

NEW SUPERVISOR ORIENTATION

Manage Smart

Office of Human Resources and Strategic Talent Management

June 26, 2025

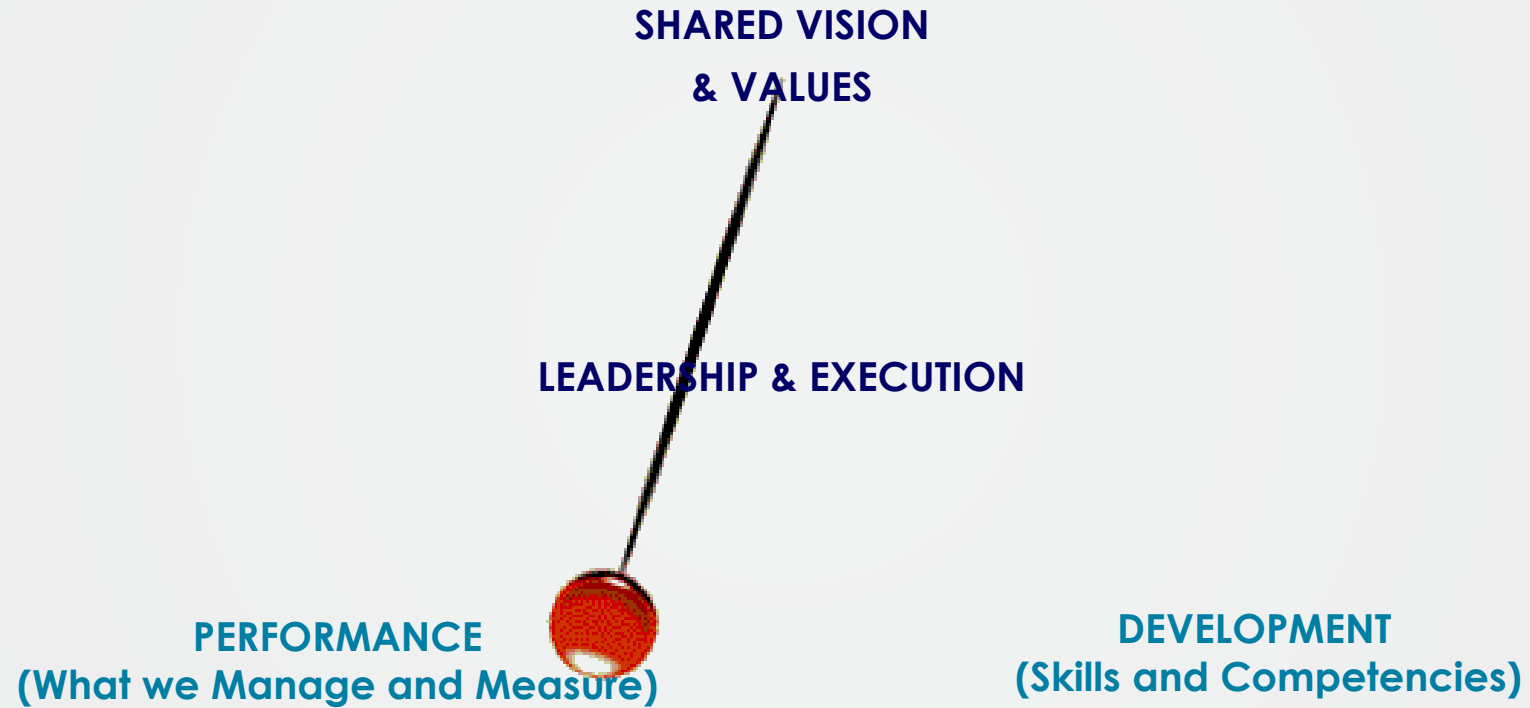


Center for Teaching and Learning

Employee Professional Development

- Management, and Leadership
- Culture, Conflict, and Communications
- Coaching
- Team Development consulting
- Phase II programs for community and practice

Professional Development Focus



ELITE Professional Development

Developing Yourself and Your Team

1. Cohort Programs
2. Staff Summer PD
3. Licensed Training
4. On-Demand Services – bespoke consulting

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
- Cohort alumni support available in the form of follow-up workshops

FY25 Cohort Programs



PHASE II cohort programs

- GLC Phase II
 - 8 dedicated alumni met three times
 - Innovation, problem solving and impact focus
 - Focus on key work issues using GLC content and tools
- LDI Book Club
 - Meets periodically to discuss chapters of a selected book
 - Networking

Professional Week and Summer PD

- **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

Activity

Discuss the following leadership challenges:

- ***How well is my team completing key tasks and objectives?***
 - *What changes would you like to see?*
 - *How confident are you to realize these desired changes?*
- ***How am I motivating top performers and managing underperformers?***

Choose top 3 needs

▪ I am a manager, and my **team** needs development in...

- Communications
- Intercultural relations and working with diverse groups
- Technical skills – what kind?
- Conflict management
- Processes and time management
- Customer Service
- Collaboration
- Health and Wellness, Work Integration
- Other

Identify Needs in Rank Order

- **I am a Manager and I need development in..**
 - Leadership – teams and individuals
 - Cultural Awareness and Emotional Intelligence
 - Task management
 - Relationship management, Trust building, Feedback
 - Communications and persuasion
 - Coaching and Developing others
 - Managing conflict and difficult employees
 - Innovation and change

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



Thank
You!

Procurement 101

Understanding the Procurement Process

Yu (Judy) Zhu
Procurement & Contracts Manager
Office of Business Services
Procurement
June 26, 2025

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

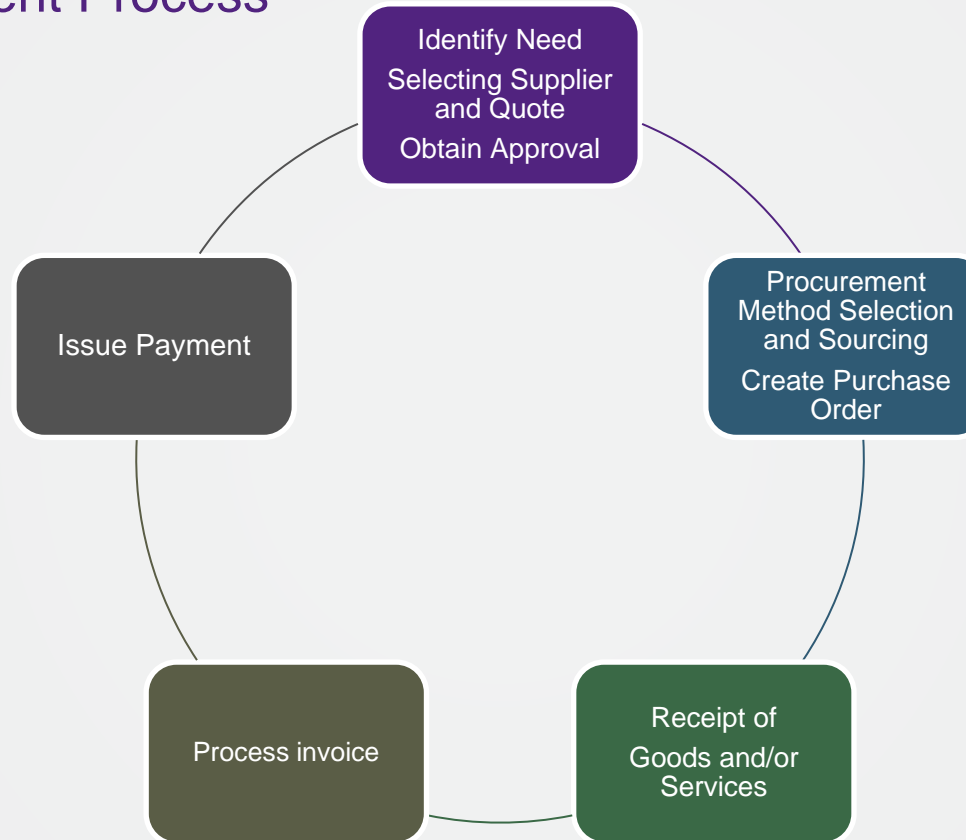
The Office of Procurement is a service unit within the Office of Business Services. Our office strives to add value, quality, and satisfaction in the delivery of goods and services in accordance with the Board of Trustees policies and procedures, local laws, and regulations.



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. 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

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

TEAM 4 & 6		
Yu Zhu, CPPO, C.P.M., Purchasing Manager yu.zhu@montgomerycollege.edu Phone: 240.567.5284	Maria Da Conceicao, C.P.M., Purchasing Agent II Maria.DaConceicao@montgomerycollege.edu Phone: 240.567.3230	George Varghese, Purchasing Agent II 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 Phone: 240.567.5285	Lisa Dyer, CPCP, Purchasing Agent I 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 & Services/Enterprise Systems</p> <p>Library Supplies/Contracts/Services</p> <p>Mail Equipment Supplies/Postal Services</p> <p>Medical/Radiologic/ Supplies & Equipment</p> <p>Office Supplies & Equipment/Maintenance</p> <p>P-Card Administration</p> <p>Records Management</p> <p>Safety & Security Camera Equipment & 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 & Services</p>	
<p>William Valentin, Purchasing Specialist william.valentin@montgomerycollege.edu Phone: 240.567.5391</p>	<p>Chiquita Manago-Haywood, Purchasing Agent II chiquita.manago@montgomerycollege.edu Phone: 240.567.5289</p>	
<ul style="list-style-type: none"> ▪ Amazons Business Account Services ▪ eMaryland Marketplace Advantage (eMMA) Site Administrator ▪ Purchasing/Corporate Card Services ▪ Web site Management 	<p>Advertising Services</p> <p>Business Cards & Stationery (Letterhead & Envelopes)</p> <p>Commencement & Related Services</p> <p>Courier & 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, & Layout (Printed Materials) related Services</p> <p>Reservations (Hotels) Individual & 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 (\$1,000.00+) 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 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

➤ **Telephone Number:** 240 567-5292

➤ **Fax Number:** 240 567-6397

FY25 Year End Closing

6/30/2025 Purchase Order Close Encumbrance Form

- *Form should include purchase orders for which, there is no receipt of good or service by 6/30/2025.*

6/30/2025 All Purchase order change requests.

07/11/2025 Employee Reimbursement Requests, including EAP Reimbursements

- *Direct Vendor / Independent Contractor Payments*
- *Employee Reimbursement Requests via the appropriate Workday Task.*
- *Spend Authorization/ Expense Report*
- *Vendor payment request via the Create Supplier Invoice Request task in Workday.*
- *Record goods received or services rendered by 6/30/2025, no later than 07/11/2025. Receipt submitted after 6/30/2025, must be back-dated to 6/30/2025.*



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

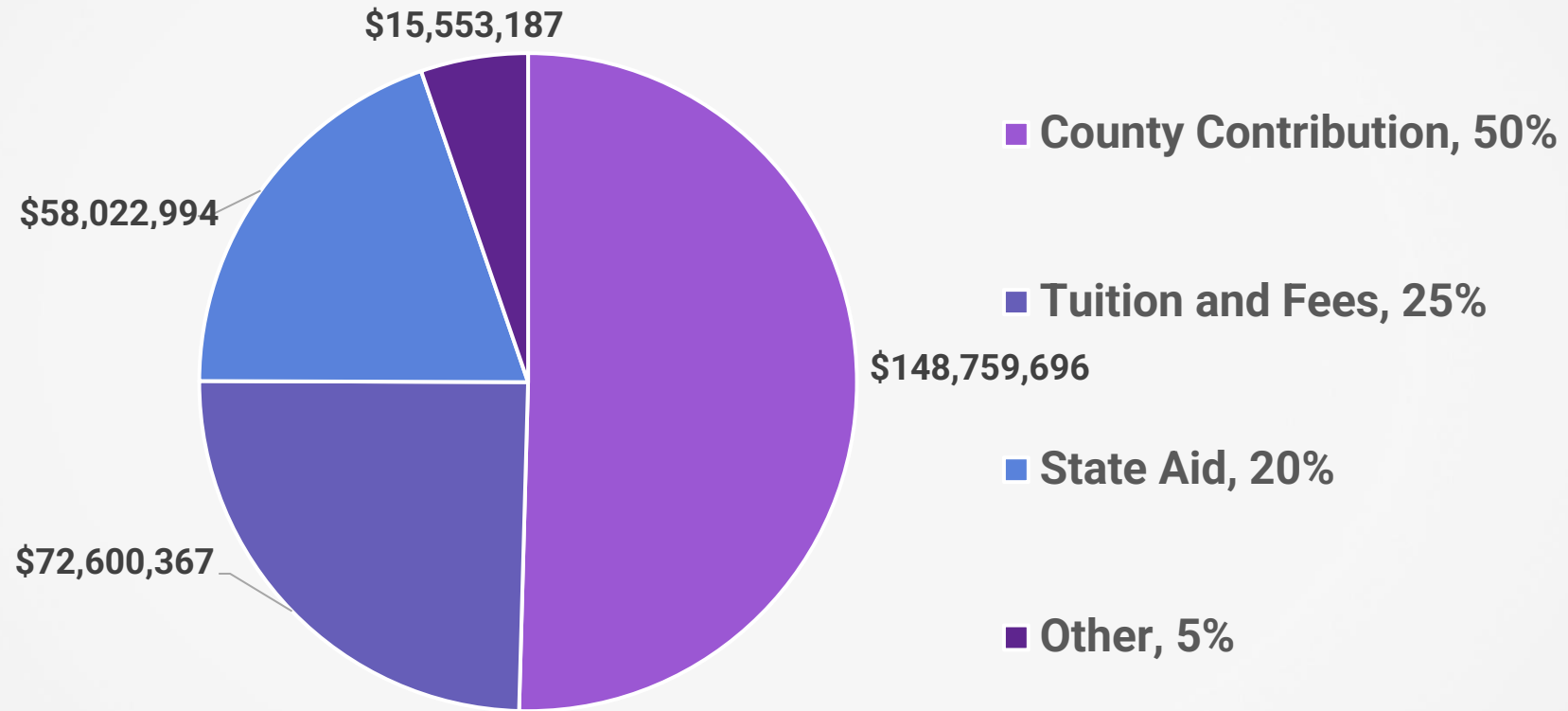
- Operating Fund aka Current Fund*
- Emergency Plant Maintenance and Repair Fund*
- County Grant Fund*
- Workforce Development and Continuing Education Fund
- Auxiliary Enterprises Fund
- Transportation and Major Facilities Reserve Fund⁺
- Federal, State, and Private Grants
- MC 50th Endowment Fund
-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

*Tax supported by County Residents

⁺Supported through student fee

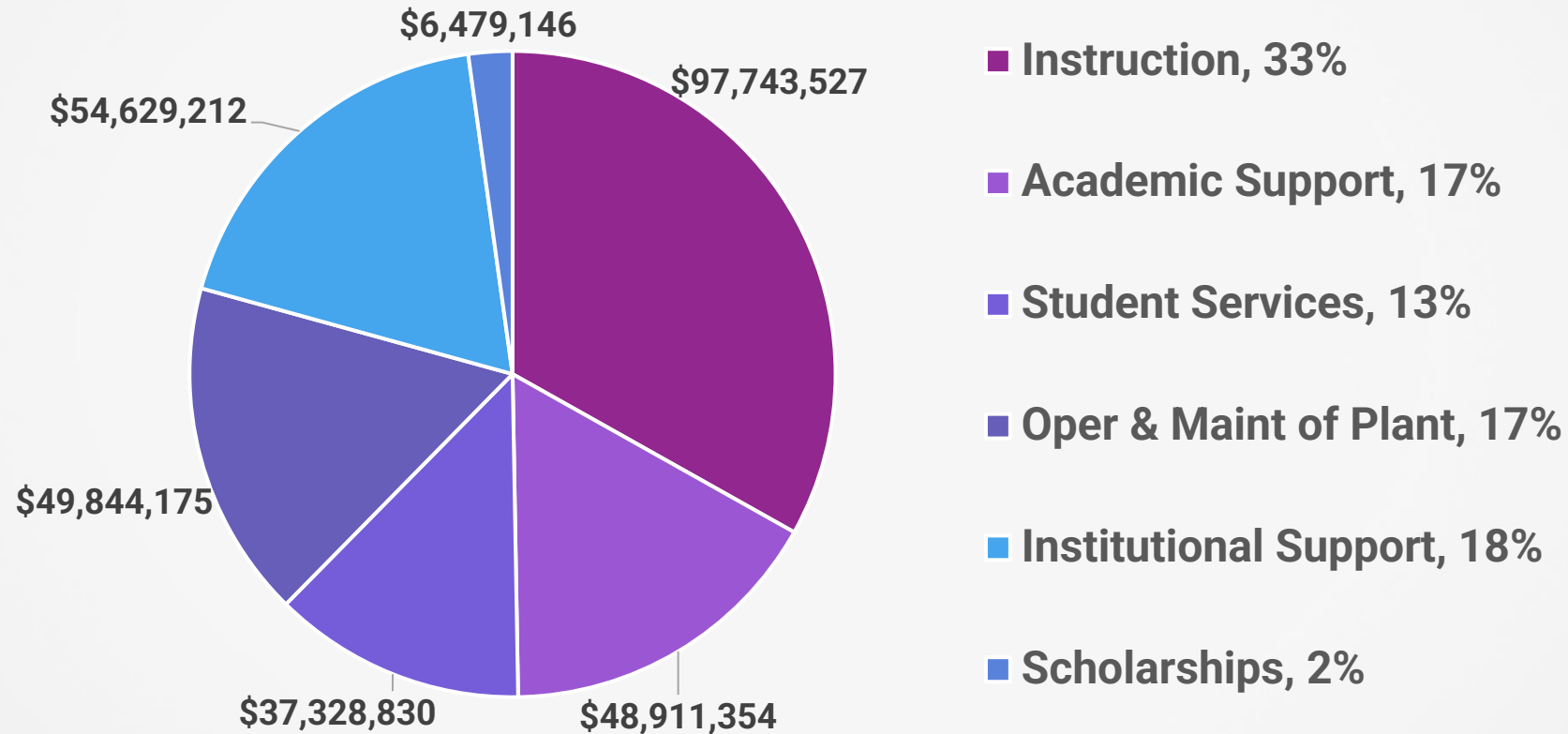
Operating Fund Revenue Sources

FY26 Budget



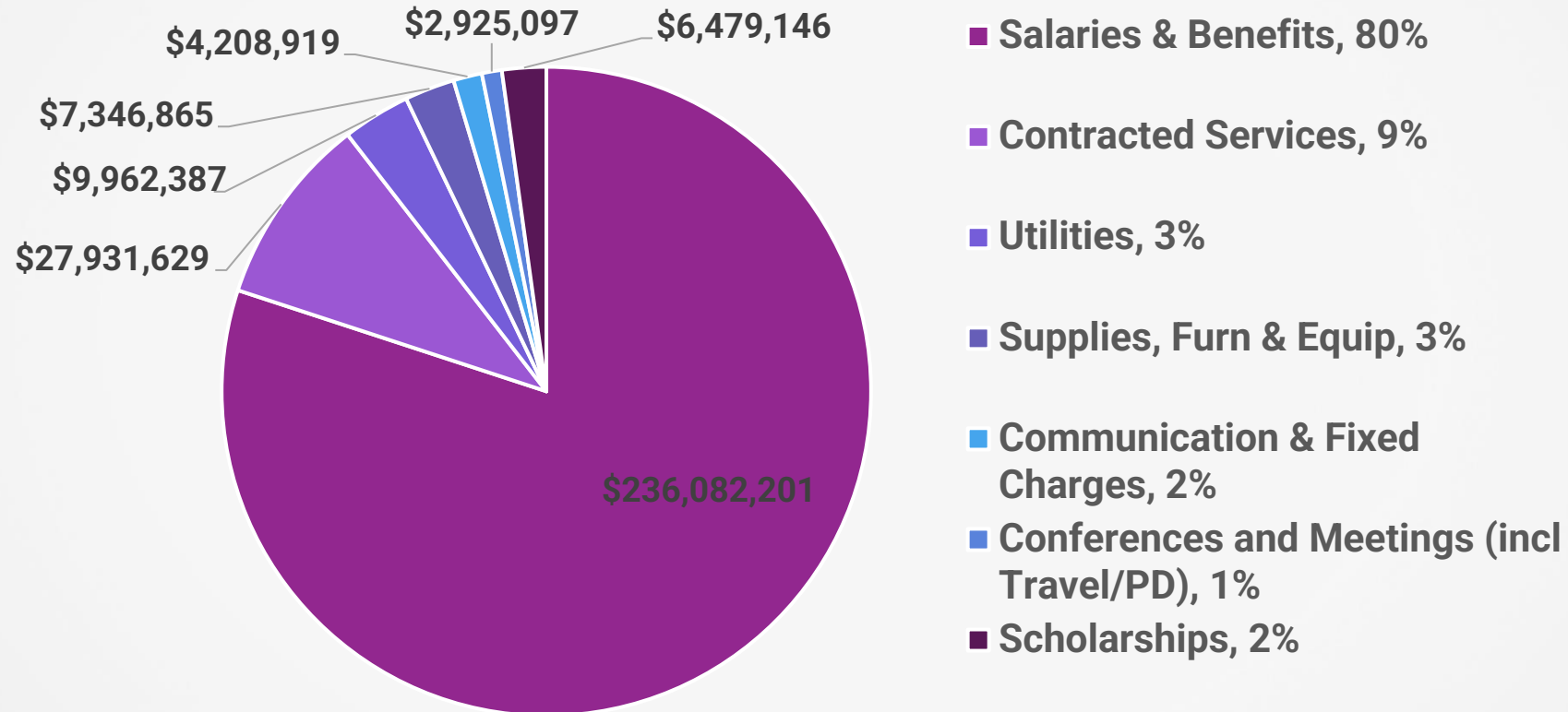
Operating Fund Expenditures by Function

FY26 Budget



Operating Fund Expenditures by Object

FY26 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





Back at **11:00** a.m.

Employee Engagement & Labor Relations (EELR)

Meet the EELR Team



Carol
Kliever

Director,
Employee
Engagement
and Labor
Relations



Theresa
Julien

HR Employee
& Labor
Relations
Manager



Grecia
Coughlin

HR Specialist II
Employee
Engagement &
Labor Relations
Specialist

EELR email address is:
EmployeeRelations@montgomerycollege.edu

Employee Engagement & Labor Relations (EELR)

Meet the EELR Team



Carla
Ammerman

Human
Resources
Manager



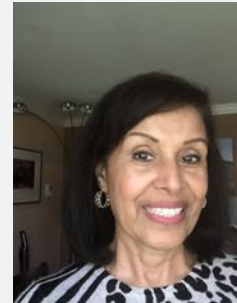
Elaine
Doong

Human
Resource
Specialist II



Teresa
Natera

Human
Resources
Leave Specialist



Rowena
D'Souza

Risk Management
HIPPA Privacy

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.
- Director: 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.

Managing in a Union Environment

- 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.

Best Practices for Effective Employee Relations

- 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 and separate them 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.



Creating a Positive Feedback Environment

1

Identify Growth Opportunities

Analyze employee performance to pinpoint areas for improvement. Focus on potential rather than shortcomings.

2

Provide Constructive Feedback

Offer specific, actionable feedback. Frame it as an opportunity for growth and development.

3

Develop Improvement Plans

Collaborate with employees to create personalized performance improvement plans. Offer support and resources for success.

4

Follow-up and Celebrate Progress

Regularly check in on employee progress. Recognize and celebrate improvements, no

Supporting Employees through Challenges



Empathetic Listening

Practice active listening when employees share challenges. Show genuine concern and understanding.



Leave Management

Guide employees through sick leave and FMLA options. Ensure they understand their rights and benefits.



Accommodations

Proactively offer reasonable accommodations. Work with HRSTM to implement necessary changes.



Regular Check-ins

Stay in touch with employees on leave. Offer support and resources to ease their return.





Managing Performance & Conduct

Understand the Situation

- 1 Listen to the employee's perspective. Gather all relevant information before making any decisions.

Apply Fair Discipline

- 2 Ensure discipline aligns with CBA. Be consistent and transparent in your approach.

Offer Support

- 3 Provide resources to help the employee improve. Show genuine concern for their success.

Monitor Progress

- 4 Regularly check in and offer feedback. Adjust the plan as needed to support improvement.

Performance Improvement Plan (PIP)

The purpose of the Performance Improvement Plan (PIP) is to address items that have not been successfully addressed through conversations about performance expectations.

**The Job Aid link for PIP is on the MC website under -
Performance Improvement Plans- Workday Job Aid for Managers**

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.

Grievance

- ***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.

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.

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**

Last chance to register using the QR code
to win prizes and bragging rights.



<https://www.menti.com/aldo9fpikzvs>



Break Time!



Back at 1:15 p.m.

Managing for Optimal Performance



Manage Smart

Presented by:

HR Internal Consultants Team

Office of Human Resources and Strategic Talent Management

Name	Alignment	Location
Scot Brown	OD Outreach Manager	CT
Mohamed Alsaïd	Academic Affairs	Rockville
Lisa Evans	Student Affairs/ WDIP	TP/ Silver Spring
Leslie Jones	AFS/Presidents Office/OACE	Germantown

HR Internal Consultants Team

Learning Outcomes



IDENTIFY EFFECTIVE STRATEGIES FOR
ADDRESSING PERFORMANCE ISSUES



UNDERSTAND THE KEY STAGES OF
MONTGOMERY COLLEGE'S
PERFORMANCE MANAGEMENT CYCLE



ACCESS AND APPLY TOOLS TO SUPPORT
SUCCESSFUL PERFORMANCE
CONVERSATIONS

Addressing Performance Issues

Select	Select strategies based on context and employee status
Understand	Understand whether the employee is bargaining or non-bargaining
Refer	Refer to the appropriate collective bargaining agreement (CBA)
Follow	If not addressed in a CBA, follow College policy (e.g., for supervisors)

Addressing Performance – Quick Reference Chart

Situation	Strategy	Tool
Early concern	Counseling	Follow-up email with expectations
Skill gap	Coaching	Regular feedback & observation
Ongoing issues	PIP	Workday documentation + check-ins
Misalignment/conflict	Conflict resolution	HRIC, EELR support

Counseling Basics

- Be open, clear, and informal
- Provide specific examples
- Allow employee response
- Agree on action steps
- Follow up to assess progress
- Send a summary email and keep documentation





Coaching vs. Counseling

Counseling:

- Early intervention
- Addresses specific behavior or performance concern
- Informal, not disciplinary

Coaching:

- Ongoing feedback
- Focus on performance improvement
- Observation + two-way conversation
- Create action items for improvement



Coaching – A Developmental Tool

- One-on-one support to improve current performance and prepare for future roles (structured and scheduled)
- Encourages open feedback and development (ongoing)
- Regular conversations help prevent small issues from becoming big ones

Performance Improvement Plan (PIP)

- Clearly outlines concerns and expectations
- Provides employee opportunity to improve
- Steps:
 - Consult HRIC/EELR
 - Enter PIP in Workday
 - Meet with employee
 - Monitor progress
 - Document outcome



AFSCME and Non-Disciplinary Actions

AFSCME CBA includes:

- Counseling
- PIPs
- Mandatory training
- Conflict resolution
- Other remedial actions

These are intended to support improvement and are not disciplinary.





Conflict Resolution & Training

Conflict Resolution:

- May involve coaching, mediated discussions, or other forms
- Support available via HRIC and EELR

Mandatory Training Options:

- Workday Learning
- ELITE courses
- LinkedIn Learning
- EAP or department-sponsored programs

Performance Management Overview

Policy 36001: Performance Evaluation & Development Goals:

- Keep expectations clear
- Support employee growth
- Enhance efficiency and effectiveness
- Evaluations include:
 - 6-month evaluation (with HRIC support)
 - Annual evaluation with coaching throughout the year


The Performance Management Cycle

- Onboarding & Goal Setting
- Regular Coaching & Check-ins
- Annual Evaluation
- Plan for Next Cycle
- Visual timeline can be included here for clarity.





Probationary Period 6-month Evaluation

- One-time check-in after 6 months
 - Covers:
 - Performance expectations
 - Initial goals
 - What's going well
 - Areas to strengthen
 - Training progress
- 

Annual Evaluation – Components

- **Employee self-evaluation**
- **Supervisor evaluation**
- **Establish new goals**
- **Performance ratings:**
 - Exceptional
 - Exceeds Expectations
 - Fully Meets Expectations
 - Needs Improvement
 - Unsatisfactory



FY25 - Annual Evaluation Timeline



June 30, 2025: Suggested self-evaluation due



July 30, 2025: Supervisor completes evaluation



Aug 1, 2025: Supervisor reviews evaluation with employee



Aug 15, 2025: Both acknowledge and submit



FY2026 Evaluation Schedule

Sep/Oct 2025: Enter
FY26 goals in
Workday



Jan & Apr 2026:
Review and revise
goals



Note: Goals must be
approved by
supervisor after
employee submission



Jun 2026: Final
review



Performance & Development Goals

Performance Goals

- Rated in performance reviews
- Align with job expectations
- Contribute to MC's broader mission

Professional Development Goals

- Not Rated in performance reviews
- Support career growth
- Improve skills and engagement
- Encourage lifelong learning



Writing Effective Goals

- Align with MC strategic plan
- Discuss with your supervisor
- Be specific, measurable, and realistic
- Use Workday for documentation



Resources for Success

- **Workday Training:** Navigation & performance tools
- **Job Aids:** Talent & Performance, Goal Setting
- **LinkedIn Learning:** Goal-setting and leadership development
- **Your HRIC:** Personalized support & guidance



Practice Scenarios

Instructions:

- Read each scenario
- Identify the core issue
- Choose the most appropriate tool (coaching, PIP, etc.)
- Discuss next steps

Learning Outcomes



IDENTIFY EFFECTIVE STRATEGIES FOR
ADDRESSING PERFORMANCE ISSUES



UNDERSTAND THE KEY STAGES OF
MONTGOMERY COLLEGE'S
PERFORMANCE MANAGEMENT CYCLE



ACCESS AND APPLY TOOLS TO SUPPORT
SUCCESSFUL PERFORMANCE
CONVERSATIONS



Name	Alignment	Location
Scot Brown	OD Outreach Manager	CT
Mohamed Alsaïd	Academic Affairs	Rockville
Lisa Evans	Student Affairs/ WDIP	TP/ Silver Spring
Leslie Jones	AFS/Presidents Office/OACE	Germantown

Thank you for your time and participation!

Questions?

Contact your HRIC for ongoing support.

Managing Life in the Workplace



Managing Life in the Workplace

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

Remote Work Request

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

Managing Life in the Workplace

Americans with Disabilities Act (ADA)

The college is committed to diversity and nondiscrimination, ensuring equal employment opportunities and reasonable accommodations for qualified individual with disabilities.

You can find the process, request form, and additional resources in the ADA Accommodations page on MC's main website.



ADA Coordinator:
Rowena D'Souza

Managing Life in the Workplace

LEAVE TYPES

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

Managing Life in the Workplace



Family Medical Leave Act (FMLA)

Unpaid job protection that entitles employees to continue with their health benefits and return to their same or equivalent job.

Eligibility:

- Employee has worked at least 12 months and at least 1,250 hours within the prior 12 months

Benefits:

- **Up to 12 weeks** (480 hours) unpaid job protection for:
 - Employee's serious health condition
 - Family member's serious health condition: spouse/partner, dependent child, or parent
 - Birth, adoption, or foster placement of a child
- **Up to 26 weeks** of unpaid job protection certain military leave or care for a service member with a serious injury or illness

Managing Life in the Workplace

Bonding Leave

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

Mental Health-Friendly Workplace

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

Managing Life in the Workplace



Managing Life in the Workplace

Drug and Alcohol Abuse Prevention Policy 31005CP

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



Managing Life in the Workplace

Standards of Conduct for Employees

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

Managing Life in the Workplace

Worker's Compensation Program

Coverage:

- Work-related accidents/illnesses
- Provides payment for medical expenses and lost of wages
- Until it become a lost wage claim, you must use your own paid leave

Medical Treatment:

- Non-life-threatening injuries can be treated at walk-in clinics
- Serious injuries should be treated at the nearest emergency room
- Employees should identify themselves as a MC employee

Lost wages depends on the choice of physician:

- 66 (2/3s)%: If employee seeks treatment with a provider of their choice
- 100%: If employee seeks treatment from CORVEL's in-network physicians



Managing Life in the Workplace

Contact Information

Human Resources & Strategic Talent Management (HRSTM)

HR Help Desk:  (240) 567-5353  hrstm@montgomerycollege.edu

Leave Management Team

 LeaveRequest@montgomerycollege.edu

Rowena D'Souza

Risk Management Coordinator

(240) 567-5370

rowena.dsouza@montgomerycollege.edu

Teresa Natera

HR Leave Specialist

(240) 931-8645

teresa.natera@montgomerycollege.edu





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

Managing Ethically and with Integrity

Maria Adams

Compliance and Ethics Specialist

Office of Compliance, Risk, and Ethics

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



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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

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

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



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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

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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

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
montgomerycollege.edu/ethics

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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 • Incivility
- ADA/Accessibility Support Services • Recruitment Complaints
- Employment Discrimination • Employee Misconduct • Harassment (non-sexual)
- Hostile Work Environment • Workplace Violence or Bullying
- Discrimination (Title VII) • Nepotism or Favoritism

Compliance, Risk, and Ethics Ethics@montgomerycollege.edu

- Conflicts of Interest • Ethical Misconduct • Improper Giving/Receiving Gifts
- Regulatory Compliance • Maryland State Ethics Filing and Reporting
- Grants or Research Fraud or Misconduct • Sexual Harassment • Title IX
- Athletic Concerns • Protection of Minors • Disability Discrimination
- Violations of College Policies not otherwise identified

Internal Audit InternalAudit@montgomerycollege.edu

- Accounting and Auditing Matters
- Falsification of Contracts, Reports or Records
- Theft/Embezzlement • Employee Time Reporting or Time Abuse
- Waste, Fraud, 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 the offices listed above or about a lack of response to a concern.
Please contact the Chief of Staff in the Office of the President if your concern is about the Office of Compliance, Risk, and Ethics.

August 2024

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 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.

The OCRE Team



Kristen Roe
Director of ADA
Compliance & Title IX
Coordinator



Susan V. Watson
Chief Compliance, Risk,
and Ethics Officer



Jasmine Ikard
Deputy Title IX
Coordinator & Investigator



Sarah Martin
Senior Compliance
Specialist/Investigator



Maria Adams
Compliance Specialist



Debra (Debbie) Bouyer
Compliance Specialist

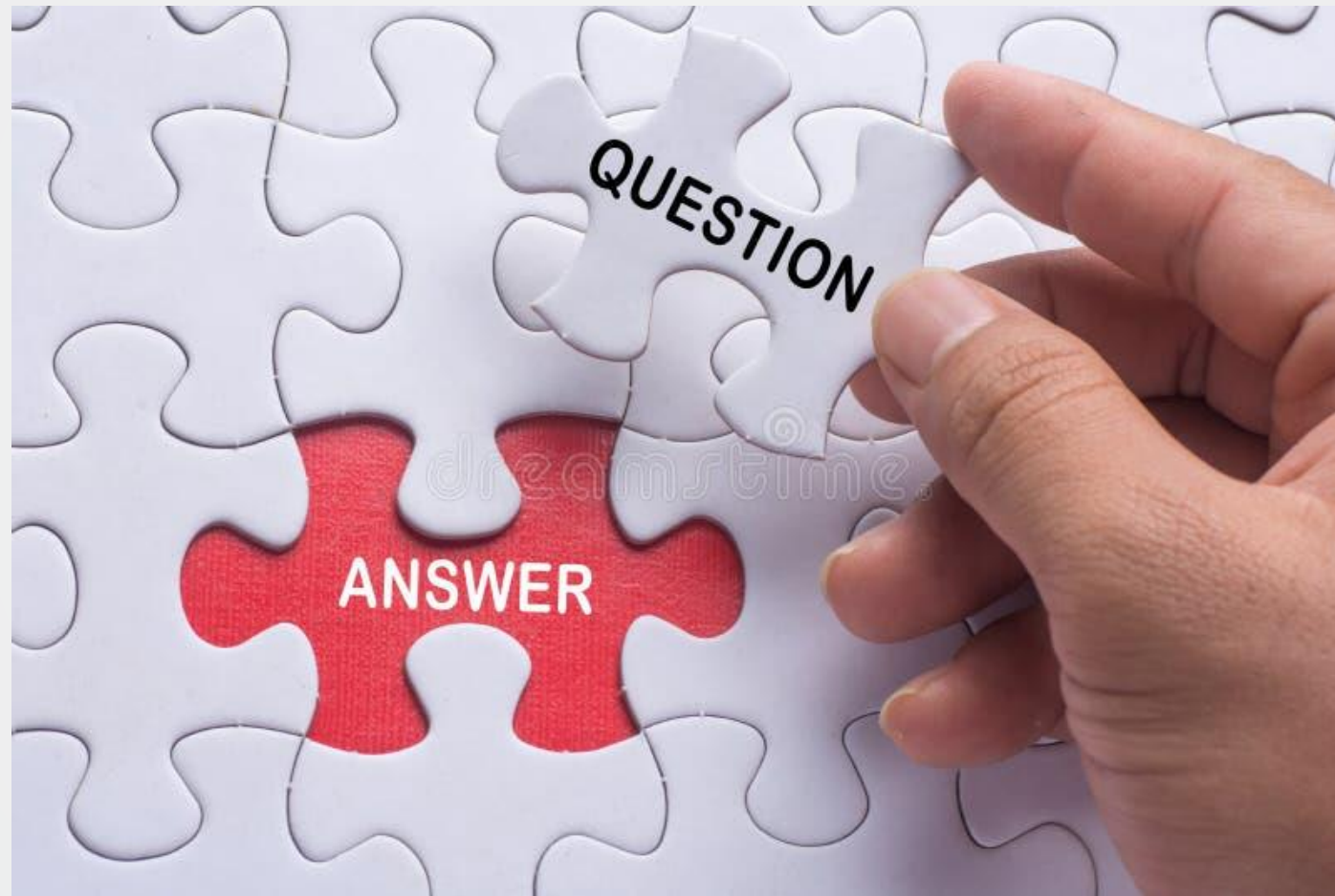


Rosa Trigo
Executive Assistant

Managing Ethically and with Integrity

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

