

# **SUPERVISOR ORIENTATION**

## **Manage Smart**

**Office of Human Resources and Strategic Talent Management**  
**Day 1**  
**Tuesday, June 24, 2025**



# Agenda

- Welcome
- Introductions
- Navigating the Organization
- Sense of Belonging
- Competitive Compensation
- Roadmap to Recruitment – It's a Journey – Talent Success
- Onboarding, Offboarding, Job Management, Time Compliance, and EAP/PDAP Compliance
- Managing Conflict

# Introductions

- Name
- Job Title
- Department/Office
- Years of supervisory experience and/or leading a team
- The 4C's
  - Car
  - Color
  - Cartoon character
  - Cuisine



# Our Agreements

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

# Navigating MC's Organizational System

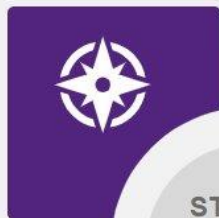
## Navigating MC's Organizational System

### 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 decision-making and accountability.

STUDENTS



# 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

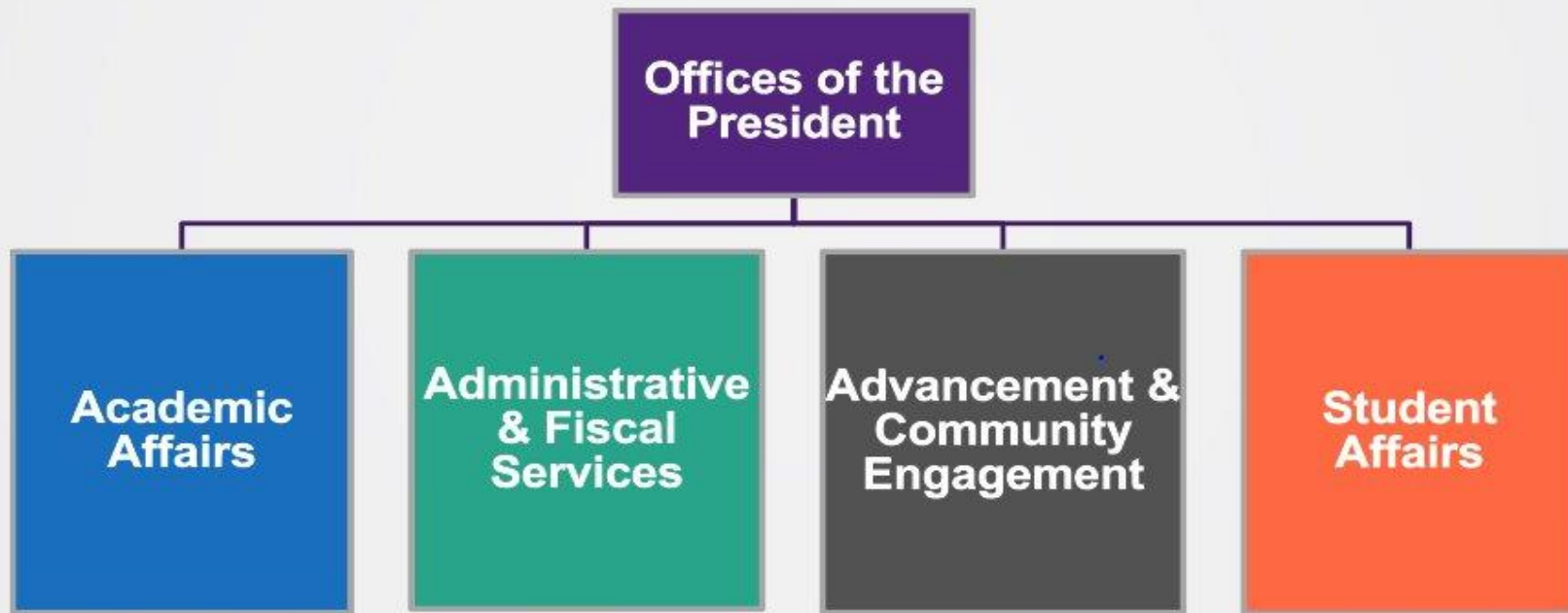
- Equity and Inclusion
- Excellence
- Integrity
- Innovation
- Adaptability
- Sustainability
- Respect

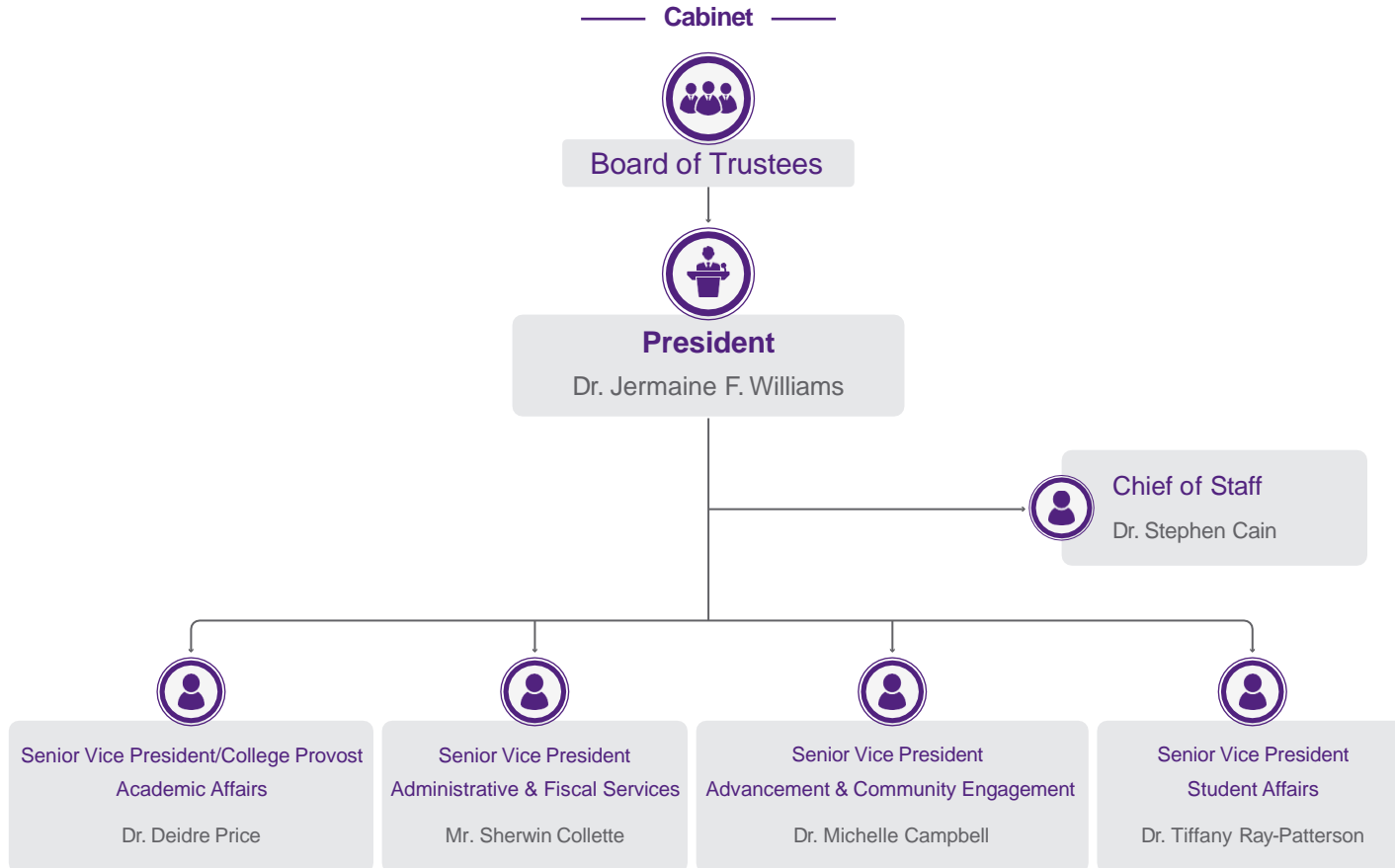


# Montgomery College's Strategic Goals

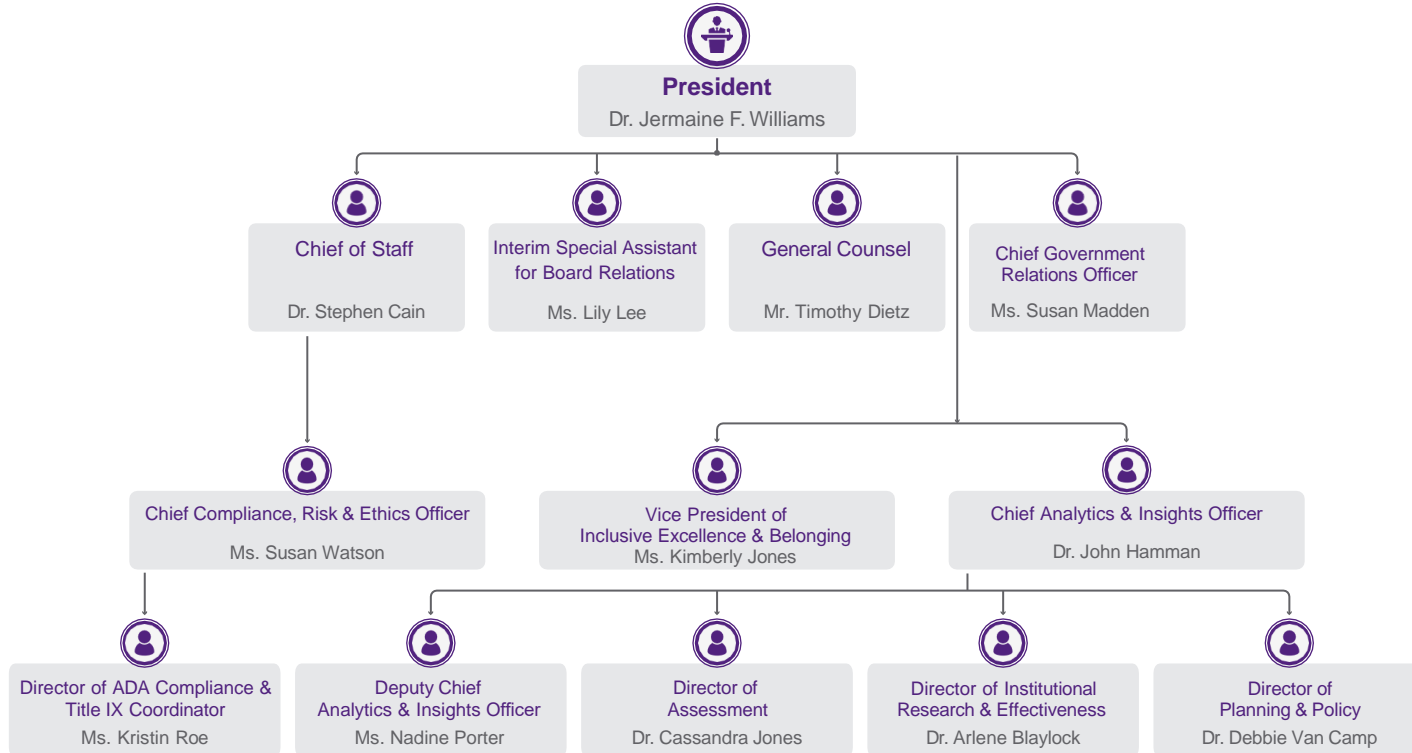


# Five Divisions of the College



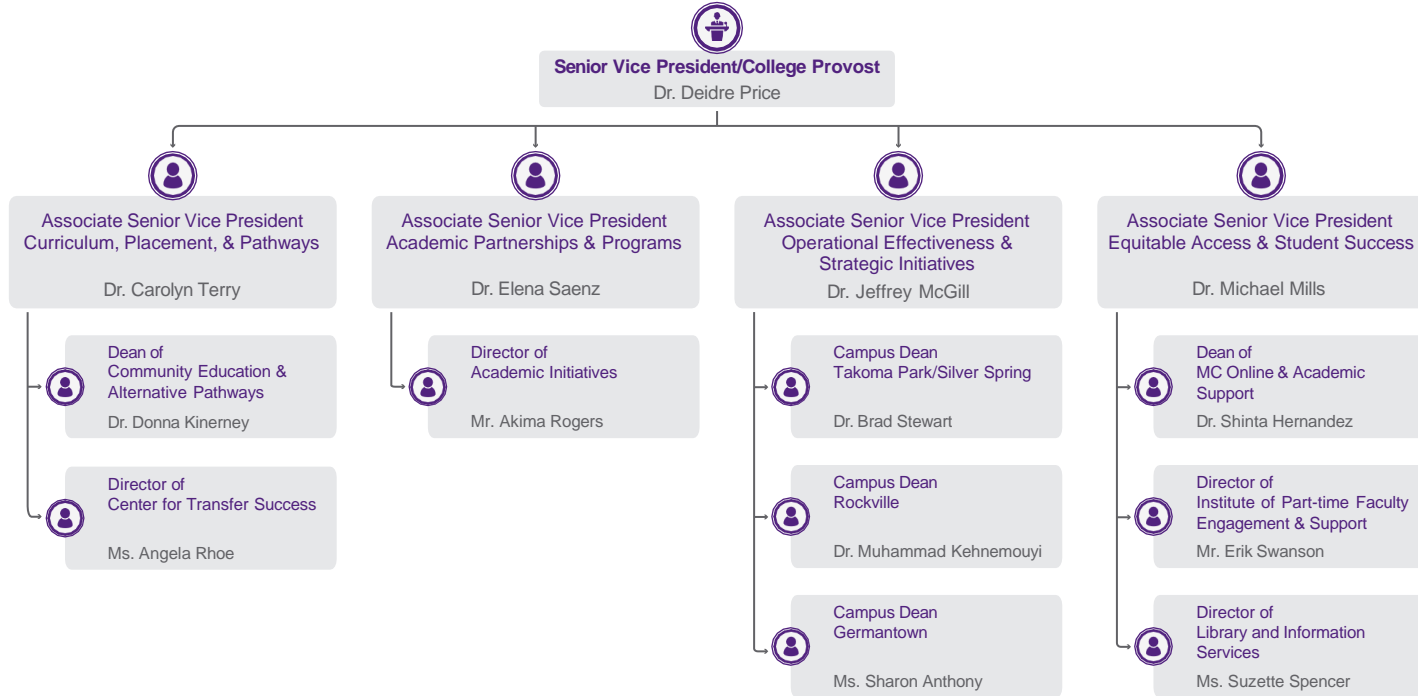


— Offices of the President —



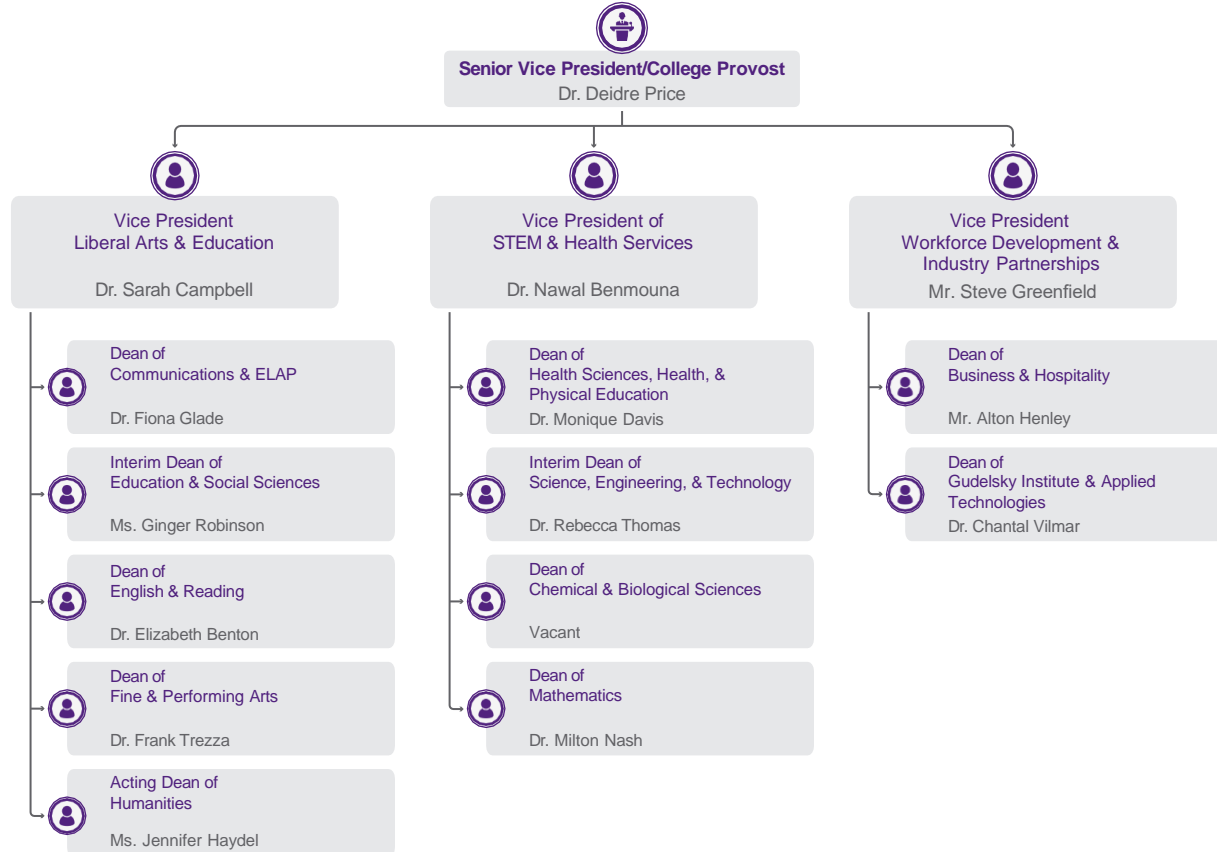
**Division of Academic Affairs**

Associate Senior Vice Presidents (Part 1 of 2)



**Division of Academic Affairs**

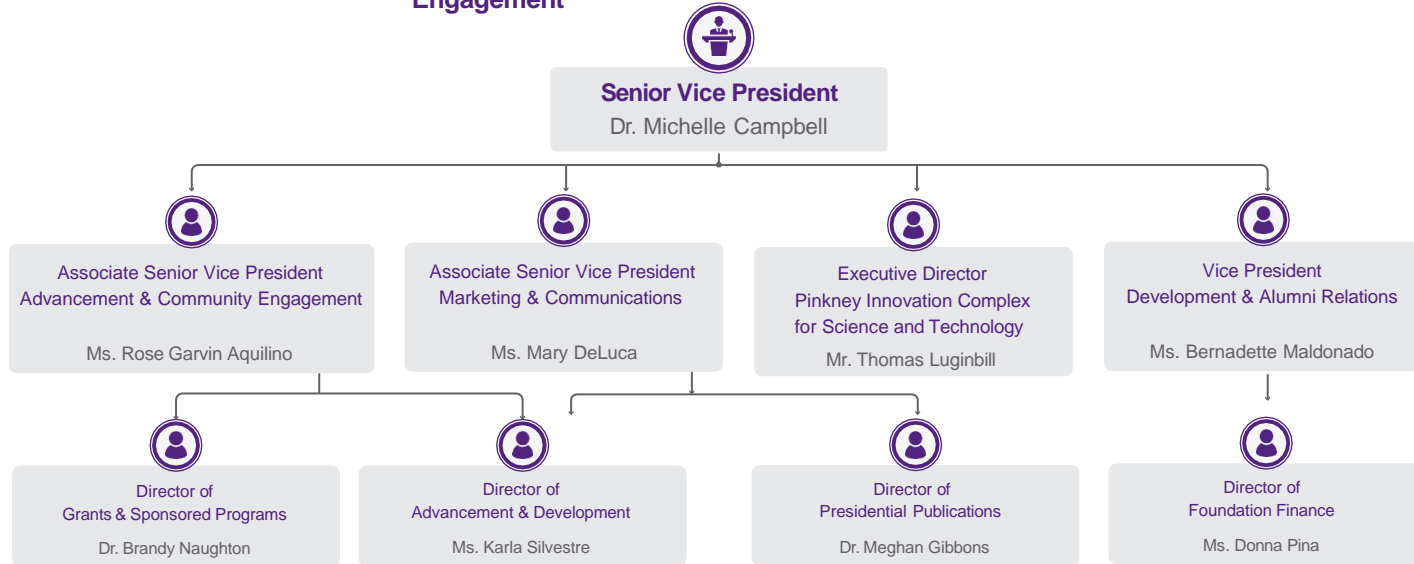
Vice Presidents (Part 2 of 2)



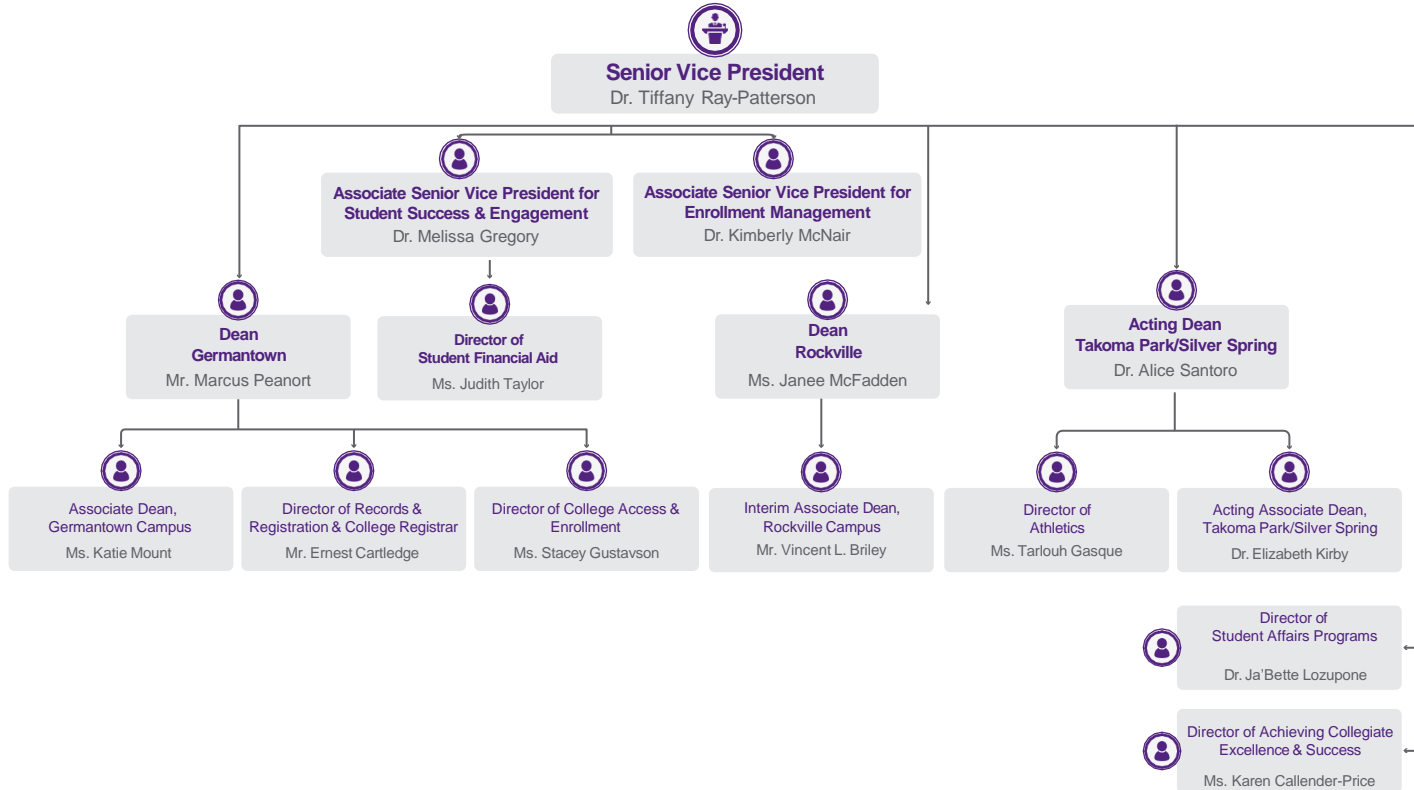
**Division of Administrative & Fiscal Services**



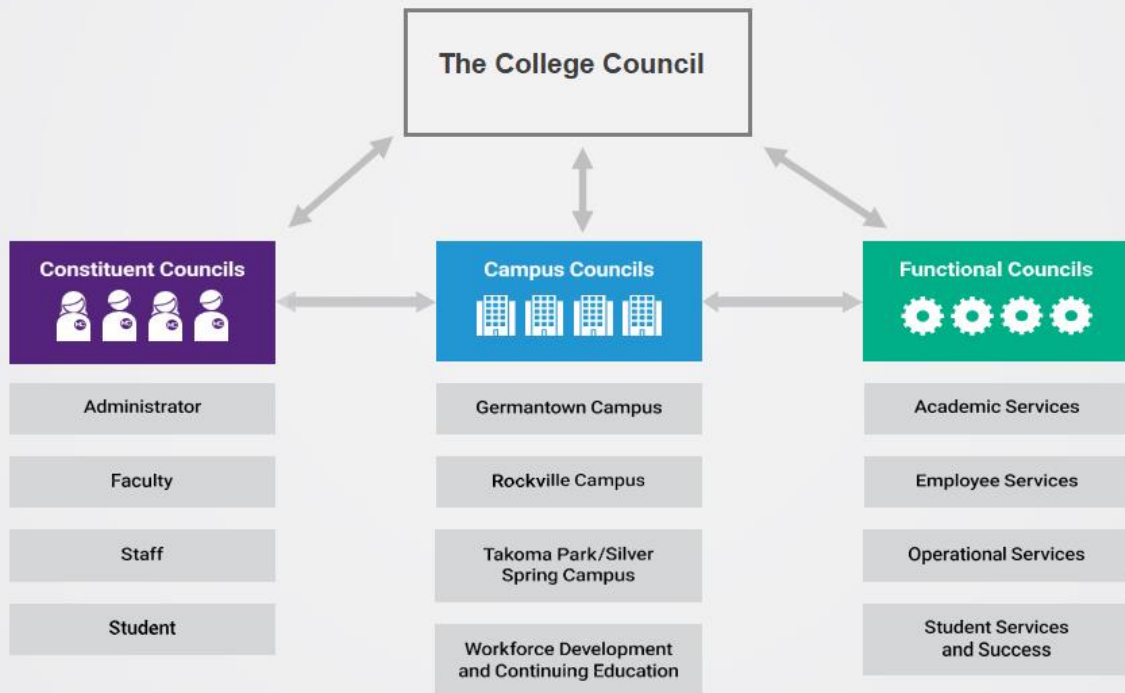
**Division of Advancement & Community  
Engagement**



— Division of Student Affairs —



# Participatory Governance: The Councils





# Sense of Belonging



Montgomery  
College is working  
to create a  
culture of equity  
and inclusion  
for all employees  
and students.

#YouBelongHere



## College Strategic Goal #2



### Goal 2

Cultivate a sense of belonging for everyone at the College

## College Strategic Goal #2

- Develop and promote activities for students and employees that foster a sense of belonging for everyone.
- Assure alignment of College policies and practices with antiracist principles.
- Foster a culture of professional growth among all College employees.
- Make data-informed decisions based on engagement and satisfaction survey results to develop timely action plans, implement change, and evaluation progress.

# Creating a Culture of Belonging

## A Practical Guide for Supervisors

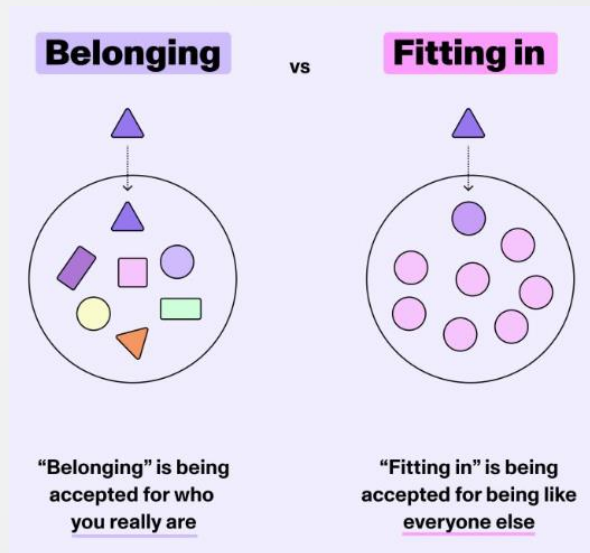


# Objectives

- Define what “sense of belonging” means in the workplace
- Explore the impact of belonging on team performance and engagement
- Identify the supervisor’s role in fostering belonging
- Practice strategies to strengthen belonging at work

# What is a Sense of Belonging?

- Feeling accepted, valued, and included by a group
- It's the opposite of isolation or feeling like an outsider
- “Belonging is being accepted for you. Fitting in is being accepted for being like everyone else.” – Brené Brown



# Why It Matters

- Basic human need (Maslow's Hierarchy)
- Impacts
  - Employee engagement
  - Psychological safety
  - Innovation and productivity
  - Retention



## Research shows:

- Employees with high belonging:
  - 56% higher job performance
  - 50% lower turnover risk
  - 75% fewer sick days

- Source: Harvard Business Review, Better Up

# What Belonging Looks Like at Work

# What Belonging Looks Like at Work

- Team members feel heard and respected
- Celebrations reflect diverse traditions
- People feel safe to speak up
- Differences are embraced, not erased



# Barriers to Belonging

# Barriers to Belonging

- Unconscious bias or favoritism
- Exclusive decision-making
- Lack of recognition
- Overemphasis on “culture fit”



# Your Role as a Supervisor

- Set the tone for inclusion
- Model inclusive behavior
- Recognize contributions
- Foster open communication
- Support professional growth for all



# Belonging Builders

- Check in with team members regularly
- Acknowledge individual strengths
- Rotate team responsibilities
- Encourage sharing of ideas and backgrounds
- Celebrate wins and milestones

## Activity

- Write down one way you can build belonging this week.
- Share with your table.
- Are there common themes?

# Takeaways

- Belonging boosts engagement, trust and performance
- Small actions from supervisors make a big impact
- Make belonging intentional in your daily leadership

# Recognition Awards

## Yearly Recognitions

- Staff of the Year Award
- Outstanding Staff Award
- Administrator Leadership Award
- Staff Distinguished Service Award
- Outstanding Faculty Award
- Outstanding Faculty/FTF Member of the Year

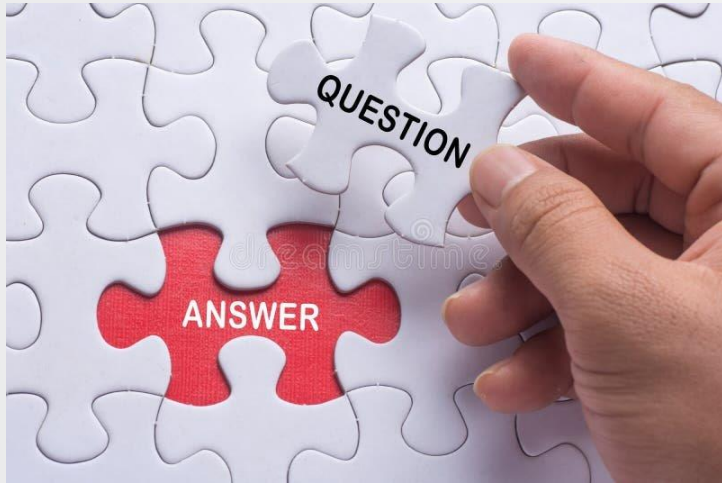
## Yearly Recognitions

- Outstanding PT Faculty/PTF Member of the Year
- Equity and Inclusion Award
- Length of Service Award

## Quarterly Recognition

- Special Recognition Award

## Team Effort Award



What will you commit to trying  
next week?



Back at **10:30** a.m.

# Competitive Compensation



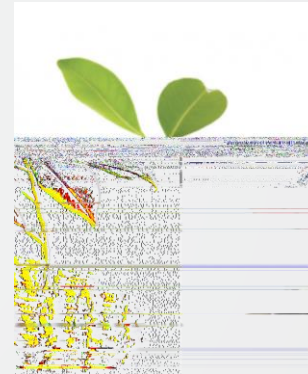
# Competitive Compensation

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

# Competitive Compensation

## 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                          |

# Competitive Compensation

## 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.

# Competitive Compensation

## 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.

# Competitive Compensation

## 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 non-budgeted 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



# Competitive Compensation

- 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

# Competitive Compensation

- 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

# Competitive Compensation

## 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.

# Competitive Compensation

## 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

# Competitive Compensation

## 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

# Competitive Compensation

## 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

# Competitive Compensation

## 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.

# Competitive Compensation

## 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

# Competitive Compensation

## 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

# Competitive Compensation

## 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.

# Competitive Compensation

## 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

# Competitive Compensation

**TEST**  
**YOUR KNOWLEDGE**

# Competitive Compensation

## Question

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

# Competitive Compensation

## 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

# Competitive Compensation

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

# Competitive Compensation

## 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

## Contact Information

- [Class.CompTeam@montgomerycollege.edu](mailto:Class.CompTeam@montgomerycollege.edu)

# Competitive Compensation



Thank you!

# 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



**Christine  
O'Donnell**

Human Resources Specialist I  
Staff and Full-time Faculty  
Recruitment



**Roz  
Sanders**

Talent Acquisition Specialist II  
Part-time Faculty, Full-time Faculty and  
Staff Recruitment



**Maria  
Bedenbaugh**

Human Resources Specialist II  
Staff and Full-time Faculty  
Recruitment



**Daunett  
Hemmings**

Talent Acquisition Specialist II  
Staff and Full-time Faculty  
Recruitment



**Chantelle  
McKoy**

Manager of Talent Acquisition and  
Employment



**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 Faculty Request to Fill Form 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

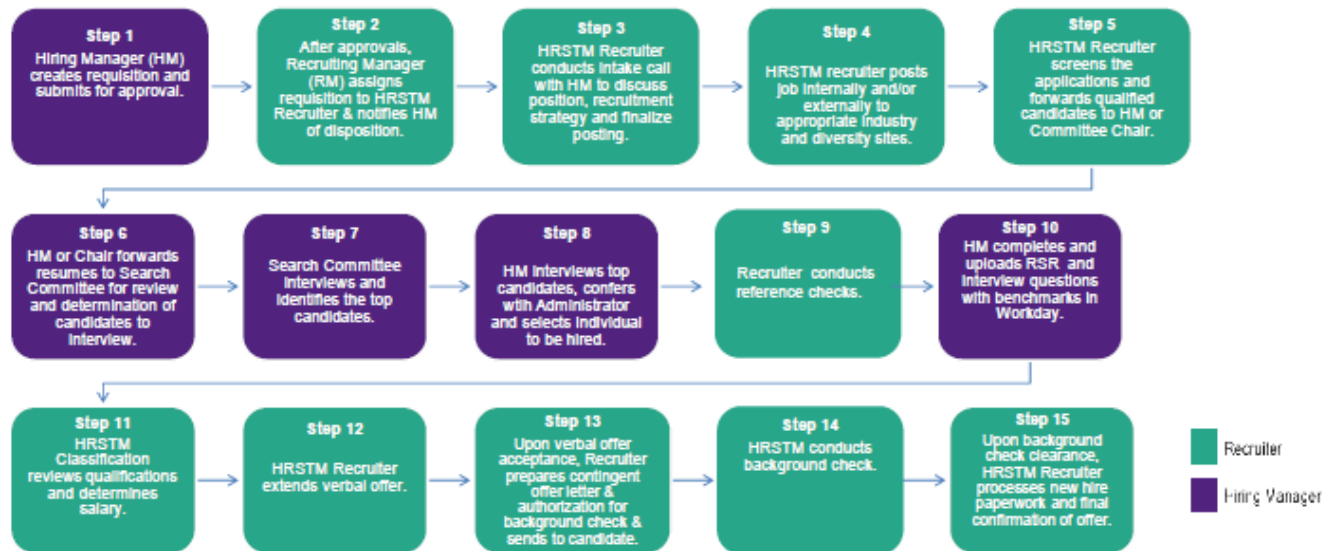
- Complete Vacancy Recruitment Request Form found on our MC webpage  
<https://info.montgomerycollege.edu/offices/human-resources/recruiting.html>
- Obtain Endorsement from SVP and forward form to the HRSTM Recruiting Inbox
- Identify Search Committee Members and get commitment to the recruitment schedule 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 decision-making 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*



## Sample Recruitment Timeline

| Date Approved | Date Assigned/<br>Recruiter<br>Notified<br>2 Days | Intake Call<br>Completed<br><i>Within 7 Days</i> | Position<br>Posted<br><i>Within 3 Days</i> | SC 1st<br>Meeting with<br>HRIC or<br>Recruiter<br><i>Before Posting<br/>Closes</i> | Posting<br>Closes<br><i>2 Weeks</i> | SC/HM<br>Review of<br>Applications<br><i>On-going</i> | Interviews<br>Scheduled<br><i>Within 5 Days of<br/>Posting Close</i> | Interviews<br>Completed<br><i>Within 10<br/>Days</i> | Candidate<br>Identified and<br>RSR<br>Submitted to<br>HR<br><i>Within 5 Days<br/>of Completion<br/>of Interviews</i> | Offer<br>Extended<br><i>Within 3 Days<br/>of Receipt of<br/>RSR</i> | Start Date |
|---------------|---|--|--|--|-------------------------------------|---|--|--|--|---|------------|
| 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<br>Approval to<br>Offer | # Days<br>Posting to<br>Offer | # Days<br>Approval to<br>Start |
|--------------------------------|-------------------------------|--------------------------------|
| 54                             | 42                            | 68                             |

# PART-TIME FACULTY

## Part-time Faculty Recruitment Process

| Full Scale Open Recruitment   | Fast Track Hiring   | Current Employee Hire*<br>(*staff, administrator, WDCE instructor, PTF)   |
|---|---|---|
| <ol style="list-style-type: none"> <li>1. Contact HRSTM Recruiter to discuss position.</li> <li>2. Create job requisition in Workday.</li> <li>3. Review resumes and interview candidates.</li> <li>4. Upon identification of candidate, place them in Recommended Hire stage in Workday and complete Initial Rank form.</li> <li>5. Contact candidate to extend offer. If accepted, upload Initial Rank form in Workday.</li> <li>6. Recruiter will email offer letter to candidate and start background check.</li> <li>7. Upon completion of background check, Recruiter will complete hire in Workday.</li> <li>8. Candidate will receive login to start Workday Onboarding and schedule time to complete in-person I-9.</li> </ol> | <ol style="list-style-type: none"> <li>1. Create job requisition in Workday. PTF Recruiter will set up access for candidate to create profile.</li> <li>2. Instruct candidate to access position in workday to create profile.</li> <li>3. Notify HRSTM PTF Recruiter once candidate has completed candidate application.</li> <li>4. Place candidate in Recommended Hire stage in Workday and complete Initial Rank form.</li> <li>5. Contact candidate to extend offer. If accepted, upload Initial Rank form in Workday.</li> <li>6. Recruiter will email offer letter to candidate and start background check.</li> <li>7. Upon completion of background check, Recruiter will complete hire in Workday.</li> <li>8. Candidate will receive login to start Workday Onboarding and schedule time to complete in-person I-9.</li> </ol> | <ol style="list-style-type: none"> <li>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.               <ol style="list-style-type: none"> <li>a. If they are current PTF, Hiring Manager can add additional job and will not need to go through recruitment (see job aid).</li> <li>b. If they are staff, WDCE, etc. Hiring Manager will create job requisition in Workday.</li> </ol> </li> <li>2. Follow steps outlined in fast track hiring.</li> </ol> |

# 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 short-term 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 Vendor Request Form 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.

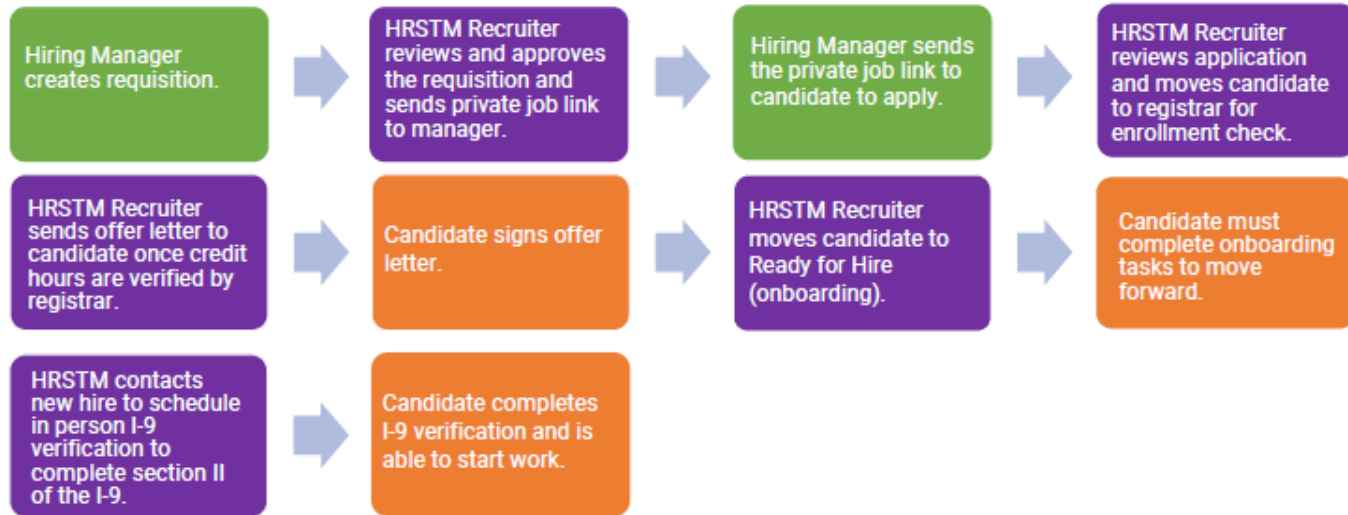
### **Vendor Staffing:**

- 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



Candidate Actions

HRSTM Recruiter Actions

Hiring Manager Actions

**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.**

## Student Worker Eligibility

- Minimum enrollment: 6 credits SA (Student Assistants and Federal Work Study), 12 credits (International Students)
- Weekly maximum hours during AY: 20 hrs./week for SA, 12 hrs./week for FWS
- Student Assistants can work up to 40 hours during the summer (FWS need prior approval)

## Working Multiple Jobs at MC

### Approved Secondary Jobs for Exempt Employees

| Secondary Approved Jobs |  |                 |               |                          |                      |            |            |
|-------------------------|--|-----------------|---------------|--------------------------|----------------------|------------|------------|
| Primary Job             |  | WDCE Instructor | Administrator | Associate/ Support Staff | Short-term Temporary | PT Faculty | FT Faculty |
|                         | Full-time Faculty                        | ✓               |               |                          |                      |            |            |
|                         | Part-time Faculty                        | ✓               |               |                          |                      | ✓          |            |
|                         | 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

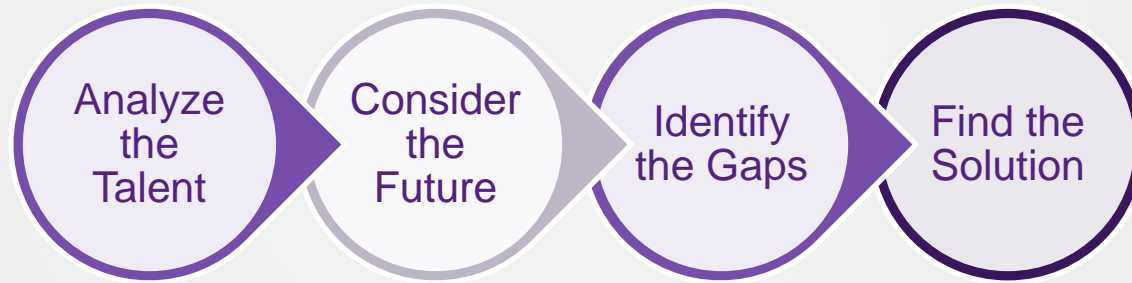
| <div> <div> <b>MC</b><br/>MONTGOMERY<br/>COLLEGE         </div> <div> <b>Approved Secondary Jobs<br/>for Non-Exempt Employees</b> </div> </div> |   |                    |               |                                |                         |         |                   |                       |
|---|---|--------------------|---------------|--------------------------------|-------------------------|---------|-------------------|-----------------------|
| Secondary Approved Jobs   |   |                    |               |                                |                         |         |                   |                       |
| Primary Job   |   | WDCE<br>Instructor | Administrator | Associate/<br>Support<br>Staff | Short-term<br>Temporary | Faculty | Student<br>Assist | Federal<br>Work Study |
|   | Associate/Support Staff<br>(12 month FT/PT) |                    |               |                                |                         |         |                   |                       |
|   | Associate/Support Staff<br>(10 month FT/PT) |                    |               |                                |                         |         |                   |                       |
|   | Short-term Temporary                        |                    |               |                                | ✓                       |         |                   |                       |
|   | Student Assistant                           |                    |               |                                |                         |         | ✓                 |                       |
|   | Federal Work Study                          |                    |               |                                |                         |         |                   | ✓                     |

# 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

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?

# Break Time!



Back at 1:30 p.m.

# Onboarding and Offboarding



# 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 (later in the training)
  - Orientation
  - Reboarding

# 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   |
|--|--|
| <ul style="list-style-type: none"><li>• Transfers</li><li>• Promotions</li><li>• Demotions</li></ul> | <ul style="list-style-type: none"><li>• Return after separation from College</li><li>• Change in employee type, e.g., Student Worker to Temp with Benefits, vice versa</li></ul> |

## 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
- Manager/Supervisor
  - 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 non-benefited employee's end dates and/or extensions and notify HRSTM accordingly**
  - Make sure benefited 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**

# Workday Review for Supervisors

Helpful reminders about Onboarding and  
demo of common Workday processes

## 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)

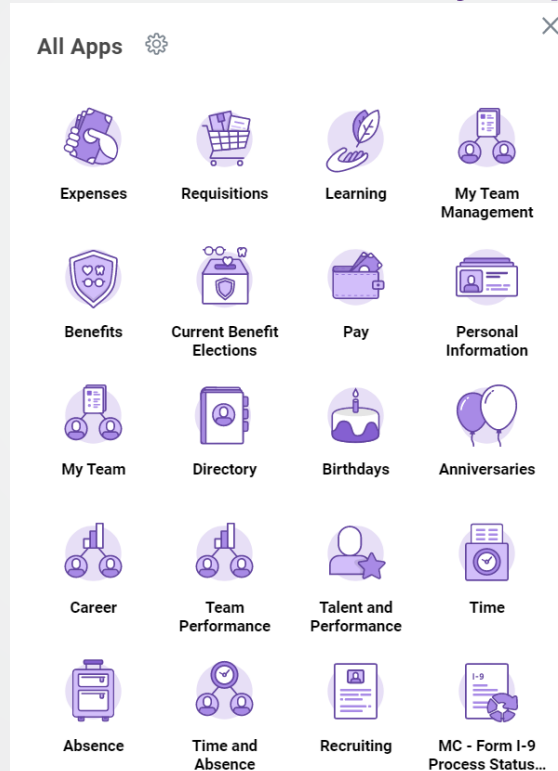
## Common Workday Apps

**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



**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

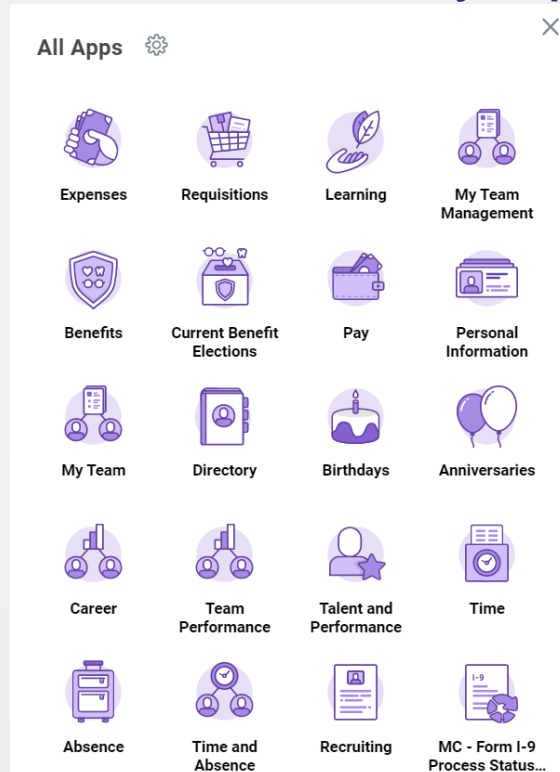
## Common Workday Apps

**Career** – view  
internal job openings

**Talent and  
Performance** –  
complete  
performance reviews

**Time** – enter hours  
worked

**Absence** – request  
Time Off or Leave  
and view balances



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

**Recruiting** –  
comprehensive  
applicant tracking for  
open recruitment  
requisitions

# Onboarding in Workday (Preboarding)

## Pre- and Post-Hire Paperwork/Information

- Before eligible for being hired and pre-boarding, applicants must have completed the full recruitment process.
- **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.

# Onboarding in Workday (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

# Common Workday Process Demos

- What processes do you need a refresher on?
- What processes do you find challenging?

## Contact Us!

- General questions
  - [HRSTM@montgomerycollege.edu](mailto:HRSTM@montgomerycollege.edu)
- More complex HRSTM Workday issues and Data/Report Requests
  - [HRWorkdaySupport@montgomerycollege.edu](mailto:HRWorkdaySupport@montgomerycollege.edu)



# **Timekeeping Compliance for Supervisors**

Key guidance and information to ensure  
accurate timekeeping records

# 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 <b>hourly rate</b> for all hours worked                       | Paid an <b>annual salary</b> for the work performed  |
| Required to <b>report all hours worked</b> in a timesheet             | <b>Not required to track time hourly</b> ; 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 MUST SUBMIT 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:

Formerly  
Court  
Attendance

← Time Off

☒ Annual Time Off - Staff/Administrator

☐ Bereavement Time Off

☐ Civic/Court Time Off

☐ Enrichment Time Off

← Time Off

☐ Intermittent FMLA

☐ Operational Status Change Time Off

☐ Partial Short Term Disability 50%

☐ Personal Time Off

☐ Sick Time Off

☐ Sick Time Off (Advanced)

☐ Time Off for Professional Meetings ▲

☐ Unpaid Time Off

Formerly  
College  
Closed or  
Administrative★

Tied to the  
same rules as  
Sick Time Off

▲ Professional  
Development/  
Sabbatical are  
Leave.

\*Administrative  
Leave requires  
approval by EELR.

# Leave Types

- Time Off types:

Administrative  
Leave requires  
approval by EELR.



←

Leave of Absence

☒ Administrative Leave - Involuntary (Paid)

☐ Administrative Leave - Involuntary (Unpaid)

☐ Administrative Leave - Voluntary (Paid)

☐ Administrative Leave - Voluntary (Unpaid)

☐ Annual Military Reserve Training Leave

←

Leave of Absence

☐ Extended Military Service Leave

☐ FMLA Leave Paid

☐ FMLA Leave Unpaid

☐ FMLA Military Leave

☐ Intermittent FMLA Access Leave

☐ Partial Short Term Disability Leave Access

←

Leave of Absence

☐ Partial Worker's Compensation Leave

☐ Short Term Disability Leave (50%)

☐ Workers Compensation (100%)

☐ Workers Compensation (66 2/3%)

## Time Entry for Operational Changes

- Follow updated [Inclement Weather Response/Operational Status System](#) 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) regular staff 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 regular staff 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**.

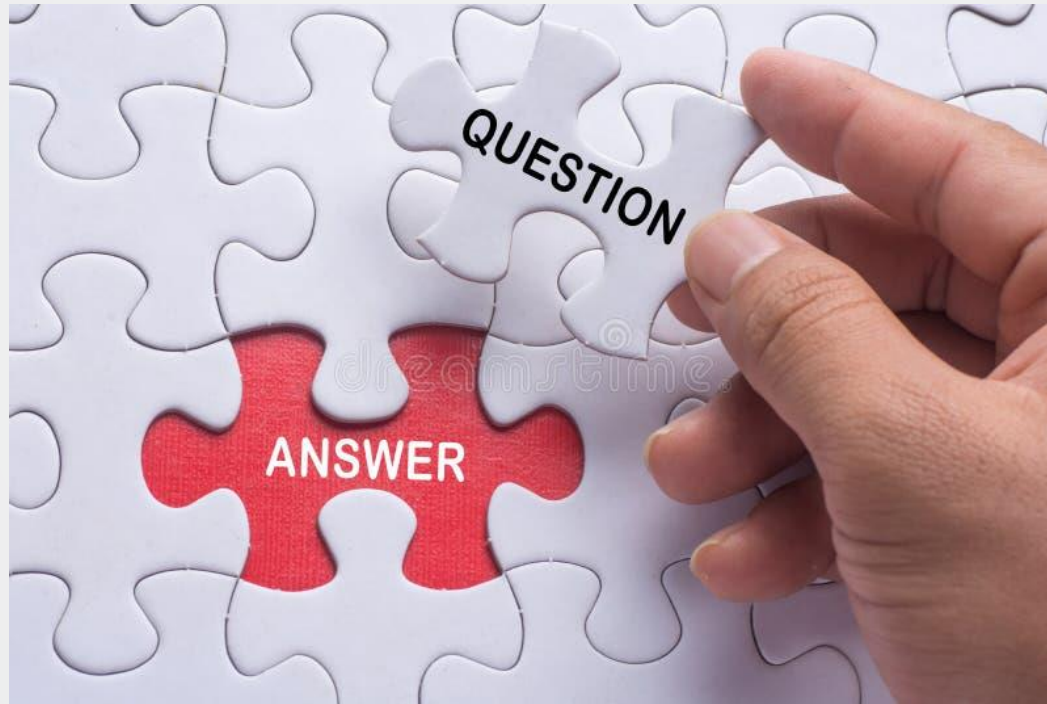
## Student Worker Time Types

- 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               |
|---|------------------------------|---|------------------------|
| <b>FWS – On Campus Community Service</b>  | Community Service Germantown | FWS On Campus   | On Campus – Germantown |
| <b>FWS – On Campus Community Service</b>  | Community Service Rockville  | FWS On Campus   | On Campus – Rockville  |
| <b>FWS – On Campus Community Service</b>  | Community Service TP/SS      | FWS On Campus   | On Campus – TP/SS      |
| <b>FWS – Off Campus Community Service</b> | Off Campus Community Service | Note: Westfield rolls up to TP/SS, GBTC rolls up to Germantown, and CT rolls up to Rockville. |                        |

# Payroll Contacts and Resources

- Payroll Team:
  - Kirsys Nunez, Payroll Manager
  - Minnie Muchai, Payroll Specialist II
  - Tong Zhao, Payroll Specialist II
- [Payroll Website](#)
- General Inquiries
  - [HRSTM@montgomerycollege.edu](mailto:HRSTM@montgomerycollege.edu)
- Specific Payroll/Time Compliance Issues
  - [Payroll@montgomerycollege.edu](mailto:Payroll@montgomerycollege.edu)



# **FY25 EAP/PDAP Guide for Supervisors**

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

## Purpose of the EAP/PDAP Guide for Supervisors

- Supervisors cannot effectively understand or manage the EAP/PDAP process with information in this guide alone. This information 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
- 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 for your team 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

| <b>PLAN</b><br>Learn about EAP.  | <b>PREPARE</b><br>Collect your documentation.  | <b>PROCESS</b><br>Submit your EAP request.   |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Confirm your EAP eligibility.</li> <li>• Learn about the program's benefits and rules.</li> <li>• Understand the difference between entitlement and eligibility.</li> <li>• Discuss your professional development goals with your supervisor and determine how EAP can support your growth.</li> <li>• Engage with resources, guides and videos to learn the process to request funds.</li> </ul> | <ul style="list-style-type: none"> <li>• Register for webinars and conferences, enroll in courses, sign up for memberships, etc. that contribute to your professional development.</li> <li>• Collect and organize your invoices and/or receipts.</li> <li>• Complete your Annual Acknowledgement Form(s) (required) and/or Travel Cover Sheet(s) (optional).</li> <li>• Review resources to make sure you know how to correctly process your request(s), how long it will take for the payment to process and how to determine if a Supplier is in the system.</li> </ul> | <ul style="list-style-type: none"> <li>• 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.</li> <li>• Check your Workday inbox for any missing or insufficient information. Your request will be delayed until all required information is provided, so please read comments carefully to keep the process moving forward.</li> <li>• Remember, EAP Travel, PDAP requests and Wellness expenses are always reimbursement only and Cash Advances are not allowed.</li> </ul> |

## What is EAP?

- The Educational Assistance Program (EAP) 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:
  1. Improve job-related knowledge and skills to perform more effectively in their 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.

## 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 their 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.
- **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 EAP or PDAP requests in Workday are the same. PDAP is reimbursement only.

|                        | EAP  | PDAP   |
|------------------------|--|--|
| <b>Eligibility</b>     | 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 who have worked at least nine (9) ESH over the course of two (2) academic years   |
| <b>Fund Allocation</b> | Allocation for eligible EAP expenses each fiscal year (pre-pay or reimbursement)   | A single allocation for all eligible PDAP expenses, including MC credit and non-credit courses, wellness, and eligible travel expenses each fiscal year (reimbursement only) |
|                        | Additional allocation for eligible EAP travel and wellness expenses each fiscal year (reimbursement only)  |  |
| <b>MC Credit</b>       | EAP is not applicable;   | Eligible expense for PDAP and  |

## 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 your role at the College - NOT a personal business.**

## FY25 EAP/PDAP Allocations

|                            | Part-time<br>Faculty | Full-time<br>Faculty | Bargaining<br>Staff | Non-<br>Bargaining<br>Staff |
|----------------------------|----------------------|----------------------|---------------------|-----------------------------|
| EAP/PDAP/<br>employee      | <b>\$1,250</b>       | <b>\$3,120</b>       | <b>\$2,800</b>      | <b>\$2,800</b>              |
| EAP Travel/<br>employee    |                      | <b>\$1,800</b>       | <b>\$1,250</b>      | <b>\$1,250</b>              |
| Total EAP/<br>PDAP Budget  | <b>\$54,000</b>      | <b>\$453,522</b>     | <b>\$400,000</b>    | <b>\$803,798</b>            |
| Total EAP<br>Travel Budget |                      | <b>\$221,850</b>     | <b>\$50,000</b>     | <b>\$141,650</b>            |

## FY25 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,<br>up to 12 Credit<br>Hours | Mandatory Fees<br>for 9+ Credits<br>(flat rate) | Total FY EAP<br>Tuition Limit/<br>Overall Max EAP<br>FY25 Limit | Calendar<br>Year<br>Taxable<br>Income |
|-----------------------|---|---|---|---------------------------------------|
| Undergraduate         | \$5,043.50                                    | \$861.00  | <b>\$5,904.50</b>   | \$654.50                              |
| Graduate/<br>Doctoral | \$10,134.72                                   | \$692.50  | <b>\$10,827.22</b>  | \$5,577.22                            |

## EAP/PDAP Request Workday Workflow

**I need MC to pay the Supplier**

for my eligible EAP expenses.

Does NOT apply to EAP Travel, Wellness and PDAP because they are reimbursement only.



**Step 1: Create Supplier Invoice Request**



I already paid or will pay for my eligible EAP, PDAP or Wellness expenses and  
**I need MC to reimburse me.**



**Step 1: Expense Report**



I already paid or will pay for my eligible EAP Travel expenses and  
**I need MC to reimburse me.**



**Step 1: Create Spend Authorization**



**Step 2: Once Spend Authorization is APPROVED, Create Expense Report (after returning from travel)**



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

-- ***Search My Supplier Invoice Requests*** to confirm approval or payment status.  
-- Payment is mailed to Supplier according to invoice/instructions.

-- ***View My Expense Reports*** to confirm approval or payment status.  
-- Deposit is made according to Payment Elections. If direct deposit, this is separate from and not included with your payroll deposit).

Contact **Accounts Payable** for questions related to payment  
(i.e., for status update if payment was not processed or received in a timely manner ).

# What is a Supervisor's role in EAP/PDAP?

- **Talk about and prioritize Professional Development**
  - Discuss Professional Development and career goals 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.

## What is a Supervisor's role in EAP/PDAP?

- 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 participate.
    - Use of funds should be tied to Professional Development, continuing education or credential requirements, and/or department performance goals.

# What is a Supervisor's role in EAP/PDAP?

- **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.**
    - EAP/PDAP Job Aids and Demo Videos
    - Avoid Most Common Mistakes.
    - Use Cheat Sheets.
  - Do not offer or promise EAP/PDAP benefits to employees for ineligible events.

## What is a Supervisor's role in EAP/PDAP?

- **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 to your employee 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 [EAP Requests](#) or [PDAP Requests](#) 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, forms, training and videos
- Allocation and utilization data by employee type and bargaining status for the applicable fiscal year
- FAQs

- **[Workday Training Page](#)**

- Job aids
- Demo videos

- **Contact us!**

- Contact us BEFORE submitting a request with general questions or eligibility inquiries
- Email [EAP Requests](#) or [PDAP Requests](#)



Back at **3:15** p.m.

# Managing Conflict in the Workplace

**“Conflict is drama, and how people deal with conflict shows you the kind of people they are.”**

- Stephen Moyer

# Managing Conflict in the Workplace

## Learning Objectives

- Define conflict
- Recognize the positive aspects of conflict and the negative effects of poorly managed or unresolved conflict
- Understand why conflict management is part of new supervisory training
- Identify common sources of conflict in the workplace

# Managing Conflict in the Workplace

## Learning Objectives

- Understand how different styles respond to conflict
- 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
- Instead, it is how well it is managed that accounts for whether we perceive it to be good or bad

# Managing Conflict in the Workplace

## Defining Conflict

**Conflict is often seen as a negative action or construct:**



# Managing Conflict in the Workplace

## Negative Effects of Poorly Managed Conflict

**Conflict is seen as negative when it is *not managed well and leads to...***

- Damaged relationships
- Wasted resources (time, energy, money)
- Decreased employee productivity
- Decreased employee engagement
- Increased health problems
- Damaged team and untrusting culture
- Increased stress and withdrawal
- Increased absenteeism and turnover

# Managing Conflict in the Workplace

## Positive Aspects of Conflict

**Conflict is seen as positive *when it is managed well, where it***

- Brings problems to light
- Allows opportunity for growth and learning
- Helps bring people/work team together
- Brings about necessary change
- Improves communication
- Increases creativity and problem-solving
- Energizes people
- Increases commitment to work
- Improves workplace culture
- Helps identify potential future leaders
- Improves self-knowledge/awareness
- Any others?



**“Conflict is a place of possibility.”**

- Dana Caspersen (international conflict specialist, author, and performer)

# 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 something usual 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

## Five Common Sources of Conflict in the Workplace

| Sources          | Examples   |
|------------------|--|
| 1. Relationship  | Personality, style, conflict style, thrown together and forced to get along                  |
| 2. Values        | Politics, religion, ethics, norms  |
| 3. Task          | How to get things done, incompatible goals, divided resources, perceived roles               |
| 4. Communication | Tone, hierarchy/power structure, amount/type/frequency, non-verbal cues, level of engagement |
| 5. Leadership    | Absent, uninformed, inconsistent, unappreciative, ineffective conflict style                 |

Source: <https://www.pon.harvard.edu/daily/conflict-resolution/types-conflict/>.

# Managing Conflict in the Workplace

## Understand How Different Styles Respond to Conflict

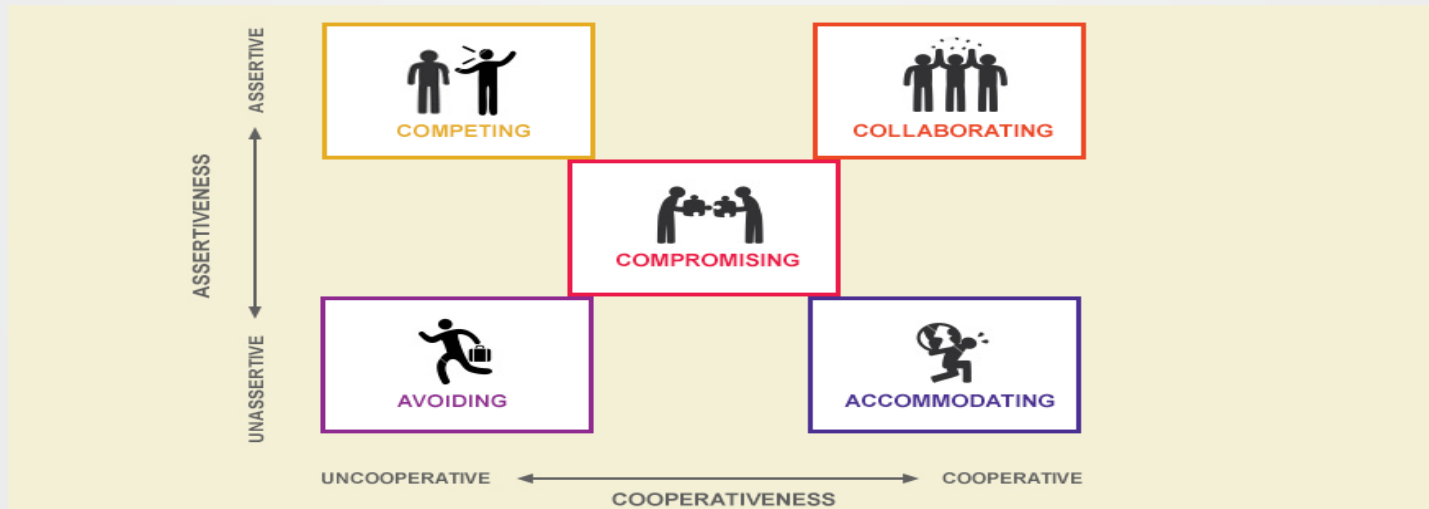
**What is your conflict style?** (Which column had the highest number?)

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

# Managing Conflict in the Workplace

## Understand How Different Styles Respond to Conflict

### TKI Conflict Handling Behavior Model



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

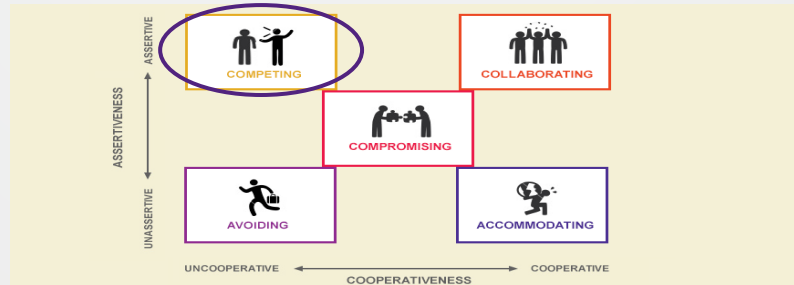
Source: <https://www.kilmanndiagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki>.

# Managing Conflict in the Workplace

## Understand How Different Styles Respond to Conflict

**Competing style:** “My way or the highway” or “I am right, you are wrong”

- Creates classic win/lose situation
- The party asserting strength and power wins the conflict
- Creates a “loser”



# Managing Conflict in the Workplace

## Understand How Different Styles Respond to Conflict

### **Competing style:**

#### **Often Appropriate When:**

- an emergency looms;
- you are sure you are right, and being right matters more than preserving relationships;
- a quick decision and action are needed;
- when one's position, authority, or rights are being challenged.

#### **Often Inappropriate When:**

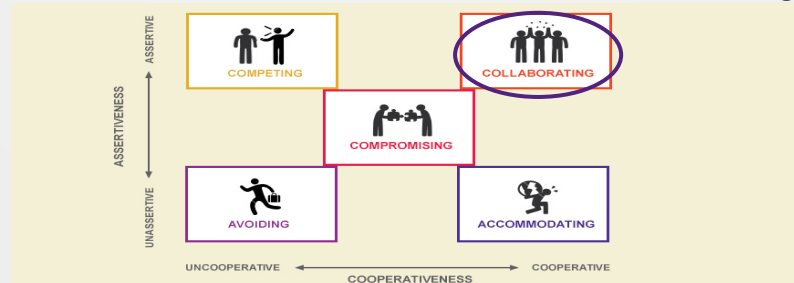
- collaboration has not yet been attempted;
- cooperation from others is important;
- used routinely for most issues;
- self-respect of others is needlessly diminished.

# Managing Conflict in the Workplace

## Understand How Different Styles Respond to Conflict

**Collaborating style:** “Two heads are better than one” or “Let’s find a win/win solution”

- Achieves win/win outcomes
- Expands the range of possible options
- Requires time and effort of those involved to work through difficulties



# Managing Conflict in the Workplace

## Understand How Different Styles Respond to Conflict

### **Collaborating style:**

#### **Often Appropriate When:**

- the issues and relationship are both significant;
- cooperation is important;
- creative solutions are important;
- reasonable hope exists to address concerns.

#### **Often Inappropriate When:**

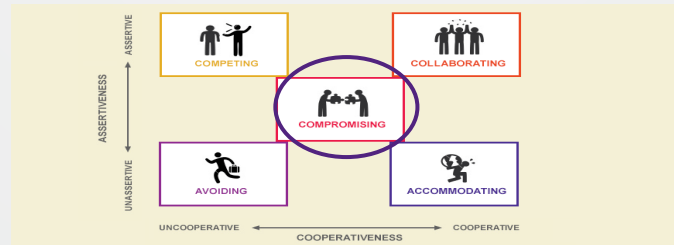
- time is short;
- the issues are unimportant;
- you're over-loaded;
- the goals of the other person are certainly wrong.

# Managing Conflict in the Workplace

## Understand How Different Styles Respond to Conflict

**Compromising style:** “Let’s make a deal” or “Let’s meet half way”

- Everyone is expected to give up something to get to resolution
- Minimally acceptable to all
- Relationships are undamaged (in one way)
- Less commitment to outcome



# Managing Conflict in the Workplace

## Understand How Different Styles Respond to Conflict

### **Compromising style:**

#### **Often Appropriate When:**

- Cooperation is important but time or resources are limited;
- When finding some solution, even less than the best, is better than a complete stalemate;
- When efforts to collaborate will be misunderstood as forced.

#### **Often Inappropriate When:**

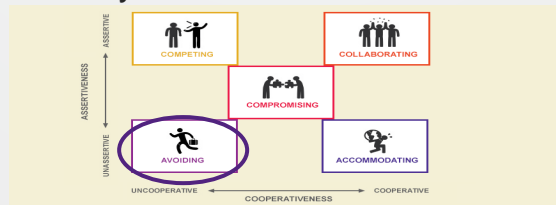
- finding the most creative solutions possible is essential;
- when you can't live with the consequences.

# Managing Conflict in the Workplace

## Understand How Different Styles Respond to Conflict

**Avoiding style:** “Leave well enough alone” or “What conflict?”

- Parties seek to push conflict “under the rug”
- Results in parties withdrawing from situation
- Could create lose/lose situation, especially where there is no clearing of the air
- Appearance of neutrality is maintained



# Managing Conflict in the Workplace

## Understand How Different Styles Respond to Conflict

### **Avoiding style:**

#### **Often Appropriate When:**

- the issue is trivial;
- the relationship is insignificant;
- time is short and a decision is not necessary;
- you have little power but still wish to block the other person.

#### **Often Inappropriate When:**

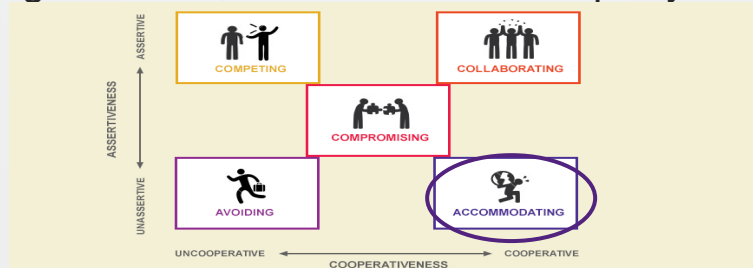
- you care about both the relationship and the issues involved;
- used habitually for most issues;
- negative feelings may linger;
- others would benefit from caring.

# Managing Conflict in the Workplace

## Understand How Different Styles Respond to Conflict

**Accommodating style:** “Kill them with kindness” or “You are right, and I am wrong”

- Smooths over the conflict
- Maintains harmony by acceding to the other party
- One party might be fine, but often the other party is not



# Managing Conflict in the Workplace

## Understand How Different Styles Respond to Conflict

### **Accommodating style:**

#### **Often Appropriate When:**

- you really don't care about the issue;
- you are powerless but have no wish to block the other person;
- when you realize you are wrong.

#### **Often Inappropriate When:**

- you are likely to harbor resentment;
- used habitually in order to gain acceptance;
- when others wish to collaborate and will feel like enforcers if you accommodate.

# 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?

# Managing Conflict in the Workplace

## Begin to Explore Tools and Techniques for Resolving Conflict

### **Six (6) Steps in Interest-Based Relational (IBR) Approach to Conflict Resolution**

#### *Step 1. Good relationships are the priority*

- Be respectful, patient, and courteous at all times
- Be aware of and manage your own emotions and triggers
- Pick up on feelings/emotional cues of others
- Recognize that “perception is reality” for everyone involved

# Managing Conflict in the Workplace

## Begin to Explore Tools and Techniques for Resolving Conflict

### **Six (6) Steps in Interest-Based Relational (IBR) Approach to Conflict Resolution**

#### *Step 2. Separate person from the problem*

- Real issues can then be debated without damaging relationships
- Focus on actions, not intent; focus on work issues, not personalities

# Managing Conflict in the Workplace

## Begin to Explore Tools and Techniques for Resolving Conflict

### **Six (6) Steps in Interest-based Relational (IBR) Approach to Conflict Resolution**

Step 3. *Listen carefully to different interests* (e.g., needs, wants, hopes, perspectives, goals, or motivations) versus positions

- Be genuine in wanting to listen and learn
- Ask open-ended questions to clarify
- Be open-minded to other perspectives
- Actively listen (e.g., be fully focused on conversation, use feedback and paraphrasing skills, do not interrupt)

# Managing Conflict in the Workplace

## Begin to Explore Tools and Techniques for Resolving Conflict

### **Six (6) Steps in Interest-based Relational (IBR) Approach to Conflict Resolution**

#### *Step 4. Listen first, talk second*

- Understand before being understood
- Try to note and understand verbal and non-verbal communication in speaker

# Managing Conflict in the Workplace

## Begin to Explore Tools and Techniques for Resolving Conflict

### **Six (6) Steps in Interest-based Relational (IBR) Approach to Conflict Resolution**

#### *Step 4. Listen first, talk second*

- Be mindful of your own language choices, tone, and body language when describing your perspective of problem, needs, and concerns
  - Use “I” statements – “I feel . . . when . . . because . . . and I’d like. . .”
  - Be clear and concise
- Note any positives or any common ground, if genuine
- Identify and acknowledge your contribution to the situation

# Managing Conflict in the Workplace

## Begin to Explore Tools and Techniques for Resolving Conflict

### **Six (6) Steps in Interest-based Relational (IBR) Approach to Conflict Resolution**

#### *Step 5. Set out facts*

- Agree and establish observable facts, including what is the problem to be solved

#### *Step 6. Explore options together*

- Focus on interests
- Stick to the facts

# Managing Conflict in the Workplace

## Begin to Explore Tools and Techniques for Resolving Conflict

### **Six (6) Steps in Interest-based Relational (IBR) Approach to Conflict Resolution**

#### *Step 6. Explore options together*

- Take turns offering alternative solutions
- Be nonjudgmental of others' ideas
- Examine the consequences of each solution
- Goal is wise, efficient, and amicable outcome

Don't Be Afraid to get  
Creative



A Tale of  
Two  
Chefs

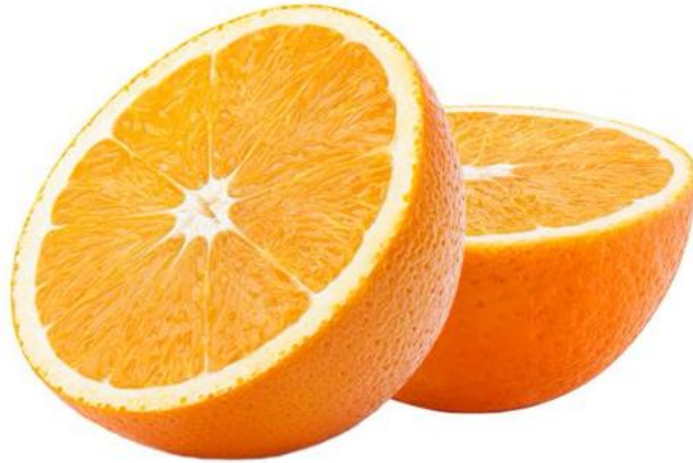


## A Tale of Two Chefs



There was only one orange left in the kitchen and two prominent chefs were fighting over it as they prepared dinner for the dignitaries waiting upstairs.

## A Tale of Two Chefs



They decided on a compromise and grabbed a large kitchen knife to split the orange in half, and each went to their corner to finish the meal.

## A Tale of Two Chefs



One chef squeezed juice from his half of the orange into the special sauce he was making.  
The other chef took the peel of her half and incorporated it into the dough of her famous cake.

## A Tale of Two Chefs



The better solution may seem obvious to us now:

Both chefs would have been better off if they had peeled the orange and had simply taken the part they needed.

# 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**

- See *Roadmap for Employees to Address Issues* handout for comprehensive list
- You can always seek out:
  - Your supervisor
  - HRSTM (Internal consultant or employee and labor relations)
  - ELITE (for Crucial Conversations and other training)
  - Office of the Ombuds

# Managing Conflict in the Workplace

## Resources at MC to Help

### IOA Code of Ethics:

The Office of the Ombuds operates in accordance with the Office of the Ombuds Charter, Code of Ethics, and Standards of Conduct of the International Ombuds Association:

- ✓ Confidential\*
- ✓ Impartial/Neutral
- ✓ Informal
- ✓ Independent

# Managing Conflict in the Workplace

## Resources at MC to Help

A general guideline about contacting the ombuds:

- *If you have an issue/problem/situation/question that is impeding your ability to work or lead effectively or productively*
- No matter how big or how small the problem is, it is always an appropriate time to reach out
- Can get help with conflict coaching, facilitated conversations, and more



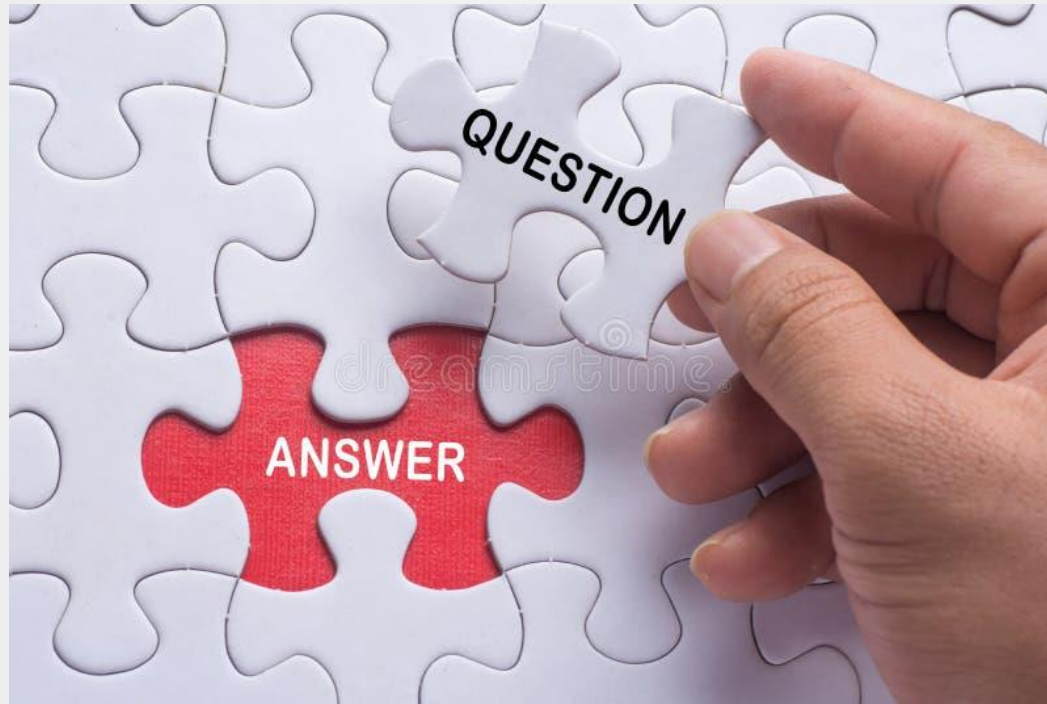
# Managing Conflict in the Workplace

## Quick Recap

- View conflict as an opportunity! Conflict, when managed well, can bring about many positive changes at work, including increased engagement, productivity, morale, connection, and success.
- It is a critical part of your job as supervisor to learn and practice conflict management skills.
- Be aware of your natural/preferred style of conflict and views on conflict, and see how your natural/preferred style and views can shape your initial response to the conflict at hand.
- Choose your approach to each conflict thoughtfully, taking time to think about which of the five conflict styles would work best in any one particular conflict.
- There are five main sources of workplace conflict, including relationships, values, tasks, communication, and leadership.
- Use IBR to resolve conflict, including actively listening for understanding and focusing on interests versus positions.
- There are things you can do to reduce conflict in your area, including treating employees fairly and respectfully, and clearly communicating rationales for decisions and clear standards.
- You are not alone in dealing with conflict at MC. There are many resources you can seek support from, including the Office of the Ombuds.

# Managing Conflict in the Workplace

**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.  
See you Thursday!

**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**



**MONTGOMERY COLLEGE**