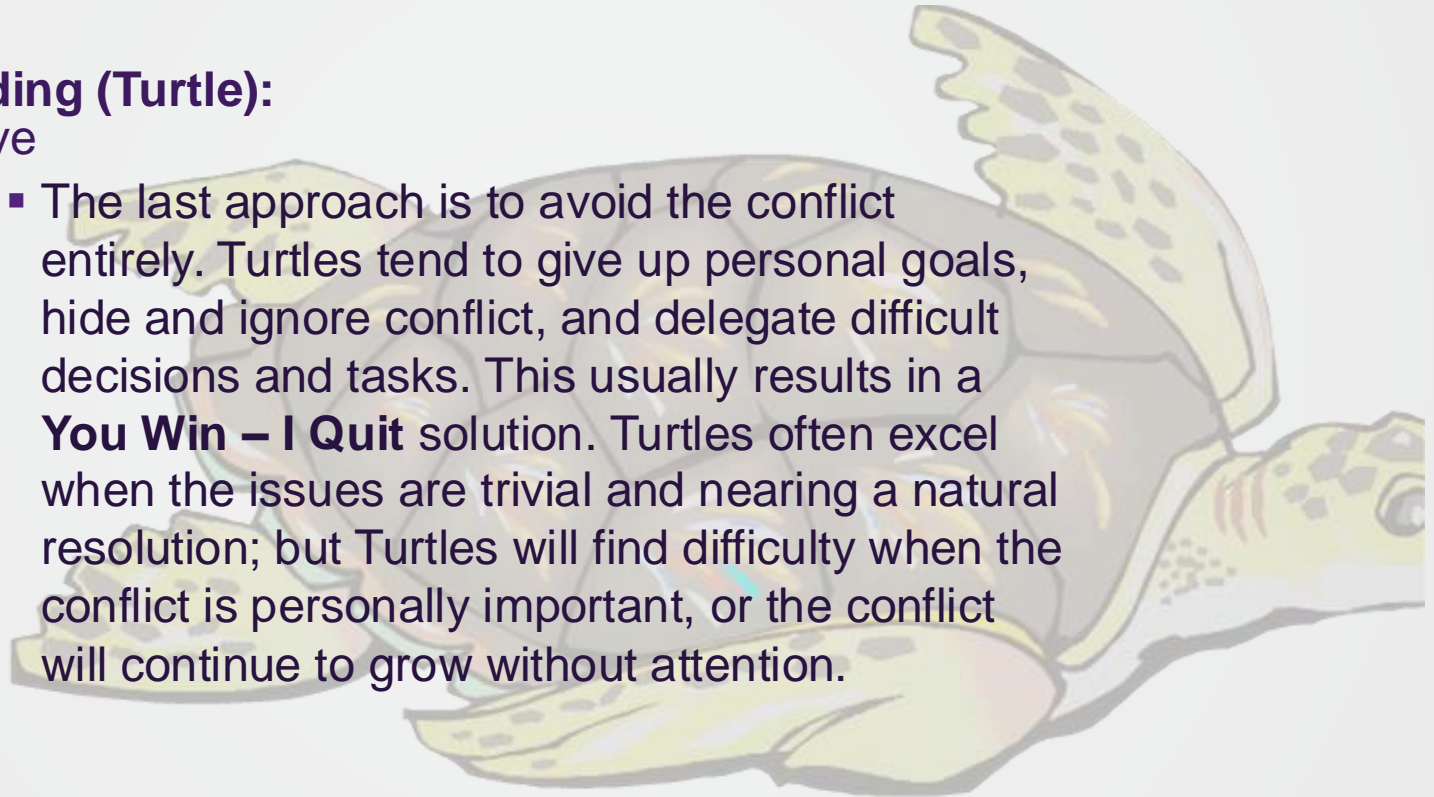


## Collaborating (OWL): We ALL Win

- In the collaborative approach, Owls often focus on finding a solution that meets everyone's needs, resulting in a **I Win – You Win** solution. Cross cutting collaborative workgroups are a great example of this in practice in the workplace. However, Owls struggle when because this approach requires a lot of time and effort.

## Avoiding (Turtle): I Leave

- The last approach is to avoid the conflict entirely. Turtles tend to give up personal goals, hide and ignore conflict, and delegate difficult decisions and tasks. This usually results in a **You Win – I Quit** solution. Turtles often excel when the issues are trivial and nearing a natural resolution; but Turtles will find difficulty when the conflict is personally important, or the conflict will continue to grow without attention.



# Managing Conflict in the Workplace

## Understand How Different Styles Respond to Conflict

“If the only tool you have is a hammer, you tend to see each problem as a nail.”

- Abraham Maslow (20<sup>th</sup> century American psychologist)

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Think about the options you have and what you can do to influence a conflict outcome.

### **Consider...**

- Your perspective on conflict and be aware of your natural/preferred conflict management style
- How each conflict style might be suited to a particular situation
- Trying out different styles (even though you will, at first, likely default to your preferred/natural style) in different conflict scenarios (or even the same scenario)

# Managing Conflict in the Workplace

## Understand How Different Styles Respond to Conflict

Questions to ask yourself:

- How important is my relationship to this person?
- How important is the issue to me or to the team?
- How much time do I/we have to deal with this issue?
- How emotional am I feeling right now?

# Role Play Scenarios



1. Someone drank the bottled water you put in the office refrigerator.

2. A new employee came late to work by 30 minutes on one day during her second week at work. The next week, she left 20 minutes early on two days. She did not inform you of her late arrival or early departures. She also did not meet one of her deadlines during the third week, which caused you to be late with a report that you needed to give to your supervisor. In addition, you learned from another direct report that this new employee has an ailing parent who lives with her and for whom she provides care.



3. Your supervisor asked you to give a presentation that you think someone else in the department would be better suited to give. You shared your opinion with your supervisor, and s/he still wants you to do it.

4. You wrote an email to a colleague requesting information that you need to make a time-sensitive decision for your unit. After seven days, you did not receive any response. You then sent a second email message, following up on your first message. After 14 days, you are still waiting for a response.



5. “My colleague interrupted me again. We’re supposed to be leading this effort together and this is his way of showing he’s the boss. He just makes me look bad in front of the team. I’ve been replaying it in my mind over and over again.”

6. “Someone has to tell my direct report that his demeanor is affecting the rest of the team, but I’m dreading it. I’ve been thinking about it all day and haven’t been able to get anything done.”

# Leaping Over Fear



What is your biggest fear? Where does the fear and apprehension around conflict come from?

# Leaping Over Fear

## ■ Say No to Nice.

- Our own feelings and experiences around conflict drive our actions.
- We choose safety, peace, and harmony over speaking up.
- What is the harm in doing this?

## ■ Remain focused on the business needs.

- Focusing on personal perception and self-preservation does the college a disservice. Take the focus off you and your fear and concentrate on what the business needs.  
<https://hbr.org/2014/06/get-over-your-fear-of-conflict>

- “What would the President, staff, students, or other

# Leaping Over Fear

- **Speak objectively.**

- Talk about what you observed and be careful not to label behavior.
- Why is this important?

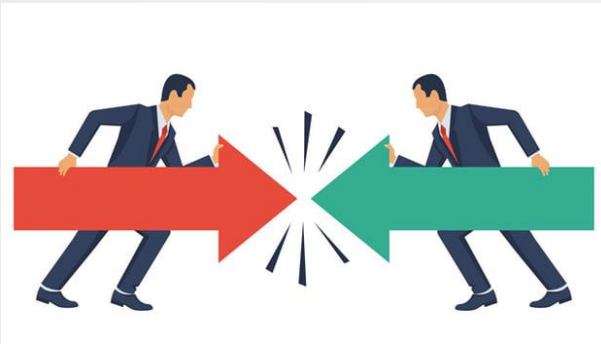
- **Make requests.**

- Include a request for the behavior that would support the shared business goal.
- Remember why you're addressing the conflict.

# Leaping Over Fear

- **Keep a calm demeanor.**
  - Conflict does not always have to be aggressive, overbearing, or disrespectful.
  - Be yourself and remain approachable, non-judgmental, and calm.
- **Grab the low-hanging fruit.**
  - Conflict resolution skills take practice and repetition. Start with easier situations first and address the conflict after it has passed. Consider role playing with a colleague or trusted co-worker to prepare.

## Conflict Skills for Everyday Use

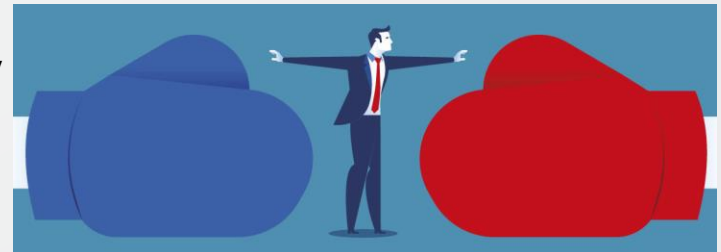


- 48 Hour Rule
  - Discuss the behavior with the person within 48 hours or forget it happened.
  - Breathe, Reflect, and Respond
- Take a look at your own behavior first
- Provide constructive feedback rather than criticisms
- Remember that everyone can be sensitive about their situations
- Do not ever verbally attack the other person.
  - Simply state your case and your ideas



- Praise in public (if they like public recognition) and challenge in private
- Be specific about what you have an issue with
- Allow the other person to vent fully before you begin trying to reach a resolution
- Go into the situation with your ideal solution in mind. If both parties do this, it is much easier to come to a solution.
- Don't forget to ask the other people in the conflict what they need, and realize that you may be the one in the wrong.

## Conflict Skills for Everyday Use



# Managing Conflict in the Workplace

## Determine Ways to Reduce or Prevent Conflict as Supervisor

**As supervisor, you can also reduce conflict in your area by:**

- Setting a good example as a responsible and effective leader and worker
- Communicating clear standards and directions
- Setting ground rules for respectful communication
- Providing clear and transparent rationales for your decisions
- Making sure employees have both the training and resources to do their jobs
- Training your staff on conflict resolution

# Managing Conflict in the Workplace

## Determine Ways to Reduce Conflict as Supervisor

**As supervisor, you can also reduce conflict in your area by:**

- Getting to know your employees
- Looking out for signs of conflicts/problems/changes in behavior
- Addressing misconduct quickly to ensure issues are current and anger/frustration does not fester
- Treating employees fairly and equitably, applying rules consistently
- Giving performance feedback regularly
- Get advice from HRSTM if needed regarding disciplinary actions or crucial conversations

# Managing Conflict in the Workplace

## Resources at MC to Help

You are never alone in handling conflict at MC



# Managing Conflict in the Workplace

## Resources at MC to Help

**There are numerous resources at the College that can help**

- Faculty, Staff Assistance Program (FSAP)
- Office of Employee and Labor Relations
- Institute for Part-time Faculty Engagement and Support

Additionally,

- Your supervisor
- HR Internal Consultant
- ELITE (for Crucial Conversations and other training)

# Managing Conflict in the Workplace

## Recommended Reading

Brown, Brene, *Dare to Lead*, Random House, 2018.

Eddy, Bill, *BIFF: Quick Responses to High-Conflict People, Their Personal Attacks, Hostile Email and Social Media Meltdowns*, HCI Press, 2011.

Fisher, Roger, William Ury, and Bruce Patton, *Getting To Yes: Negotiating Agreement without Giving In*, Penguin Books, 2011.

Gentile, Mary C., *Giving Voice To Values: How to Speak Your Mind When You Know What's Right*, Yale University Press, 2010.

Goleman, Daniel, *Emotional Intelligence*, Bantam Books, 1995.

Lencioni, Patrick, *The Five Dysfunctions of a Team*, Jossey-Bass, 2002

Patterson, Kerry, Joseph Grenny, Ron McMillan, Al Switzler, *Crucial Conversations: Tools for Talking When Stakes Are High*, McGraw-Hill, 2011.

Stone, Douglas and Sheila Heen, *Thanks for the Feedback: The Science and Art of Receiving Feedback Well*, Penguin Books, 2015.

Stone, Douglas, Bruce Patton, and Sheila Heen, *Difficult Conversations: How to Discuss What Matters Most*, Penguin Books, 2000.

# Managing Conflict in the Workplace



Thank you!

# Managing Conflict in the Workplace

**Thank You and Best Wishes  
with Your Team!**





# Procurement 101

## Understanding the Procurement Process

Cherree Adams  
Office of Business Services  
Procurement  
June, 2024

**Procurement Website:**

<https://www.montgomerycollege.edu/procure>

# Procurement 101

This overview will cover the following topics:

- Our Mission
- Your Role in the Procurement Process
- The Procurement Process for Buying Goods and Services
- Ordering Methods/Thresholds
- Other Important Information
- Q&A

# Mission

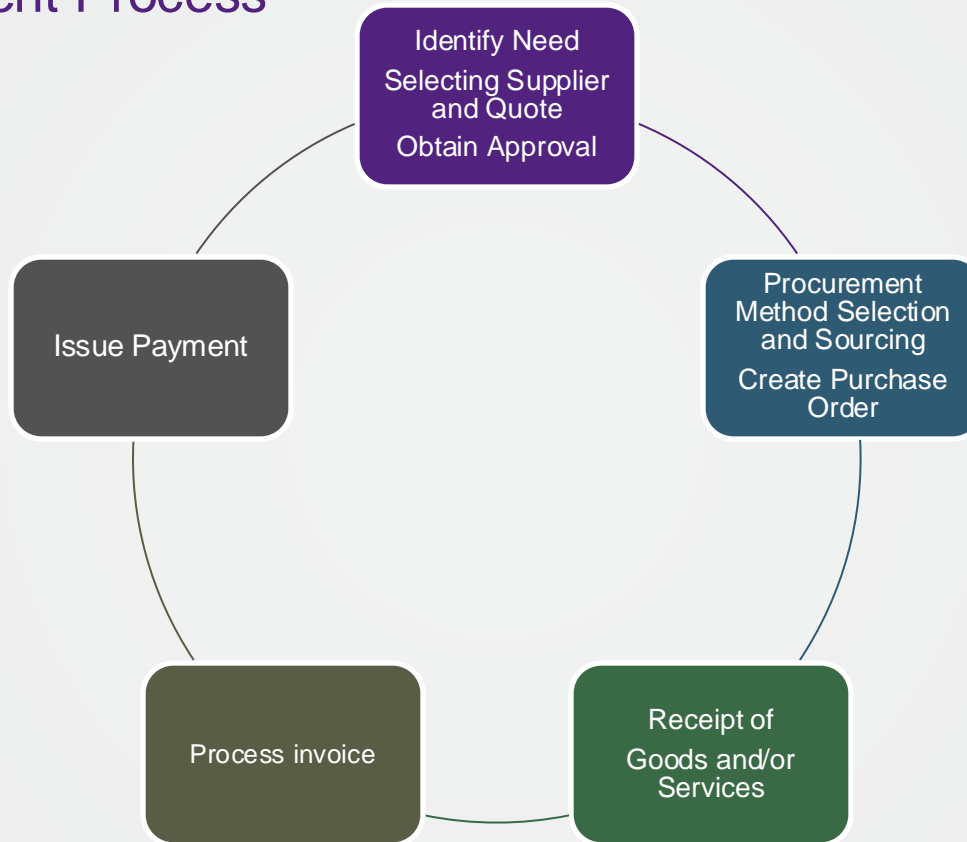
The Office of Procurement is a service unit within the Office of Business Services. Our office strives to add value, quality, and satisfaction in the delivery of goods and services in accordance with the Board of Trustees policies and procedures, local laws, and regulations.



# Your Role in the Procurement Process

1. **Adhere to all applicable federal, state, local laws and regulations and college Board of Trustees Policies and Procedures.** Your needs can be better met when we collaborate together to execute the procurement procedures. We are here to serve you, and we need your help and cooperation to do so.
2. **Buy responsibly.** Taxpayers and students count on us to demonstrate fiscal integrity.
3. **Use approved purchasing methods.** Before committing the College to pay for supplies, services, and equipment.
4. **Plan ahead** to avoid last-minute purchases and rush orders, which generally cost more. Industry lead times vary by what you are buying. Keep Procurement advised of your future needs (especially large-dollar value projects).
5. **Let us know when you have questions or concerns.** We will be happy to meet with you as you plan your requirements.

## Procurement Process



## Ordering Methods

- **Purchase Order (PO):** A legally binding contract committing College funds. It is prepared and executed by the Purchasing Agent and sent to the vendor to buy requested goods and services.

***Purchase Requisition–Workday Self Service (Electronic Requisition):** It is an **INTERNAL** document to initiate request to procurement for goods or services you need. In Workday, requisitions will be used to initiate the buying process. **Be sure to have all related supporting documentation uploaded in Workday as an attachment (e.g. vendor quotes, proposals, special purchase request, contract etc.). Upon receipt of the RQ, Procurement will review all ad hoc good and services requests to ensure all the details including supporting documents provided. Prior to RQ entry, be sure to have all related supporting documentation uploaded in Workday as an attachment (e.g. vendor quotes, proposals, special purchase request, contract etc.). For a new vendor, obtain a vendor w-9 and create a supplier, refer to the Create Supplier Request job aid. If you have questions, please contact the Procurement Office.***  
*procure@montgomerycollege.edu*

- **Purchasing Card (P-Card):** A VISA credit card issued by M&T Bank, which has been contracted by the College to provide a flexible, convenient method for authorized College requestors to buy small-dollar value goods according to established guidelines.

# Thresholds

Although some purchases may be made directly by departments, many must be processed by Procurement due to their dollar value, funding source or the nature of the purchase.

College procurements use one or more of the following methods:

1. Open Market Procurement (contracts and purchases up to \$10,000)
2. Small Procurement (contracts and purchases between \$10,001 and \$25,000) shall be procured competitively with at least three valid price quotations from three different vendors.
3. Competitive Sealed Solicitation (over \$25,000) Bid
4. Contract award \$250,000 above requires approval by the College board.
5. Special Procurements (sole source request, emergency, PTOA) Sole Source purchases between \$10,001 and \$99,999 require approval by the Director of Procurement, \$100,000 and above require College board approval.
6. Purchasing Card (Pcard) \$5000 credit limit (single transaction limit is \$4999) Purchasing cards cannot be used to purchase IT related items, services or furniture. For additional information refer to “Purchasing Card Users Guide”.
  - Section 5.2 Allowable Purchases for College-related business
  - Section 5.3 Prohibited Purchases



# MONTGOMERY COLLEGE

## TEAM 4 & 6

**Yu Zhu, CPPO, C.P.M., Purchasing Manager**  
[yu.zhu@montgomerycollege.edu](mailto:yu.zhu@montgomerycollege.edu)  
 Phone: 240.567.5284

**Maria Da Conceicao, C.P.M., Purchasing Agent II**  
[Maria.DaConceicao@montgomerycollege.edu](mailto:Maria.DaConceicao@montgomerycollege.edu)  
 Phone: 240.567.3230

**George Varghese, Purchasing Agent II**  
[george.varghese@montgomerycollege.edu](mailto:george.varghese@montgomerycollege.edu)  
 Phone: 240.567.5295

**A**rchitectural/Engineering Services  
**B**uilding Renovation/Major Repairs  
**C**onstruction Services  
**C**onsulting Services & Training (**F**acilities-related)  
**E**levator Modernization/Repair/Maintenance  
**F**ire System Monitoring, Testing, Inspection & Repairs  
**F**uel (Heating oil, Gasoline & Diesel)  
**G**oose Management  
**H**azardous Waste Disposal  
**P**arking Management  
**P**aving Services  
**P**est Control  
**P**roperty Lease/Rental Space  
**T**rash/Refuse Removal  
**U**tilities & Energy Related Services  
**W**ater Treatment Services

**A**rt Supplies (MCPS orders) and Equipment  
**A**sset Management Services (Facilities)  
**A**thletic Supplies/Equipment/PE/Maintenance  
**C**ourse/Admission-related Testing Material/Services  
**E**vents and Event related Contracts & Tickets  
**F**ood/Catering (Other food services non-Metz)  
**G**ases/Glass/Industrial Oxygen  
**G**ift Cards  
**H**onoraria  
**P**rofessional Development Training/Consulting  
**P**romotional Items/ Awards/Plaques  
**S**ponsorships  
**T**heatre Arts Supplies/Contracts & related-Services  
**U**niforms/Apparel  
**V**ehicles, Auto Parts/Supplies, & Services  
**W**DCE- Contract related-Services

**B**uilding Materials/Services/Supplies  
**D**ocument Shredding Services  
**E**lectrical Supplies/Services  
**F**acilities-related equipment and tools  
**F**acility Services (Painting, Upholstery & Others)  
**F**urniture  
**H**eating/Air Conditioning Supplies/Services  
**J**anitorial Supplies/Equipment/Services  
**L**andscaping Equipment/ Supplies/Services  
**L**ocksmith Services & Locks  
**M**oving/Mobile Trailers/Storage Services  
**P**lumbing Supplies/Services  
**S**ignage  
**S**now Removal

## TEAM 5

**Cherree Adams, CMRP, Purchasing Manager**  
[cherree.adams@montgomerycollege.edu](mailto:cherree.adams@montgomerycollege.edu)  
 Phone: 240.567.5285

**Lisa Dyer, CPCP, Purchasing Agent I**  
[lisa.dyer@montgomerycollege.edu](mailto:lisa.dyer@montgomerycollege.edu)  
 Phone: 240.567.5241

**A**mazn Business Account Administrator  
**A**udiovisual Supplies/Equipment/Maintenance  
**A**uxiliary Enterprise  
**C**able & Broadband Services  
**C**ommunication (Cabling (Data & Voice), Pagers, Radios, Telephones)

**B**ooks, DVDs/Tickets/Periodicals/Subscriptions  
**B**ottled Water Service  
**C**ompliance-related Training  
**C**onference/Registration  
**I**T Asset Disposal  
**I**T Computer Hardware & Peripherals





MONTGOMERY COLLEGE

<p>Copier Equipment Leases/Print Management Services</p> <p>Financial Services (Actuarial, Auditing, Banking)</p> <p>HRSTM (Human Resources- related Services)</p> <p>Interpreting/Translation Services</p> <p>IT Contracts &amp; Services/Enterprise Systems</p> <p>Library Supplies/Contracts/Services</p> <p>Mail Equipment Supplies/Postal Services</p> <p>Medical/Radiologic/ Supplies &amp; Equipment</p> <p>Office Supplies &amp; Equipment/Maintenance</p> <p>P-Card Administration</p> <p>Records Management</p> <p>Safety &amp; Security Camera Equipment &amp; Services</p> <p>Scientific Lab Supplies/Equipment/Maintenance</p> <p>Temporary Staffing Services</p>	<p>IT-related Training/Certifications</p> <p>MCTV (Montgomery College Television)</p> <p>Memberships</p> <p>Musical Instruments/Equipment/Maintenance</p> <p>Photographic Supplies/Equipment and Services</p> <p>Safety and Emergency Management Equipment &amp; Services</p>	
<p><b>William Valentin, Purchasing Specialist</b>  <a href="mailto:william.valentin@montgomerycollege.edu">william.valentin@montgomerycollege.edu</a>          Phone: 240.567.5391</p>	<p><b>Chiquita Manago-Haywood, Purchasing Agent II</b>  <a href="mailto:chiquita.manago@montgomerycollege.edu">chiquita.manago@montgomerycollege.edu</a>          Phone: 240.567.5289</p>	
<ul style="list-style-type: none"> <li>▪ Amazon Business Account Services</li> <li>▪ eMaryland Marketplace Advantage (eMMA) Site Administrator</li> <li>▪ Purchasing/Corporate Card Services</li> <li>▪ Website Management</li> </ul>	<p>Advertising Services</p> <p>Business Cards &amp; Stationery (Letterhead &amp; Envelopes)</p> <p>Commencement &amp; Related Services</p> <p>Courier &amp; Delivery Services</p> <p>Food Services (Metz Culinary Management)</p> <p>Hood System Inspection for Kitchens and Laboratories</p> <p>IT Software (Licensing/Subscriptions)</p> <p>Kitchen Supplies/Equipment/Maintenance</p> <p>Marketing Services</p> <p>Portable Restroom Rentals</p> <p>Printing, Design, &amp; Layout (Printed Materials) related Services</p> <p>Reservations (Hotels) Individual &amp; Group</p> <p>Transportation Services</p> <p>Travel Services for Athletics</p>	

## Create Supplier Invoice (Direct Payment)

**Non-Procurement function.** Convenient payment method for subscriptions, memberships and other eligible transactions up to \$10,000. These requests routed to Accounts Payable directly and transactions are paid directly from general ledger accounts through the Accounts Payable.

### **Create supplier invoice request can be used for:**

- Subscriptions and membership (up to one year with no auto-renewal)
- Sponsorship and honoraria up to \$10,000
- Delivered goods with total amount less than \$10,000 and each unit price less than \$4,999
- Completed services up to \$10,000

Supporting documents, such as executed contract, invoice, shipping documents etc. must be uploaded in workday when create supplier invoice request. Be sure to email Account Payable with the Supplier Invoice Number once completed.

Supplier Invoice Request cannot be used:

- Recurring purchase of goods and services
- Goods, where the unit price is greater than \$4,999
- Any grant purchases regardless of the dollar amount
- Any purchase with vendor's terms and conditions subject to the legal review and approval.

## Collegewide Contracts

- **Office products and supplies - Rudolph's Office and Computer Supply** (contract valid through 6/30/2025).
- **College business cards & envelopes and stationery - Envelopes and Printed Products, Inc.** (contract valid through 7/18/2028)
- **Furniture – Duron, Inc.** Every request for furniture (except for ADA accommodation) must be reviewed and approved by the Central Facilities Office prior to purchase. (Contract valid thru 12/31/2024).
- **Food/Catering - Metz Culinary Management.** Any on campus food/catering services not using Metz must be approved by Director of Auxiliary services in advance.

## Amazon Business Account

Montgomery College has created a centralized Amazon Business account that will streamline the way we do business with Amazon. Work-related Amazon spending should be conducted through an official Montgomery College Amazon Business account.

- Through Amazon Business, you will have immediate access to:
- Free standard shipping(5-8 business days) on eligible orders over \$25
- Business pricing and quantity discounts on a growing selection of items
- Enhanced search and browse functionality
- Access to a specialized Customer Service team for business customers only

Everything else you know and love about shopping on Amazon.com will remain the same. If you are not already registered, please email: [procure@montgomerycollege.edu](mailto:procure@montgomerycollege.edu) to request an invitation to join the Montgomery College Amazon Business Account.

## Central Receiving & Surplus Property

Office Hours: 7:30 a.m. to 4 p.m.

Central Receiving & Surplus Property under Office of Facilities is the primary recipient of mail and packages for goods. When necessary, Procurement will be modifying the Ship To address in the final PO.

Address: 7602 Standish Place, Rockville, MD 20855

Phone: 240-567-5282

Contact: James Fowlkes, Warehouse Supervisor

## Office of Procurement Contact Information

Central Services Bldg.

9221 Corporate Blvd

Rockville, MD 20850

➤ **Website:** <https://info.montgomerycollege.edu/offices/procurement/index.html>

➤ **Email Address:** [Procure@montgomerycollege.edu](mailto:Procure@montgomerycollege.edu)

➤ **Telephone Number:** 240 567-5292

➤ **Fax Number:** 240 567-6397

# Budget Overview for Supervisors

**Office of Business Services**

Linda Hickey  
Budget Director

# Presentation Overview

- Budget definition & purpose
- Annual budget development process
- Budgets at Montgomery College
- Operating fund revenue sources
- Operating fund expenditures
- Unit budgets



# Budget Definition & Purpose

- What is a budget?
  - A plan for an organization's outgoing expenses and incoming revenues for a specific period of time.
- What is the purpose of a budget at the College?
  - Plan, track, and control spending.  
The purpose is to ensure that spending follows a plan, stays within preset limits, and does not exceed available funds.
  - Support funding requests.  
The purpose is to justify funding requests by showing how funds are used.

# Annual Budget Development Process

- **July to October – Budget Development**
- November to January – Senior Leadership and Board Review
- January – Budget Sent to County Executive and Council
- March – County Executive Releases Budget
- April/May – County Council Discussion
- May – County Council Adopts Budget
- June – Board of Trustee Adopts Budget

# Budgets at Montgomery College

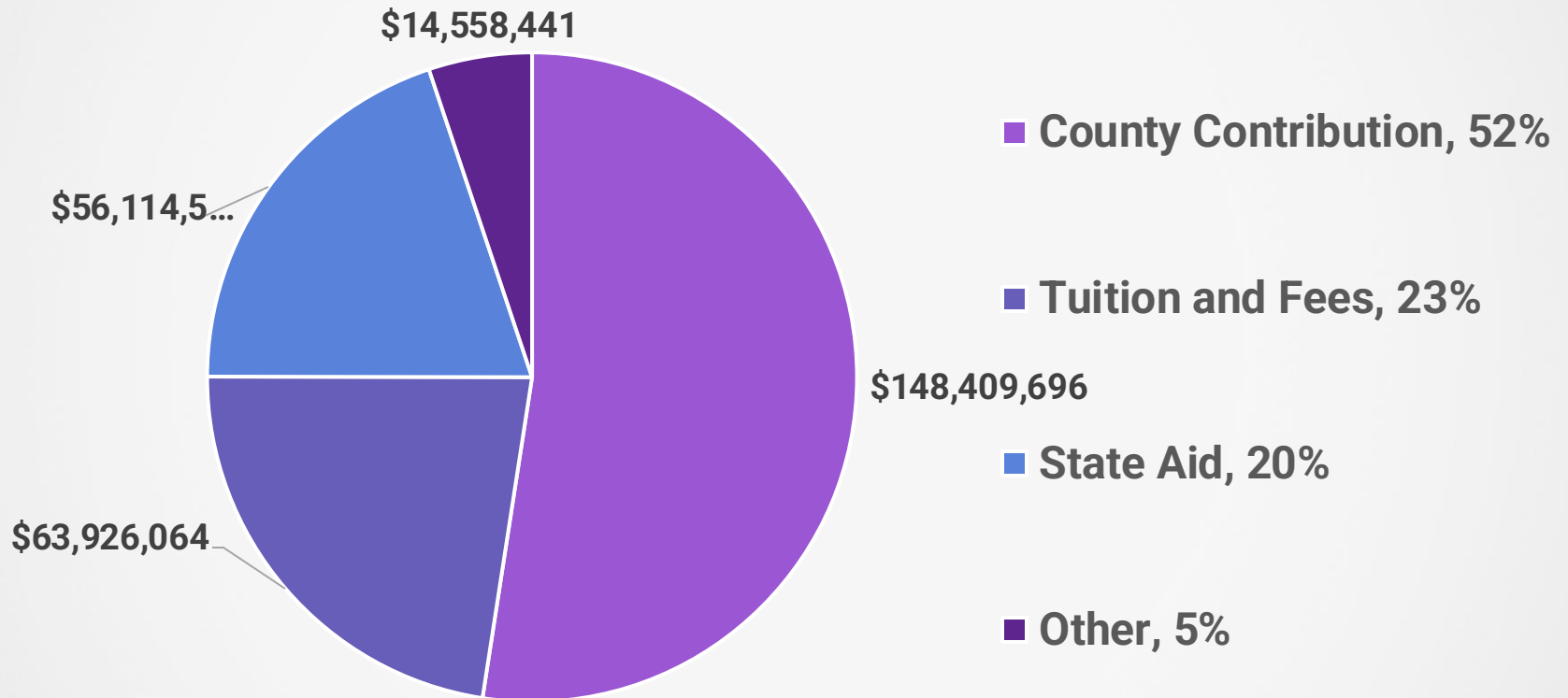
- Operating Fund aka Current Fund\*
- Emergency Plant Maintenance and Repair Fund\*
- County Grant Fund\*
- Workforce Development and Continuing Education Fund
- Auxiliary Enterprises Fund
- Transportation and Major Facilities Reserve Fund<sup>+</sup>
- Federal, State, and Private Grants
- MC 50<sup>th</sup> Endowment Fund
- MC Cable TV
- Capital Fund

\*Tax supported by County Residents

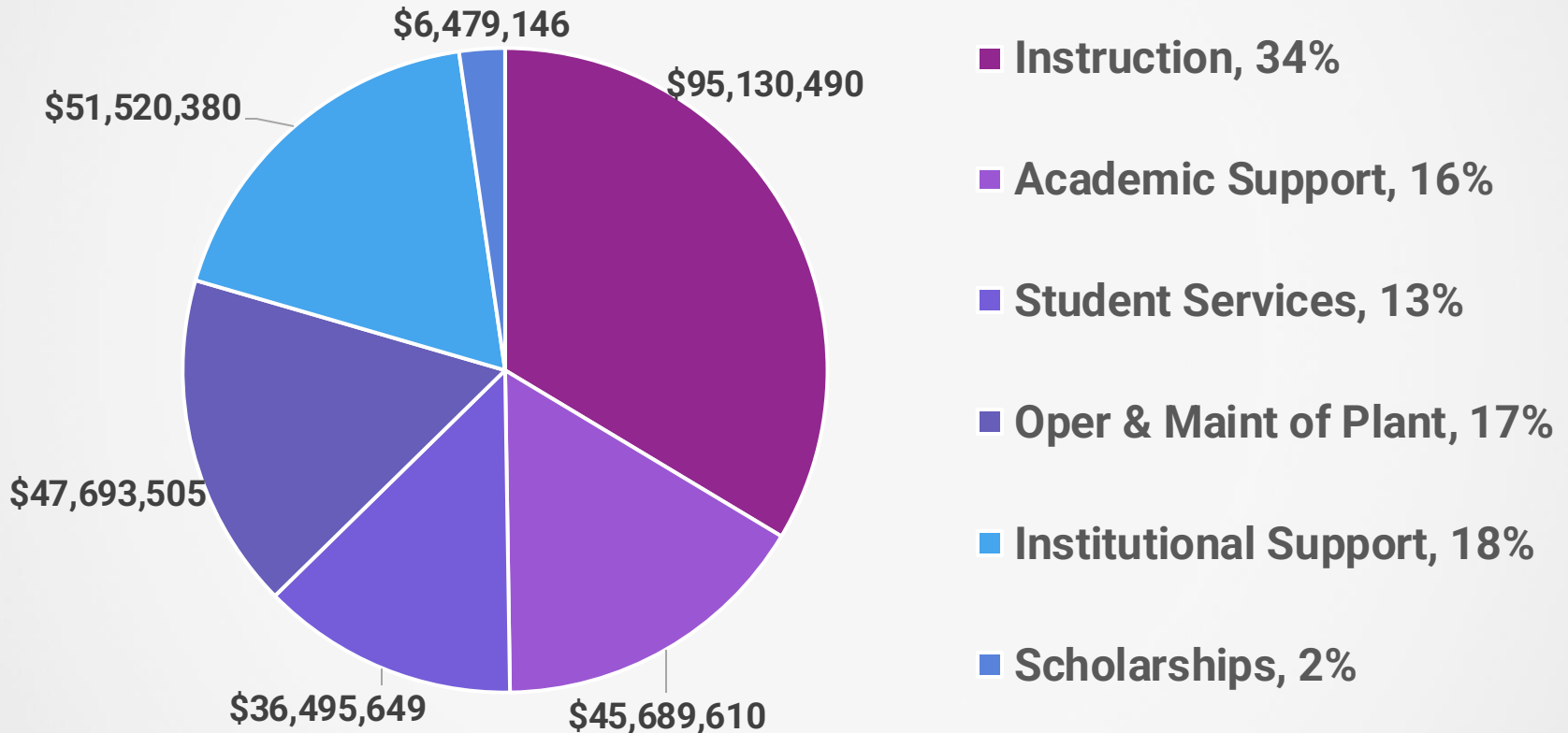
<sup>+</sup>Supported through student fee

# Operating Fund Revenue Sources

## FY25 Budget

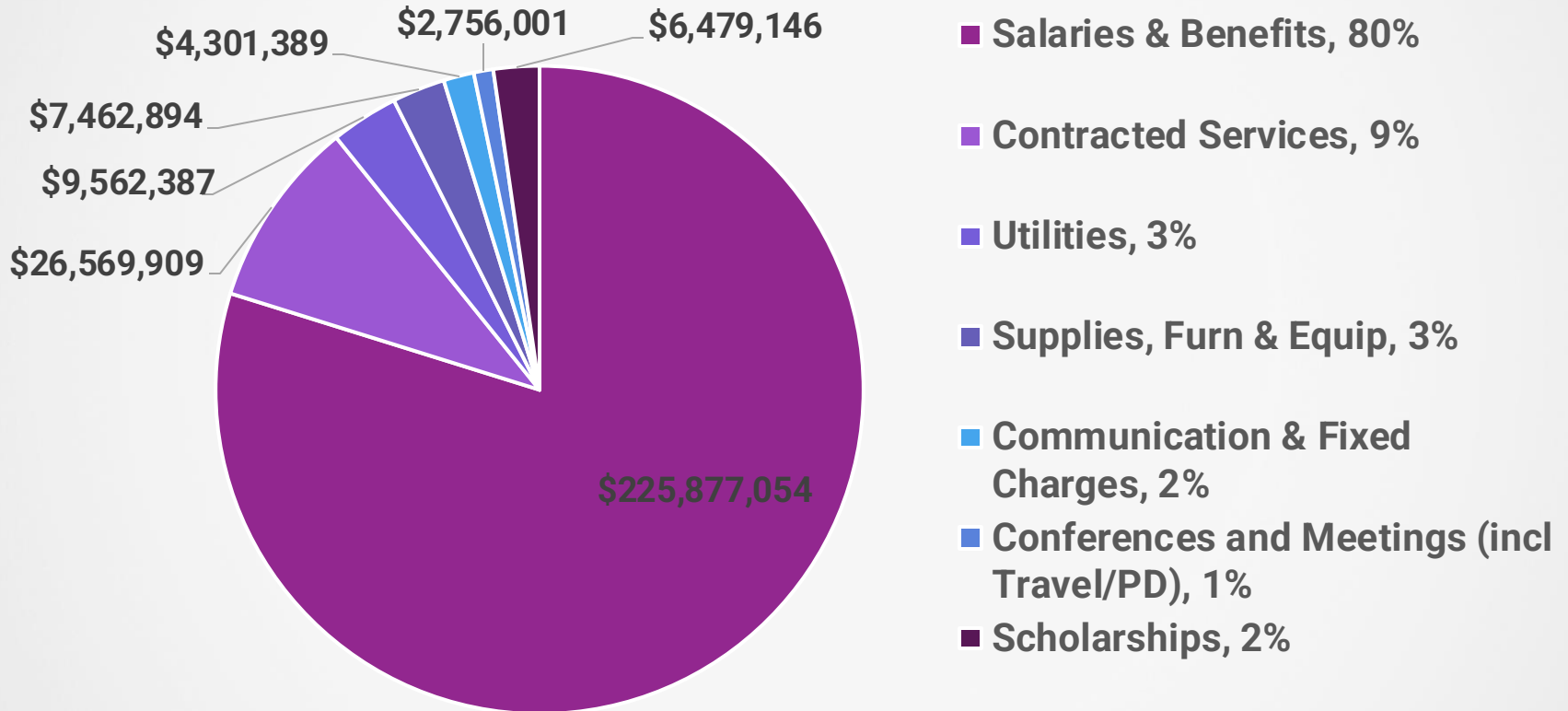


# Operating Fund Expenditures by Function FY25 Budget



# Operating Fund Expenditures by Object

## FY25 Budget



# Unit Budgets

- Determined by a FOAP account structure
  - F is for Fund
  - O is for Organization – (Cost Center Workday)
  - A is for Account – (In Workday funds are budgeted at ledger account)
  - P is for Program – (aka function)
- When is it necessary to do a Movement of Fund (MOF)
  - Select salary accounts to non-salary accounts or vice versa
  - MOF can only occur within like funds

# Unit Budgets (cont.)

- Responsibilities in managing an unit budget
  - Responsible for managing the transactions
    - Recording the transaction in the correct account & program
    - Following procurement guidelines
  - Responsible for ensuring that accounts are not overspent
    - Exception: Budget position accounts (5001,5101 and 5301) and instructional salary accounts (5102, 5130)
    - Non salary accounts may have situations where accounts are overspent and others are underspent just so in total not salary accounts are not overspent.



# Questions



# Managing Ethically and with Integrity

**Maria Adams**

Compliance and Ethics Specialist

Office of Compliance, Risk, and Ethics

[Maria.Adams@montgomerycollege.edu](mailto:Maria.Adams@montgomerycollege.edu)

# Managing Ethically and with Integrity

## Learning Outcomes

- Understand ethical culture and how ethical leaders positively impact organizational culture.
- Know how to report concerns and wrongdoing at Montgomery College.
- Recognize how ethical expectations support the work experience.

# Managing Ethically and with Integrity



# Managing Ethically and with Integrity

## Organizational and Ethical Culture



# Managing Ethically and with Integrity

## Tone At The Top

A term used to define management's leadership and commitment towards openness, honesty, integrity, and ethical behavior.

## Tone At The Top Affects

**Mood In The Middle**

**Buzz At The Bottom**



# Fostering an Ethical Culture at MC

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The Office of Compliance, Risk, and Ethics is responsible for overseeing, monitoring, and coordinating compliance matters for the College. The Office also is committed to promoting an environment where the seven ethical expectations—Accountability, Civility and Collegiality, Compliance, Fairness, Honesty, Respect, and Stewardship—are upheld by every employee.

# Managing Ethically and with Integrity

## Mission, Vision, and Values

### Values Statement

*At our core, we believe in welcoming all students and all employees into a community that emphasizes belonging. We believe in giving every individual what they need to succeed (**Equity and Inclusion**). We believe in conducting our teaching and service duties with distinction (**Excellence**) in an ethical and trustworthy manner (**Integrity**). We are dedicated to being a transformational institution seeking social justice and are continuously updating and improving all our learning environments, the curriculum, and student services (**Innovation**) to meet the changing needs of our community (**Adaptability**). We make decisions about our operations in a way that respects and sustains the environment (**Sustainability**). We conduct ourselves with civility, courtesy, and professionalism in all our interactions (**Respect**).*

<https://www.montgomerycollege.edu/about-mc/mission-values.html>





# Fostering Student Success at MC

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Student success is inherent to the work and efforts of the Office of Compliance, Risk, and Ethics. Montgomery College students are empowered through awareness and engagement about critical compliance-related initiatives. Woven into this work is a commitment to advancing an ethical and equitable College culture that fosters inclusion, social justice, and support for students to thrive during their journey at MC.

# Managing Ethically and with Integrity

## **Student Success Policy and Procedure – 41000**

*“II. C. Student success is enabled when faculty and staff are committed to:*

*1. providing a positive, welcoming climate that reflects an ethical and caring college community;” (41000CP)*

# Managing Ethically and with Integrity

## Code of Ethics and Employee Conduct and Ethical Role Models

# Managing Ethically and with Integrity

## Code of Ethics and Employee Conduct Policy and Procedure 31000



# Managing Ethically and with Integrity

## Ethical Expectations



# Managing Ethically and with Integrity

**Which of the Ethical Expectations would you be most interested in sharing information about with your team?**

**Accountability**  
**Civility and Collegiality**  
**Compliance**  
**Fairness**  
**Honesty**  
**Respect**  
**Stewardship**

# Managing Ethically and with Integrity

## Thinking Critically As An Ethical Role Model

- Does this violate any law, policy, or standard of conduct?
- What are the risks and benefits, both short and long term?
- What are the positive and negative consequences of each option?

# Managing Ethically and with Integrity

## Supervisors as Ethical Role Models

- Employees are encouraged to come to you with concerns.
- As supervisors, you are responsible to hear employee's concerns and address them.
- **Resources are available for guidance for areas of uncertainty or to confirm you are providing the right guidance.**



# Managing Ethically and with Integrity

## Supervisors as Ethical Role Models

- It is better to ask than proceed without certainty. When in doubt, check it out.
- Employees are protected against retaliation.

# Managing Ethically and with Integrity

## Reporting Concerns and Wrongdoing

# Managing Ethically and with Integrity

## Reporting Concerns and Wrongdoing

- Employees are expected to report suspected wrongdoing.
- Employees are encouraged to report suspected wrongdoing to their supervisor as a first contact.
- Supervisors are to address the concerns and escalate as appropriate. Resources are available for guidance for areas of uncertainty or to confirm you are providing the right guidance.
- Employees also can report anonymously to the College's confidential reporting line, EthicsPoint.

# Managing Ethically and with Integrity

## EthicsPoint Confidential Reporting Line

**844-572-2198**

**[www.montgomerycollege.  
ethicspoint.com](http://www.montgomerycollege.ethicspoint.com)**

Montgomery College Confidential Reporting Line

**MC**  
MONTGOMERY  
COLLEGE

Anonymous and confidential reporting line  
hosted by **EthicsPoint**

Call  
**844-572-2198**  
or visit  
**[www.montgomerycollege.ethicspoint.com](http://www.montgomerycollege.ethicspoint.com)**

Not sure if you have an ethical conflict to report? Questions  
about the types of ethical concerns employees may report?

**Contact the Office of Compliance,  
Risk, and Ethics**

240-567-7396  
[ethics@montgomerycollege.edu](mailto:ethics@montgomerycollege.edu)  
[montgomerycollege.edu/ethics](http://montgomerycollege.edu/ethics)

# Managing Ethically and with Integrity

## Roadmap for Employees to Address Concerns



### ROADMAP FOR EMPLOYEES TO ADDRESS CONCERNS

**Do you have a concern you feel needs to be addressed?** This document provides a roadmap regarding where you can go for assistance and resolution.

**Contact your supervisor or manager with your concern.** Supervisors and managers are your first line of communication.

#### Ombuds—Guidance at any time.

- Confidential, neutral, independent, and informal resource with whom you can discuss any and all workplace issues
- Offers discussion and coaching on workplace issue resolution, strategies, and options
- Refers employees to other MC resources

**Ombuds@montgomerycollege.edu**

#### EthicsPoint Reporting Line

- Submit concerns anonymously and confidentially
- Managed by the Office of Compliance, Risk, and Ethics

**montgomerycollege.ethicspoint.com**  
**844-572-2198**

#### Intellectual Property Concerns

- Contact the Dean of the relevant academic department

#### Additional Resources

- Governance Councils
- Labor Unions—AAUP, SEIU, or AFSCME

#### Student Concerns

Visit the Student Complaint Resolution webpage for policies and procedures about reporting your concerns.

If contacting your supervisor/manager is not possible or appropriate, or you wish to obtain further assistance, then contact the appropriate area listed below. Your options for consultation and resolution may vary based upon your concern.

#### Human Resources: Employee and Labor Relations EmployeeRelations@montgomerycollege.edu

- Alcohol or Drug Abuse • Benefit Abuse • Bias Incidents
- Disability Discrimination • Discrimination or Harassment
- Employee Behavior • Incivility • Nepotism or Favoritism
- Sexual Harassment • Workplace Violence or Bullying

#### Compliance, Risk, and Ethics Ethics@montgomerycollege.edu

- Conflict of Interest • Disability Access Issues • Ethical Misconduct
- Grants Research Fraud or Misconduct • Improper Giving or Receiving Gifts
- Maryland State Ethics Filing and Reporting Questions
- Protection of Minors • Regulatory Compliance
- Violations of College Policies not otherwise identified
- Title IX • Athletic Concerns

#### Internal Audit InternalAudit@montgomerycollege.edu

- Accounting and Auditing Matters
- Falsification of Contracts, Reports or Records
- Fraud • Theft/Embezzlement • Employee Time Reporting or Time Abuse
- Waste, Abuse, and Misuse of Institution Resources

#### IT Privacy & Cybersecurity Compliance ITSecurity@montgomerycollege.edu

- Data Privacy • Inappropriate Use of Technology
- Account Compromise/Credential Theft

#### Environmental Safety EnvironmentalSafety@montgomerycollege.edu

- Occupational Safety Concerns • Environmental Related Issues

#### Library libguides.montgomerycollege.edu/copyright

- Copyright Questions and Concerns

#### Office of Public Safety and Emergency Management 240-567-3333

- Physical Safety and Protection • First Aid • Emergency Assistance
- 24-hour Escort Service (upon request) • Lost and Found

Please contact the Office of Compliance, Risk, and Ethics if your concern is about one of these offices or a lack of response to a concern.

Please contact the Chief of Staff/Chief Strategy Officer in the Office of the President if the focus of your concern is about the Office of Compliance, Risk, and Ethics.

September 2019

# Managing Ethically and with Integrity

## Reporting Concerns and Wrongdoing

- For Guidance, see College Policy and Procedure:
  - 31000 – Code of Ethics and Employee Conduct
  - 61008 – Reporting Suspected Acts of Wrongdoing
  - 39003 – Protection Against Retaliation

# Managing Ethically and with Integrity

## Ethical Scenario

Chris, an employee, is assigned a task by Pat, the supervisor. The task is important to the overall project and requires new skills that Chris either does not have or has a very basic ability. Chris never asks for clarification nor resources, and Pat never checks in for progress reports. Not surprisingly, the task is not completed by the deadline. Pat meets with Chris to discuss missing the deadline, and Chris explains that more direction was needed for this project. Pat, who is angry with Chris, says there are so many moving parts to the entire project that not every step can be monitored.

**Is there an ethical dilemma here?  
What would you do to navigate it?**

# Managing Ethically and with Integrity

## Manager's Toolkit

- Ethics website - Training and Resources:
  - *Ethical Leadership*
  - *Ethical Expectations*
  - *Reporting Concerns*
  - *Avoiding Retaliation*
  - *Additional Resources*

### Managers Toolkit

As part of efforts to foster a strong ethical culture at Montgomery College, please note these special resources for managers and supervisors for compliance and ethics information. We encourage managers to share this critical information with their teams. All employees are welcome to utilize these resources. Please contact [ethics@montgomerycollege.edu](mailto:ethics@montgomerycollege.edu) with any questions.

#### Ethical Leadership

Ethical Expectations

Reporting Concerns

Avoiding Retaliation

Additional Resources

#### Responsibilities of Leadership

(from the [MC Code of Ethics and Employee Conduct Handbook](#))

*Montgomery College employees in supervisory positions are the foundation of college leadership, and their role carries several additional responsibilities.*

*First and foremost, it is important for supervisors to lead by example. By working ethically and demonstrating high standards for self and others, you support and encourage a civil and professional work environment.*

*When establishing and maintaining their unit, supervisors need to set clear expectations and discuss those expectations with employees so they have an adequate understanding of our **Code of Ethics and Employee Standards of Conduct** (PDF, [📄](#)). They must make sure to provide access to resources and strive to promote a culture where employees feel comfortable asking questions and voicing concerns.*

*College leaders should also continually work to encourage the development of personnel, acknowledge and retain competent personnel, and seek ways to sustain a high level of morale within their units.*

*Remember, it is never right to retaliate or tolerate retaliation against any employee for raising concerns that he or she believe to be true.*



# Managing Ethically and with Integrity

[www.montgomerycollege.edu/ethics](http://www.montgomerycollege.edu/ethics)

**Thank You and Best Wishes with Your Team!**



# Thank You!

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

**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**

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