

To: Montgomery College Employees

From: Krista Leitch Walker
Vice President/Chief Human Resources Officer

Subject: Employee Experience and Climate Survey (*Your Voice, Your MC*) Update

Date: December 15, 2022

As the fall semester winds down and we plan for the spring semester, I want to take this opportunity to update the College community on some initiatives and activities designed to address the findings of the Employee Experience and Climate Survey: *Your Voice, Your MC*. I also want to reiterate Dr. Williams' commitment to meaningfully address feedback from our organizational assessments like the *Your Voice, Your MC* survey. This will inform our efforts as we work collectively to continually improve and strengthen the College's workplace climate and culture.

The 2020-2021 *Your Voice, Your MC* survey focused on three primary areas: employee engagement, ethics, equity and inclusion. The [key survey findings](#) were shared with the College community through a series of information sessions and briefings. In spring 2022, a series of open forums were held to gather additional post-survey feedback and recommendations on potential action items from staff, faculty, and administrators. During that same period, Dr. Williams conducted his *MC Learning Journey* as the feedback from the *Your Voice, Your MC* open forums was compiled. Not surprisingly, much of the information garnered through the open forums corresponds with what he shared through his *MC Learning Journey* interactions across the College community.

In order to appropriately and systematically address the *Your Voice, Your MC* survey and open forum feedback, the 2020-2021 survey workgroup was asked to prioritize actions for the next one to two years (see table on page 3). Work on the targeted action items is already underway and progressing, as shared below:

- The Office of Human Resources and Strategic Talent Management (HRSTM) is working to enhance career ladders and has initiated a review of required qualifications for a variety of positions within our job classification system. Additionally, the HRSTM team is evaluating and testing a new process for performance evaluation based on performance coaching and more frequent touchpoints for feedback throughout the year.

- The Office of Equity and Inclusion (OEI) has developed and will continue to implement programming for a wide scope of identities.
- The Office of Communications is currently evaluating language options for critical MC communications.

You may notice the synergy between these action items and the FY23 priorities Dr. Williams shared at the Fall Opening Meeting. The survey action items dovetail primarily with Priority 4: *Strengthen employee engagement and develop a workforce that prepares our students for a rapidly evolving future*. By design we will capitalize on the work invested in the survey action items by ensuring that work does not stand alone, but also advances the FY23 priorities.

As the College further implements the *Your Voice, Your MC* actions, there is preparation underway for the next Employee Experience and Climate Survey which is planned for distribution in early February 2023. This timing will allow us to examine the post-pandemic climate, gather feedback on the current action plans, and evaluate collegewide progress made since the 2020-2021 survey data was collected.

The 2023 survey will be implemented by HRSTM in collaboration with the Employee Experience and Climate Survey (EECS) Steering Committee.

- Scot Brown, Manager, Organizational Development and HR Outreach
- Raymond Gilmer, Associate SVP for Advancement and Community Engagement
- John Hamman, Chief Analytics and Insights Officer
- Paul Miller, Chair, Employee Services Council
- Emmilee Racek, Interim Chief Compliance, Risk, and Ethics Officer
- Krista Leitch Walker, Vice President/Chief Human Resources Officer
- Sharon Bland Wilder, Chief Equity and Inclusion Officer

The charge of this committee is threefold:

1. To ensure implementation of the Employee Experience and Climate Survey every two (2) years.
2. To develop for the Cabinet's approval recommendations based on survey results and employee feedback.
3. To monitor and report to the Cabinet the progress of and completion of approved action plans.

More detailed information regarding the timeline and plan for the 2023 survey will be shared by the EECS Steering Committee shortly.

We will provide additional updates on the action plan stemming from the 2020-2021 survey findings as we commit time and resources to strengthen our workplace culture.

2021–2022 Survey Targeted Action Plans

The cells inside the Action Plan charts (below) are completed based on the following RACI criteria:

- R = Responsible: The person who performs the work. There must be one “R” on every row, no more and no less. “R” is the only letter that must appear in each row.
- A = Accountable: The person ultimately accountable for the work or decision being made. Use this letter where appropriate, but not to excess – only when a key decision or task is at hand. There can be from zero to one “A’s” in each row, but no more than one.
- C = Consulted: Anyone who must be consulted with prior to a decision being made and/or the task being completed. There can be as many “C’s” as are appropriate in each row.
- I = Informed: Anyone who must be informed when a decision is made or work is completed. There can be as many “I’s” as are appropriate in each row.

Performance Management and Accountability	HRSTM	OCRE	OEI	Cabinet	Other	Time Frame
Provide greater clarity and direction for employee development and advancement pathways by reviewing and updating current career ladders and creating new career ladders.	R	I	I	A	C= Employee Councils, Hiring Managers, Administrators, AFSCME	FY 23-24 (ongoing)
Re-evaluate and update required qualifications for positions to take into consideration related professional experience in lieu of degrees or non-compliance-related credentials.	R	I	I	A	C= Hiring Managers, Administrators	FY 23-24
Re-evaluate and revise the staff, department chair, and administrator performance evaluation process to incorporate more frequent coaching-based feedback between supervisors and employees.	R	I	I	A	C= Employee Councils, Supervisors, Managers,	FY 23-24

					Administrators, AFSCME	
Equity and Inclusion	HRSTM	OCRE	OEI	Cabinet	Other	Time Frame
Raise awareness and expand diversity, equity, and inclusion programming to include a wide scope of identities (e.g., race, ethnicity, gender, age, abilities, and sexual orientation).	I/C	I	R/A	C	C= PACEI	AY 22-23
Communications with Employees	HRSTM	OCRE	OEI	Cabinet	Other	Time Frame
Issue critical collegewide communications in the languages used by a significant number of employees (e.g., English, Spanish, and Amharic).	C	I	I	A	R = Communications, Administrators	AY 22-23
Communicate, reinforce, and model the expectation that managers and supervisors should, whenever possible, engage with employees and ask for their input and feedback on decisions that will affect them.	C	I	I	A	R= Administrators, Managers, Supervisors	AY 22-23
Improve the feedback loop from Governance Councils to employees detailing how constituent input is advocated for and implemented.	C	I	I	A	R = Governance Coordinator	AY 22-23