

HUMAN RESOURCES
AND STRATEGIC
TALENT MANAGEMENT

FISCAL YEAR 2021
ANNUAL REPORT

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Krista Leitch Walker
Vice President of Human
Resources and Strategic
Talent Management

INTRODUCTION

Our mission is our people. The Office of Human Resources and Strategic Talent Management (HRSTM) has the honor and privilege of serving every employee at Montgomery College. Each year the HRSTM team helps to advance the mission of the College and contribute to student success by supporting the faculty, staff, administrators, and student employees who play a critical and dynamic role in the delivery of instruction and services to our students and in the operations of our institution.

Due to the ongoing worldwide COVID-19 pandemic, the 2021 fiscal year continued to challenge Montgomery College to be resilient, agile, and adaptive in dealing with continuously changing circumstances. Throughout this year the College provided a significant portion of instruction and services remotely and virtually, with select courses, activities, and services delivered in person on our campuses and other locations. As a result, the priorities of HRSTM and our operations were heavily focused on ensuring that we were not only continuing to provide excellent programs and services but also adapting and innovating to support our employees in dealing with the challenges posed by this world health event.

The Human Resources and Strategic Talent Management annual report presents information regarding Montgomery College's workforce and the programs, services, and activities that HRSTM provides. In addition to key data and metrics that offer insight and help to inform our actions, the report provides a summary of HRSTM's goals and accomplishments for FY 21, as well as an outline of our goals and aspirations for the coming year.

WORKFORCE AT-A-GLANCE



1,784

Benefits-eligible Employees

13

Average Years of Service

22,016

Total Years of Service

700+

employees recognized for awards

320

Total Supervisors

692

Part-time Faculty Members (including WDCE)

6

Casual Temporary/ Seasonal Workers

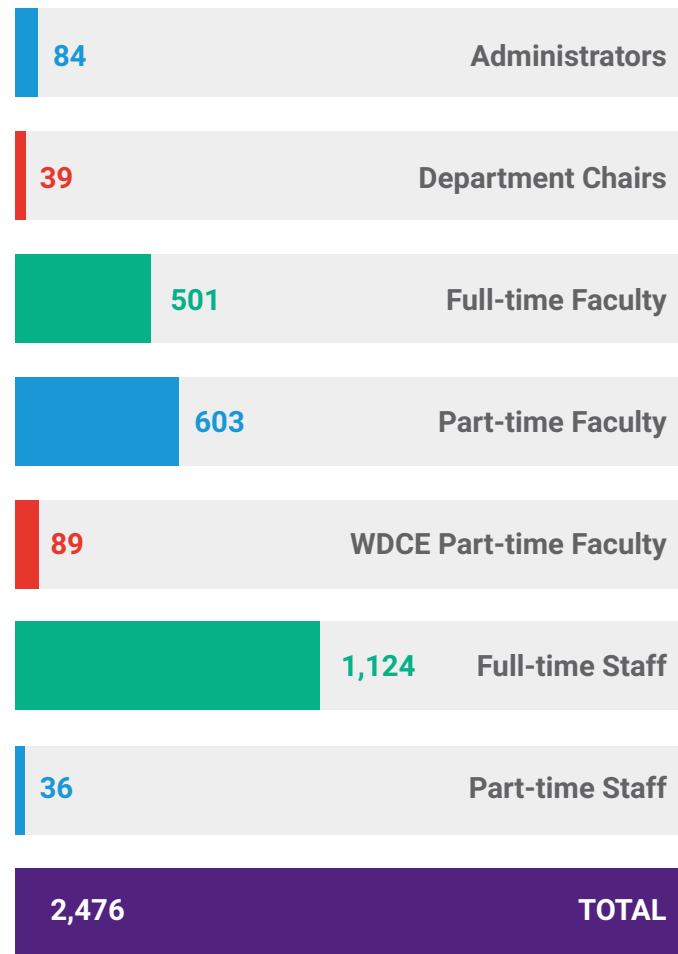
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Student Workers

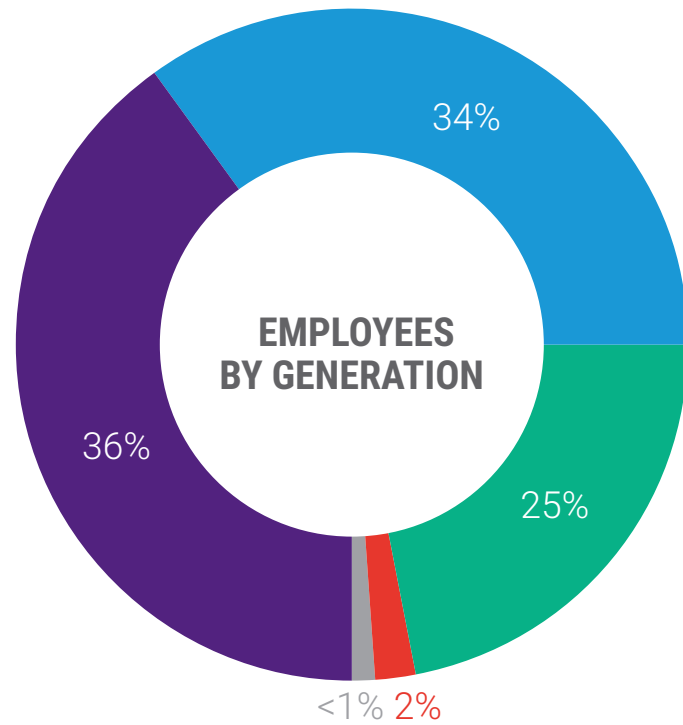
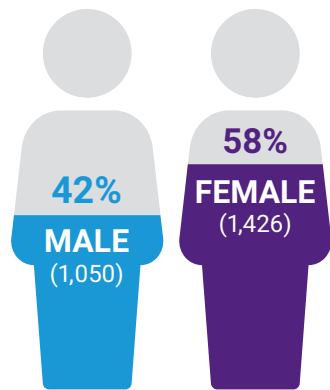
(Budgeted Positions—Full-time Faculty, Staff, and Administration)

MC EMPLOYEE CONSTITUENCIES BY THE NUMBERS (as of June 30, 2021)

EMPLOYEE HEADCOUNT



EMPLOYEES BY GENDER



Traditionalists or Silent Generation
Born 1945 and before
(Total Number = 53)

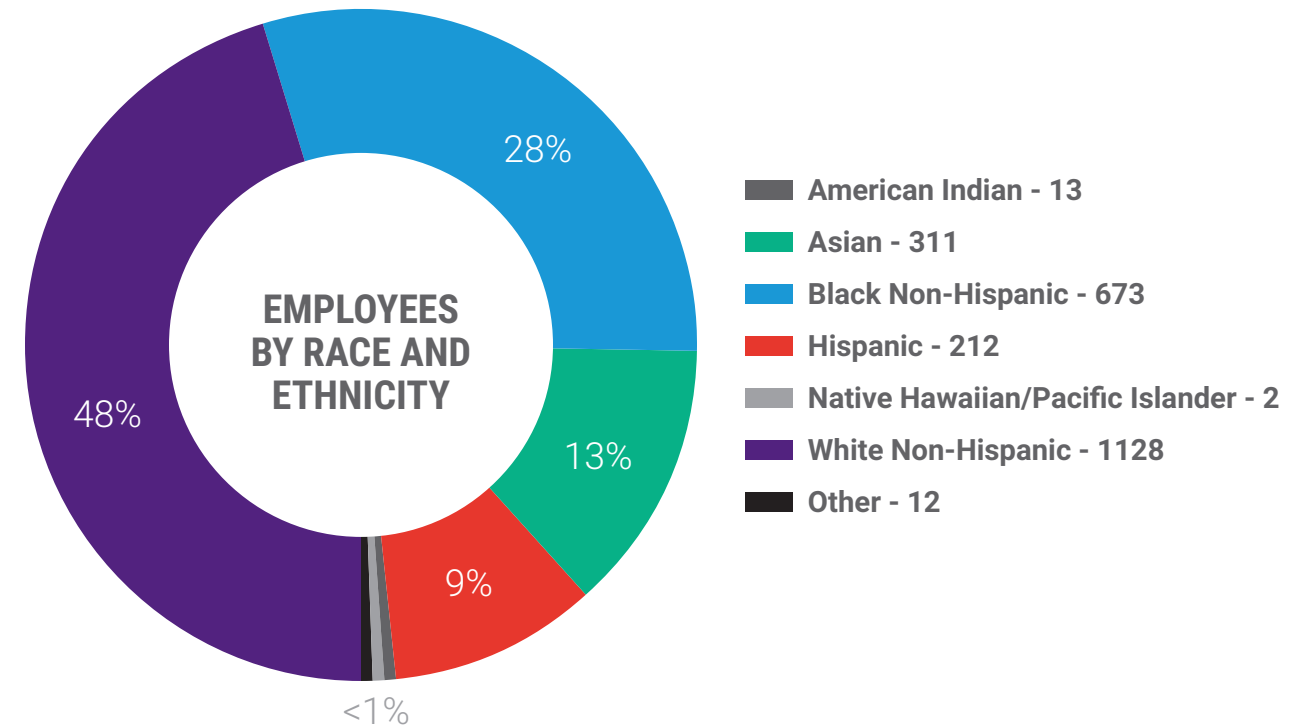
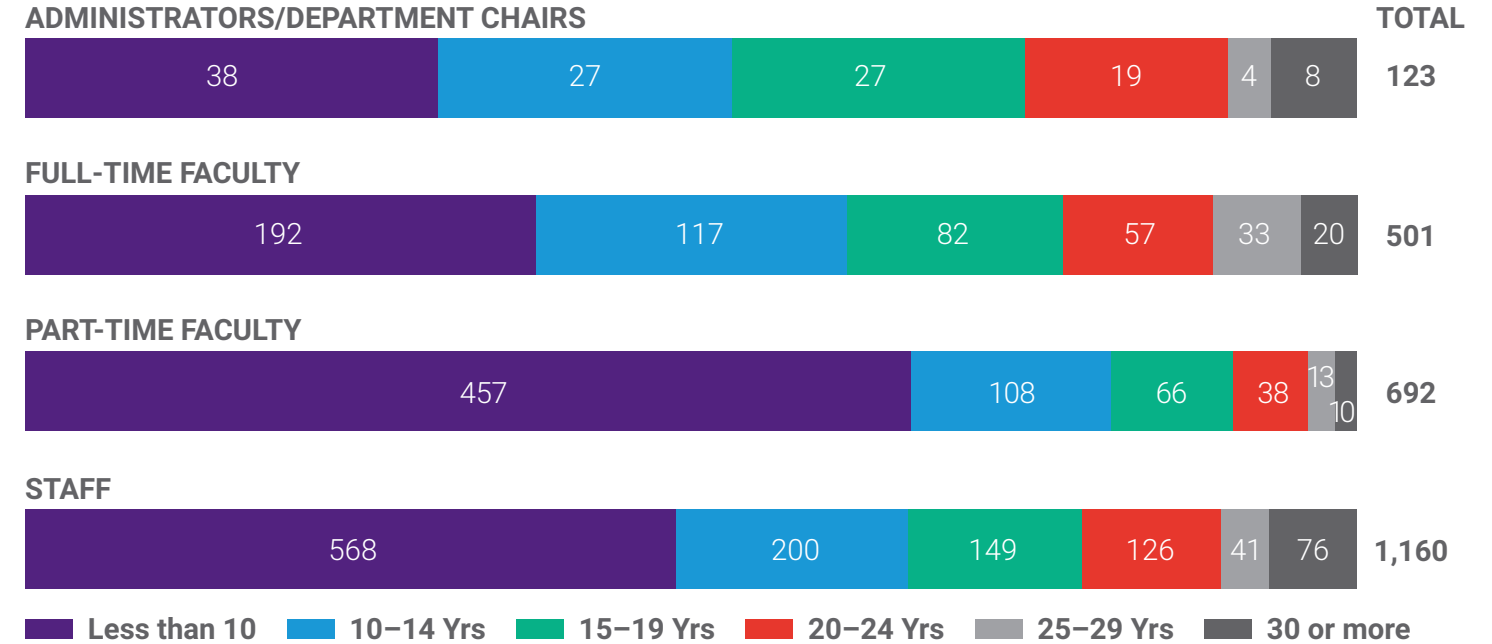
Baby Boomers
Born 1946 – 1964
(Total Number = 942)

Generation X
Born 1965 – 1976
(Total Number = 843)

Millennials or Gen Y
Born 1977 – 1995
(Total Number = 633)

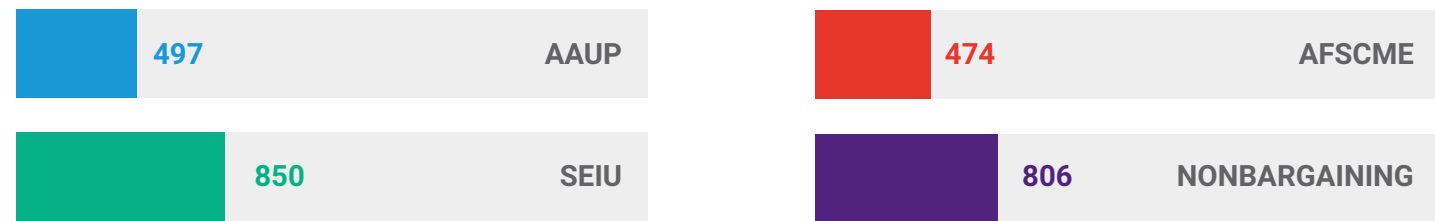
Gen Z, iGen, or Centennials
Born 1996 – TBD
(Total Number = 5)

EMPLOYEES BY YEARS OF SERVICE



MC EMPLOYEE CONSTITUENCIES BY THE NUMBERS (as of June 30, 2021)

WORKFORCE BARGAINING STATUS



AAUP = American Association of University Professors
 SEIU = Service Employee International Union
 AFSCME = American Federation of State, County, and Municipal Employees

700+ AWARDS RECOGNIZING AND CELEBRATING OUR EMPLOYEES



Outstanding Staff Awards	10
Staff Special Recognition Awards	162
Staff of the Year Award	1
Outstanding Full-time Faculty Awards	13
Full-time Faculty of the Year Award	1
Outstanding Part-time Faculty Awards	7
Part-time Faculty of the Year Award	1
Team Effort Awards	554

OFFICE OF HUMAN RESOURCES AND STRATEGIC TALENT MANAGEMENT

Our Mission

Our mission is our people. We attract, engage, and develop a talented workforce to advance the College's mission.

Our Vision

The Office of Human Resources and Strategic Talent Management will be valued as a trusted ally to the College community, delivering the expertise, innovation, and resources to further an inclusive environment, advancing how our employees work and grow.

Our Values

- Accuracy
- Collaboration
- Inclusivity
- Service
- Solutions
- Trust

Functional Units of HRSTM

HR BUSINESS SERVICES Sophia Mason, Director

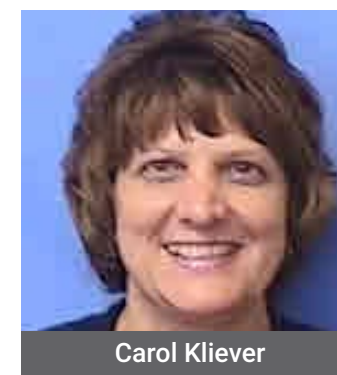
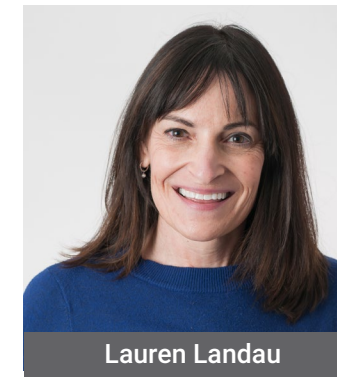
- Benefits Programs
- HR Data and Records Management
- HR Help Desk
- HR Information Systems
- Leave Management
- Payroll Services
- Retirement Services
- Wellness Program

STRATEGIC TALENT MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT Lauren Landau, Director

- Campus Services and Outreach
- Classification and Compensation
- Change Management
- HR Communications
- Organizational Development
- Performance Management
- Talent Acquisition and Employment
- Workforce and Succession Planning

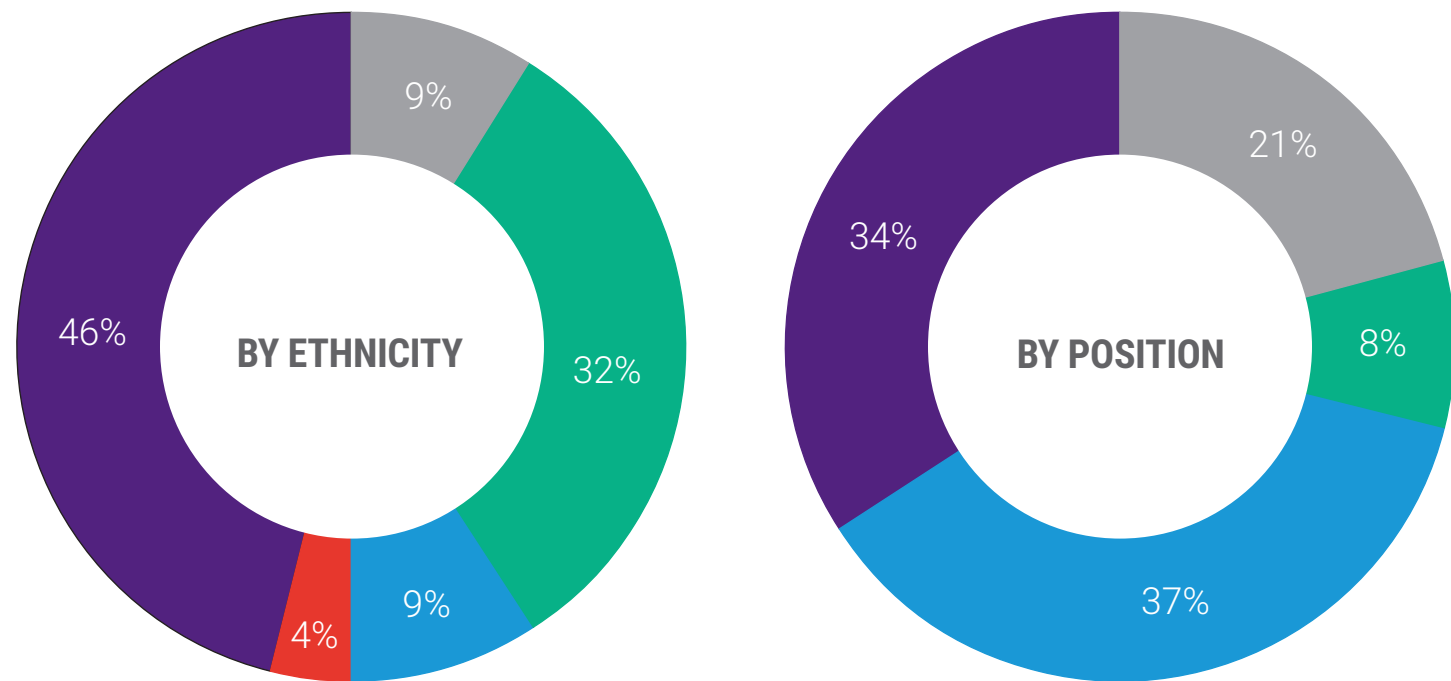
EMPLOYEE AND LABOR RELATIONS Carol Kliever, Director

- Americans with Disabilities Act and Family and Medical Leave Act Support
- Collective Bargaining and Labor Relations
- Employee Engagement
- Grievances, Investigations, and Resolutions
- Risk Management
- Unemployment Services



HRSTM PROGRAMS AND SERVICES: KEY METRICS FOR FY 21

HIRING DEMOGRAPHICS



- Asian**
(Total Number = 23)
- American Indian/Alaska Native, Native Hawaii/Pacific Islander, 2 or more**
(Total Number = 9)
- Black or African American**
(Total Number = 84)
- Hispanic or Latino**
(Total Number = 24)
- White**
(Total Number = 119)

- Staff/Administration**
(Total Number = 55)
- Full-time Faculty**
(Total Number = 20)
- Part-time Faculty**
(Total Number = 95)
- WDCE**
(Total Number = 89)

TALENT ACQUISITION AND EMPLOYMENT METRICS

1,812
Job Applications Received

259
New Hires

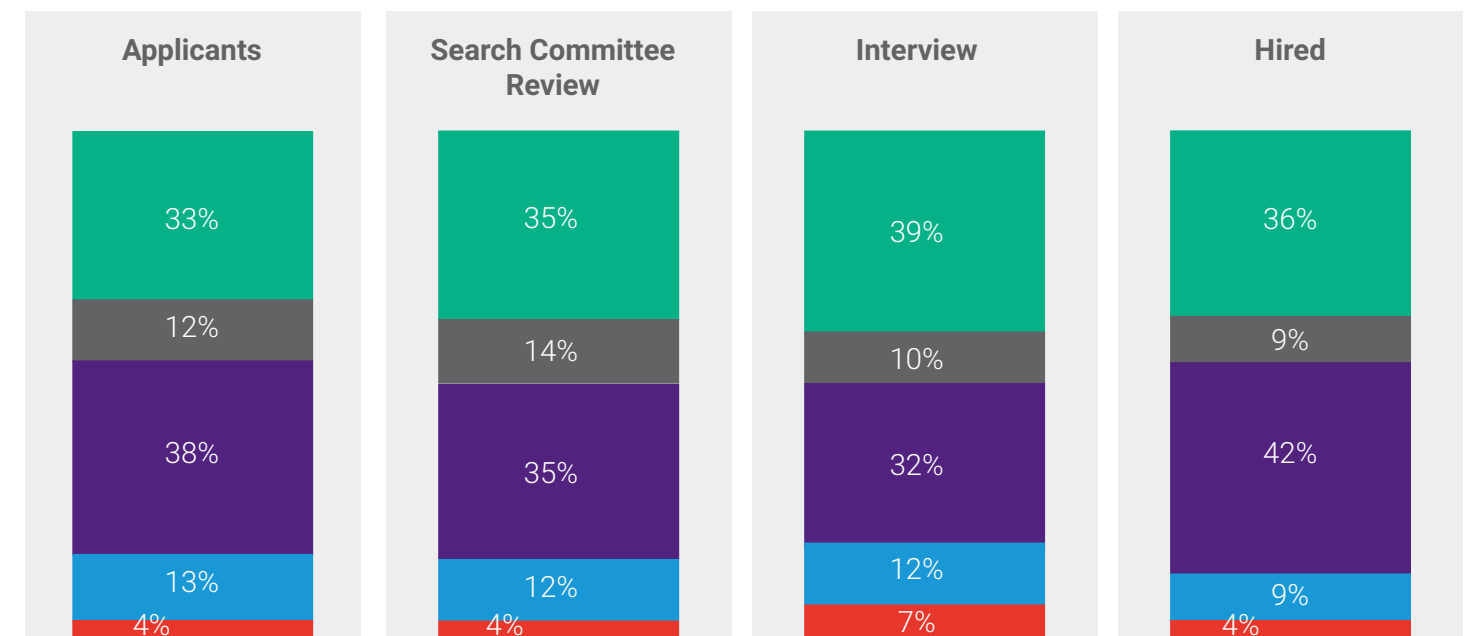
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Full-time Faculty Positions Filled by Part-time Faculty

34
Positions Filled by Internal Candidates

63
Employees Promoted

DEMOGRAPHICS BY RECRUITMENT STAGE ALL BUDGETED POSITIONS

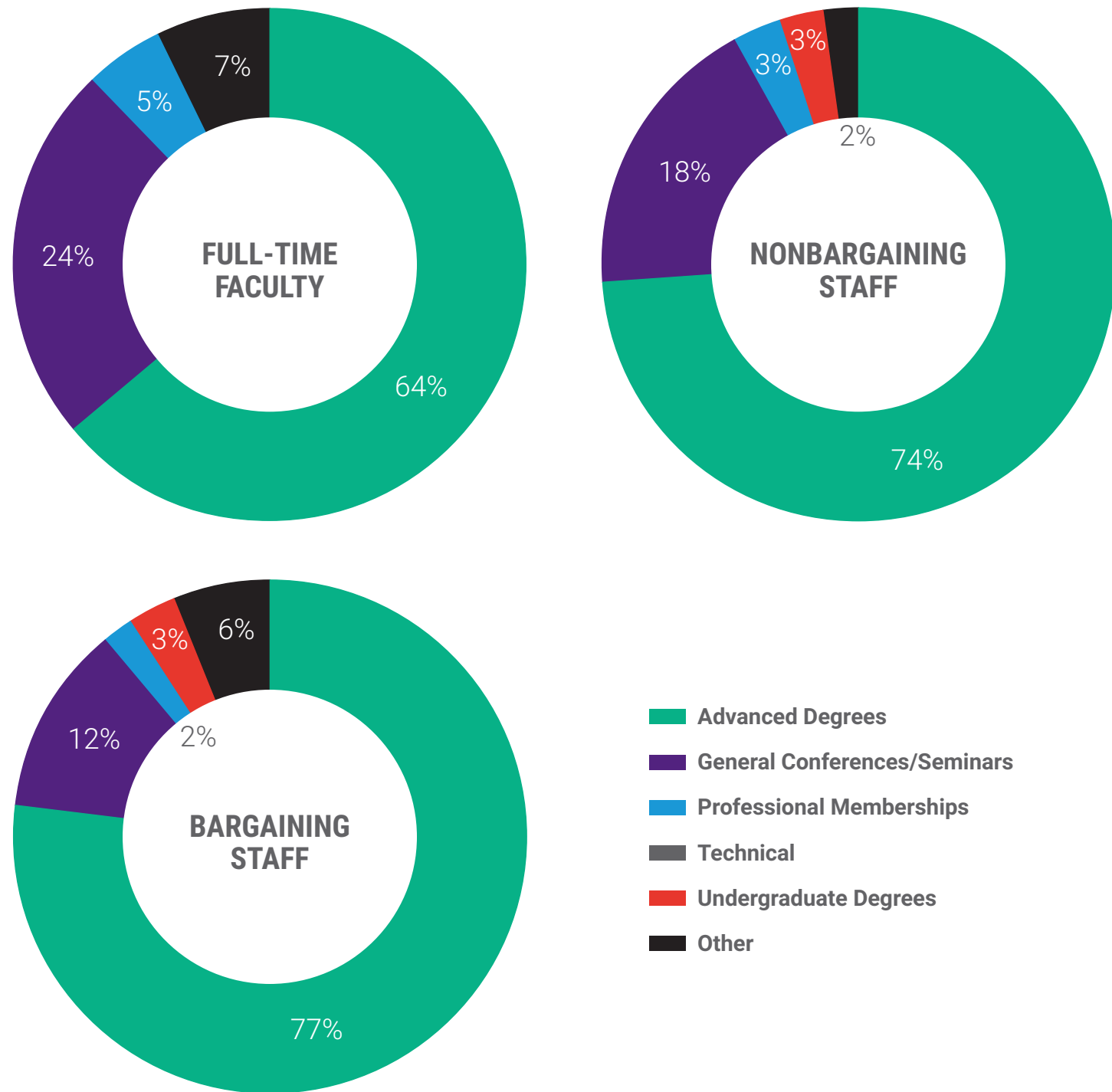
The College received over 1,500 applications for budgeted vacancies in FY21.



■ Asian
 ■ Hispanic
 ■ White
 ■ Black or African American
■ American Indian or Alaska Native, Native Hawaii/Pacific Islander, 2 or more

HRSTM PROGRAMS AND SERVICES: KEY METRICS FOR FY 21

EDUCATIONAL ASSISTANCE PROGRAM USAGE



NEXT GENERATION WELLNESS PROGRAM

Group Fitness

Average number of virtual classes scheduled monthly	100
Average class participation	5.3
Number of new classes added based on survey feedback (Qigong, Yoga, and Morning Cardio)	3

Participation in Programs Offered During FY21*

10K-A-Day (walking program)	170
Colorful Choices (nutrition program)	112
Stress Less Challenge (ways to incorporate lifestyle behaviors to manage stress)	86
Taming Your Tummy Webinar (gut health)	57
Cabin Fever Challenge (alleviating stress during height of pandemic)	56
Healthy Sleep Campaign	51
Work of Art (resiliency program)	44
Virtual Turkey Trot 3K (students not included)	34
Healthy Eating at Home Webinar	31
Healthy Summer Cooking Demo	20
Wellness presentation requests during the height of the pandemic for specific departments and councils	15-18
Deskercise	16
Mental Health First Aid Training (July 15/July 22)	14
Take Ten to Thrive	3

*No in-person wellness events were held during FY21 due to COVID-19.



HRSTM COMMUNICATIONS

47 EMPLOYEE MATTERS NEWSLETTERS E-MAILED
 Most Clicked Newsletters (top 3)

683 CLICKS

Most clicked article:
 Q1 and Q2 Special Recognition Recipients

Vol. 2, No. 4
 Jan. 27, 2021

679 CLICKS

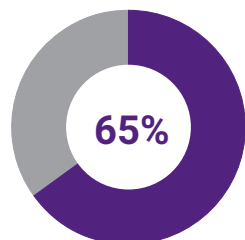
Most clicked article:
 Office Chair Drive-Through

Vol. 1, No. 23
 Sept. 30, 2020

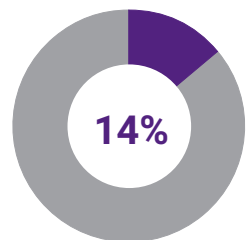
668 CLICKS

Most clicked article:
 Register to Attend a "Your Voice, Your MC" Employee Survey Findings Information Session

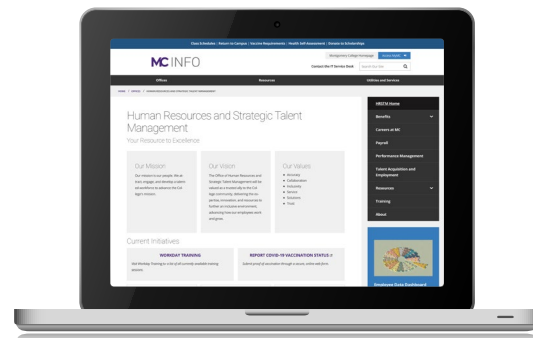
Vol. 2, No. 16
 April 21, 2021



Open Rate
 percentage of the audience that opened the emails



Click-through Rate
 percentage of individuals viewing a web page who click on a specific advertisement that appears on the page



WEBSITE TRAFFIC

Most Visited Webpages

- Training
- Forms
- COVID-19 Vaccination Information
- Wellness
- Performance Management

Most Clicked PDFs

- Staff Leave Request Form
- Performance Evaluation FY21
- EAP Non-MC Courses, Seminars, and Conferences
- FY21 Pay Schedule
- AAUP Collective Bargaining Agreement

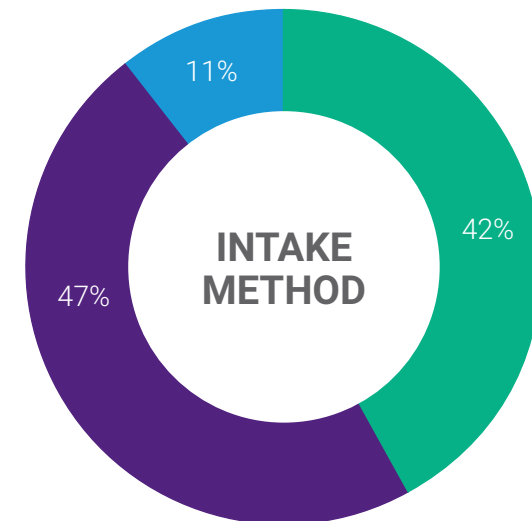
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MEMORANDUMS AND NOTICES

INTERNAL INVESTIGATIONS

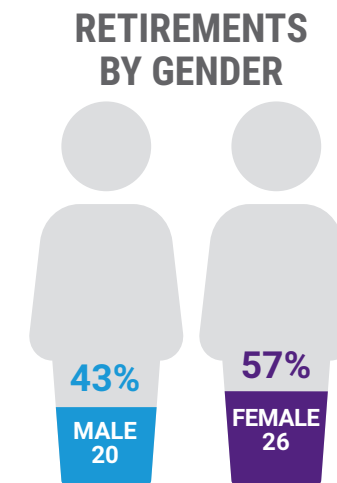
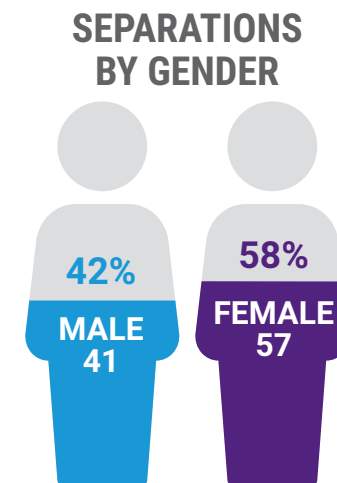
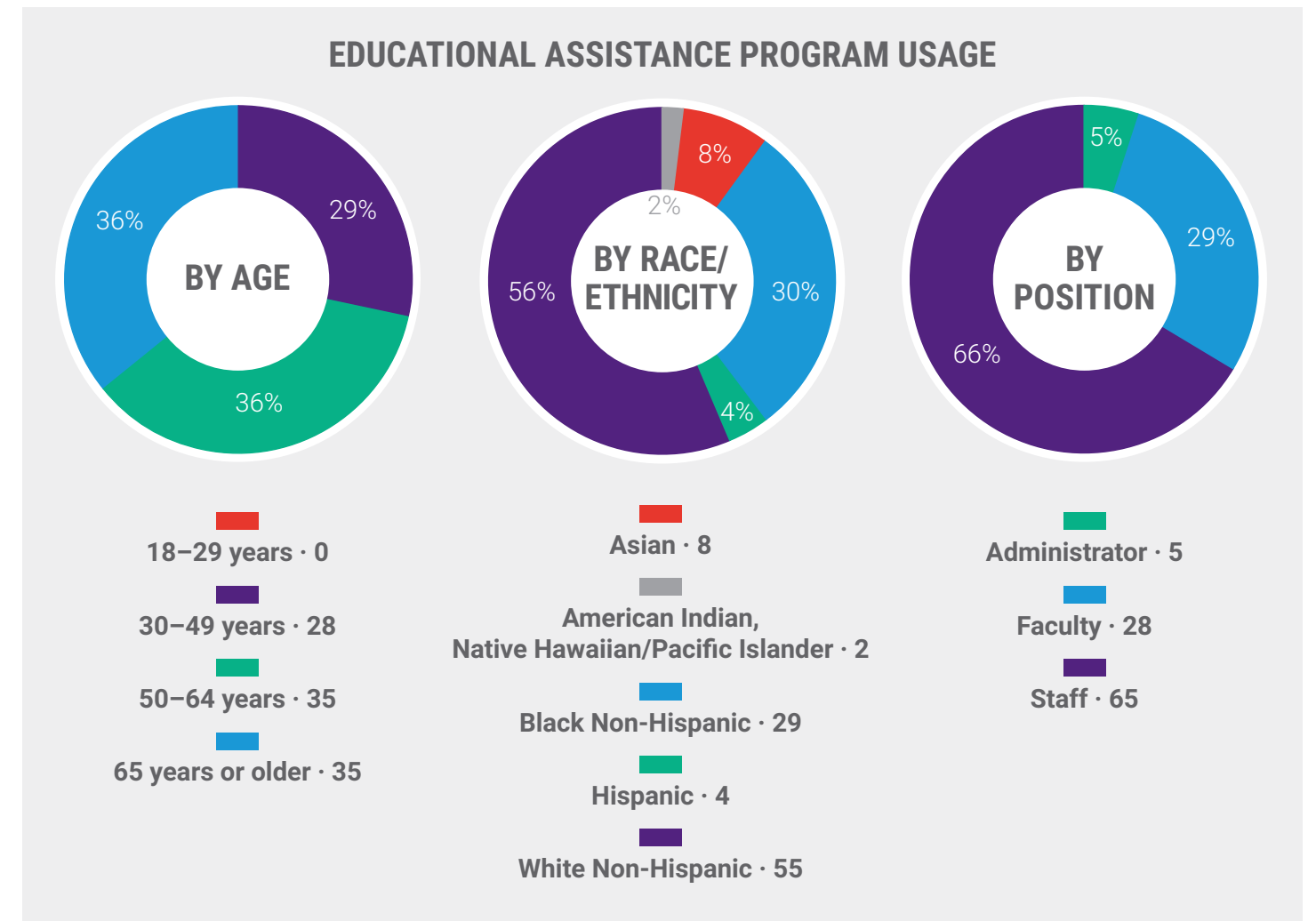
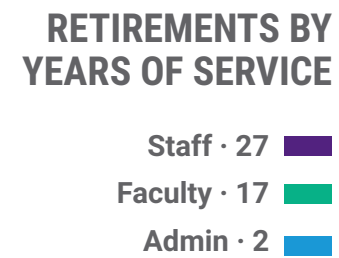
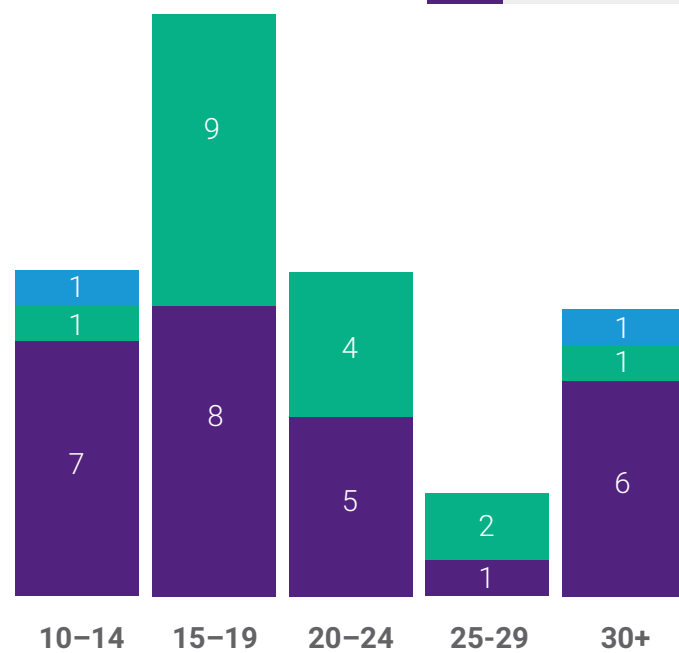
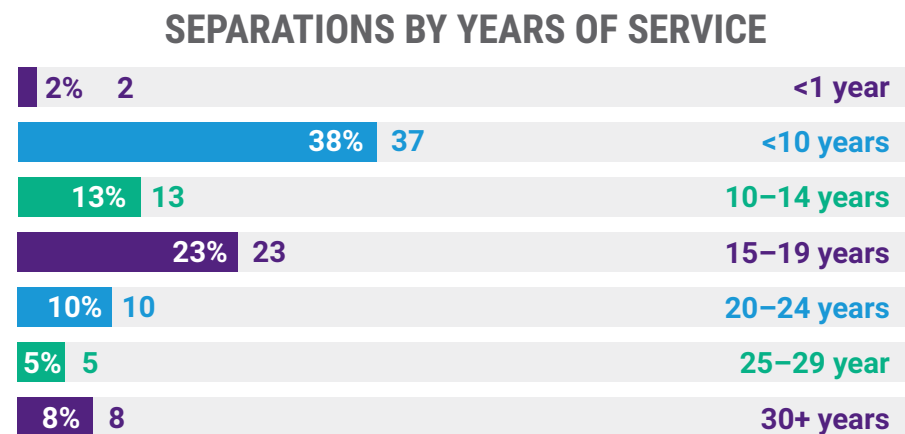
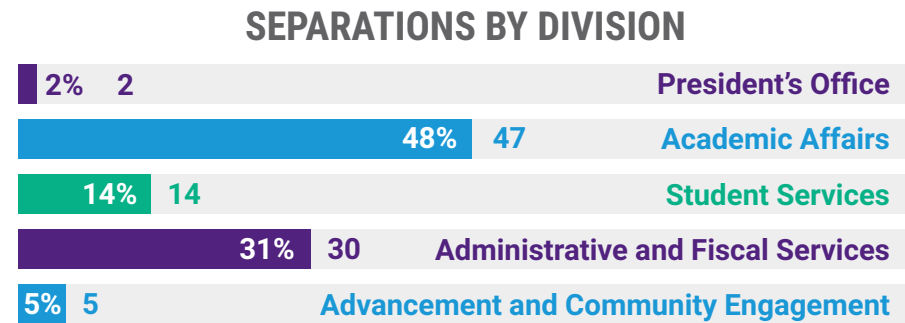
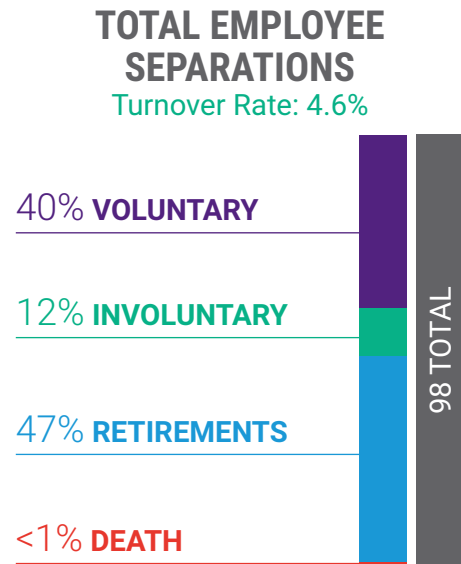
The HRSTM Employee and Labor Relations team handled 19 complaint cases that came through our EthicsPoint System, with related investigations conducted in-house. The largest number of complaints reported human resources matters, and the next largest category was employee misconduct. On average, it took 123 calendar days to close each case, and three (3) cases were closed per month.

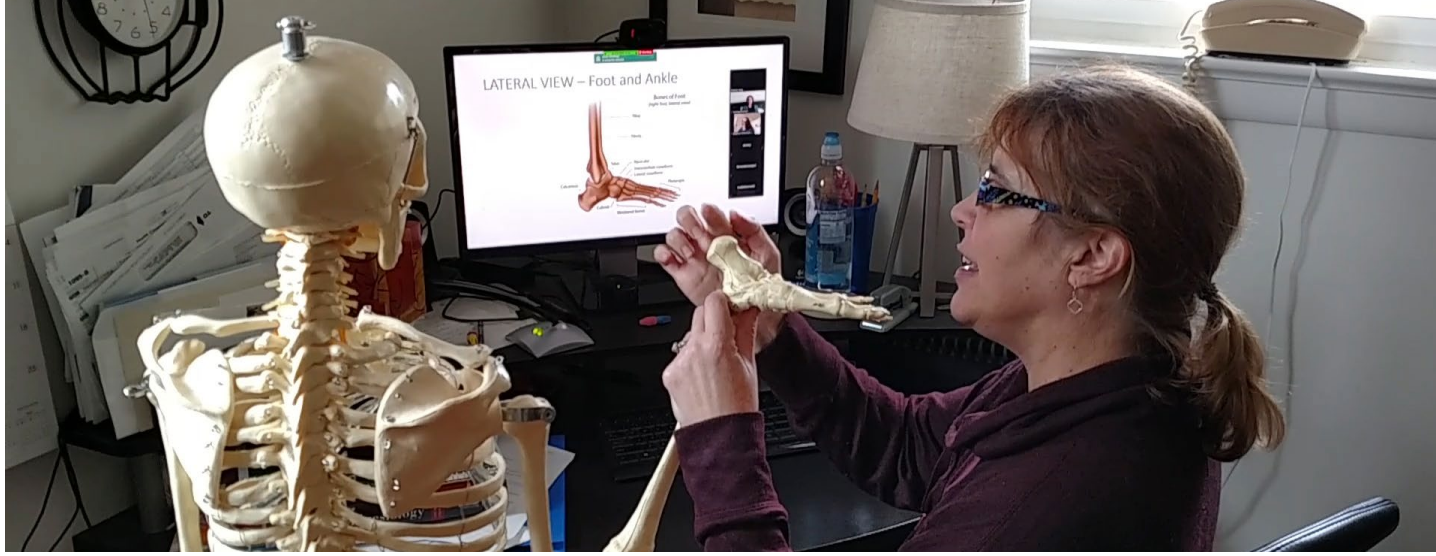
PRIMARY ISSUE	TOTAL	% OF TOTAL
Conflict of Interest	3	16%
Discrimination or Harassment	3	16%
Employee Misconduct	3	16%
Offensive or Inappropriate Communication	3	16%
Other HR Matters (e.g., promotion selection, recruiting selection)	3	16%
Student Safety	2	10%
Nepotism	1	5%
Bias Incidents	1	5%
Total	19	



- EthicsPoint (online or by phone) · 8**
- Through Email · 9**
- By Phone · 2**

EMPLOYEE SEPARATIONS (BUDGETED POSITIONS)

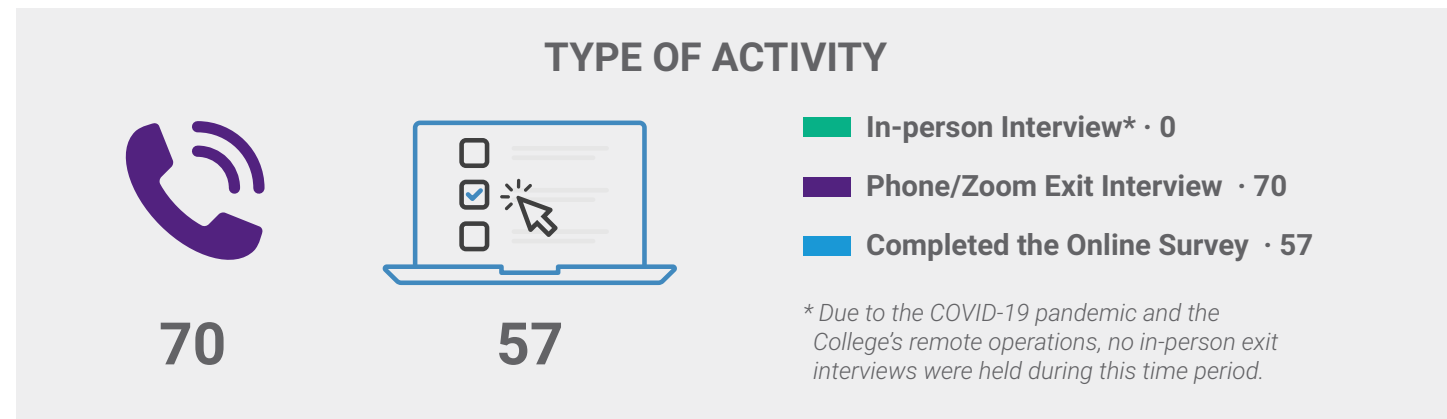




EXIT INTERVIEWS

In FY 2021, a total of 98 employees in regular budgeted positions separated from Montgomery College. Of that total, over 79% were invited to participate in an exit interview and to complete an exit questionnaire. The remaining 21% of exiting employees were not invited to an exit interview for reasons such as termination, death, on leave, etc. Approximately 71% of exiting employees participated in a video/virtual exit interview meeting (70 employees).

REASON	TOTAL	PERCENTAGE
Retirement	26	46%
Lack of Advancement	10	18%
Career Change	4	7%
Don't Feel Appreciated	4	7%
Disagree with Management Practices	4	7%
Moving/Relocation/End of Grant/Employment Eligibility	4	7%
Didn't Meet Expectations or Pay	3	5%
Family or Personal Needs	2	3%



HRSTM STRATEGIC PRIORITIES

- I. Cultivating a workforce that is innovative, competitive, culturally competent, and relevant
- II. Maximizing efficiency and effectiveness in business processes and service delivery
- III. Developing and enhancing programs, services, and relationships to meet the needs of our workforce
- IV. Providing greater clarity and direction by streamlining and enhancing our policies and procedures, communications, and outreach
- V. Enhancing technology systems and tools to better serve our employees and empower our workforce
- VI. Ensuring accountability through planning, evaluating, and reporting

FY21 GOALS AND OUTCOMES

1. Continue to support the College's continuity of operations, return to campus planning, and employee needs through the COVID-19 pandemic and remote operations (HRSTM Strategic Alignments: II, III).

COVID-19/Remote Continuity of Operations

- Implemented and managed a notification and accommodation process for employees who identify as a member of COVID-19 vulnerable population(s).
- Provided support to meet staffing needs during remote operations through Talent Share Program, high volume of hiring part-time faculty, and development of processes to ensure security and compliance of new hire information.

Return-to-Campus Planning and Support

- Conducted Return-to-Campus Assessments and assisted managers in developing and implementing plans for employees to return to campus/on site work each semester
- In partnership with the Office of Institutional Research and Effectiveness, conducted employee Remote Work & COVID-19 survey.
- In collaboration with Public Health and Environmental Safety and MCTV, produced and delivered Return-to-Campus Forum (webinars).

Employee Support

- Implemented and managed statutory COVID-19 Emergency Sick Leave through December 31, 2020, and voluntarily extended to non-benefit eligible employees through June 30, 2021.
- Implemented and hosted a series of "Employee Connections" resource group meetings.
- Promoted Faculty and Staff Assistance Program services to all employees.

FY21 GOALS AND OUTCOMES

2. Achieve substantial progress on HR-related modules in accordance with Workday Project Plan (HRSTM Strategic Alignments: II, V).

- Continued progress on testing and reconfiguration for the payroll, records, benefits, absence/time tracking, and reports modules.
- Developed and implemented change management and training plan.
- Launched the Workday Learning module.
- Completed design/configurations of new performance evaluations, including staff, full-time faculty, and part-time faculty.

3. Enhance HRSTM business processes, data collection, and reporting to improve the effectiveness and efficiency of operations, and support College priorities and the transition to Workday. (HRSTM Strategic Alignments: I, II, III, IV, V, VI)

- Initiated plan to enhance recruitment and outreach to persons with disabilities.
- Co-conducted comprehensive collegewide employee survey with Offices of Equity & Inclusion and Compliance, Risk, & Ethics.
- Deployed a series of business process enhancements to payroll, data and records management, and benefits programs in preparation for the transition to Workday.

- Conducted administrator, staff, department chair, and full-time faculty market compensation studies for 2021-2023.
- In collaboration with Office of Equity and Inclusion, began assigning search advocates to support recruitment and hiring for select positions.
- Transitioned to outsourced temporary staffing model.

4. Complete Phase I of the Collegewide Strategic Workforce and Staffing project (HRSTM Strategic Alignments: I, VI)

- Launched the Collegewide Strategic Workforce Planning project
- Implemented a communications plan and updated the website.
- Conducted discovery and organizational assessment activities (Phase I).
- Assembled and convened the Workgroup to commence work in fall 2021.

5. Develop and implement a shared labor philosophy and strategy between management and Collective Bargaining units. (HRSTM Strategic Alignments: I, III)

- Developed and updated Labor Relations Framework and presented to the Board of Trustees.
- Enhanced collaboration and communication with union leadership and Labor Management Coordinating Committee (LMCC) through improved responsiveness, consultation, and engagement.

FY22 HRSTM ANNUAL GOALS AND OBJECTIVES

1. Provide ongoing HR leadership and support to ensure efficient and effective operations and navigation through evolving COVID-19 pandemic conditions.
2. Ensure timely completion of tasks and deliverables related to Workday launch of HCM and other HR modules in support of satisfactory progress in the overall project plan.
3. Manage and support the completion of tasks and deliverables in Phases III and IV of the Strategic Workforce Planning Project; serve as contract administrator and liaison for Segal Consulting.
4. Enhance policies, procedures, business processes, and communications to improve the effectiveness and efficiency of HR operations and services, and in advancement of the College's mission.
5. Further enhance HRSTM unit organizational design, staffing, competencies, and climate.





MC

MONTGOMERY COLLEGE

MAKE YOUR MOVE®

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