



HUMAN RESOURCES AND STRATEGIC TALENT MANAGEMENT

FISCAL 2022 ANNUAL REPORT

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

INTRODUCTION

“We take good care of our employees, so they can take good care of our students.” That is the ethos and mantra of the Office of Human Resources and Strategic Talent Management (HRSTM) team. We have the honor and privilege of serving every employee at Montgomery College. The HRSTM team helps to advance the mission of the College and contribute to student success. This is accomplished by supporting the faculty, staff, administrators, and student employees who play a critical and dynamic role in the operations of our institution and the delivery of instruction.

Fiscal year 2022 was a year of continued agility, adaptability, and transition for Montgomery College as we navigated through the surge of new variants and the eventual “wind-down” of the COVID-19 pandemic. The increased availability of COVID-19 vaccinations and testing, coupled with the College’s vaccination requirement for employees and students provided safer conditions, allowing the College to end emergency remote status and further increase face-to-face classes and services on the campuses. HRSTM continued to serve an integral role by actively participating in the Return to Campus Advisory Team (RTCAT), as well as leading and managing the implementation of the COVID-19 vaccination and testing program for employees.

This year also brought a significant milestone with Montgomery College’s successful implementation of the new Workday system for human resources and financial services. In addition to improving administrative and business processes, Workday has empowered employees to manage essential tasks while eliminating numerous manual and paper processes. The Workday project has been a long-term project for HRSTM. While we are thrilled to achieve this important goal, we recognize that there is still significant post-implementation work to be done. We are committed to further enhancing our use of the system, as well as supporting our employees in becoming proficient users.

The Human Resources and Strategic Talent Management annual report presents comprehensive data regarding the Montgomery College workforce, as well as the programs, services, and activities that HRSTM provides. In addition to key data and metrics that offer insight and help to inform our actions, our annual report provides a summary of our goals and accomplishments for the concluding year (2021-2022), as well as an outline of our goals and aspirations for the coming year (2022-2023).

We hope that you will find this report informative and invite you to share with us any feedback or suggestions for future reports.

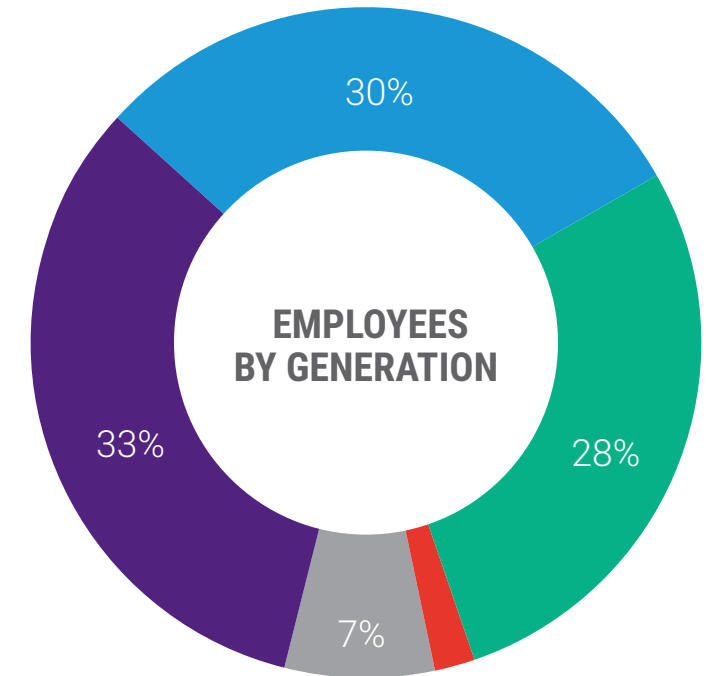
WORKFORCE AT-A-GLANCE



MC EMPLOYEE CONSTITUENCIES BY THE NUMBERS

EMPLOYEE HEADCOUNT

83	Administrators
119	Casual Temps
38	Department Chairs
486	Full-Time Faculty
1,046	Part-Time Faculty
3	Regular Part-Time Faculty
1,092	Staff
219	Student Aides
37	Temp with Benefits
473	WDCE Faculty
38	Work-Study Students
3,634	TOTAL



Traditionalists
Born 1945 and before
(Total Number = 74)

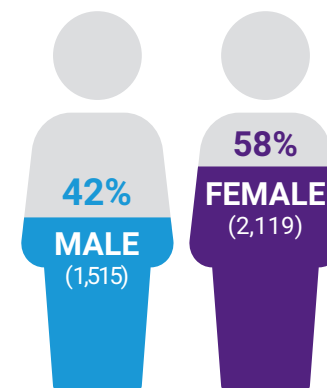
Baby Boomers
Born 1946–1964
(Total Number = 1,178)

Generation X
Born 1965–1976
(Total Number = 1,085)

Millennials or Gen Y
Born 1977–1995
(Total Number = 1,015)

Gen Z, iGen, or Centennials
Born 1996–TBD
(Total Number = 282)

EMPLOYEES BY GENDER



1,736

Benefits-Eligible Employees

12

Average Years of Service

21,598

Total Years of Service

(Budgeted Positions—Full-Time Faculty, Staff, and Administrators)

953

Employees Recognized for Awards

291

Total Supervisors

1,522

Part-Time Faculty (including WDCE instructors)

119

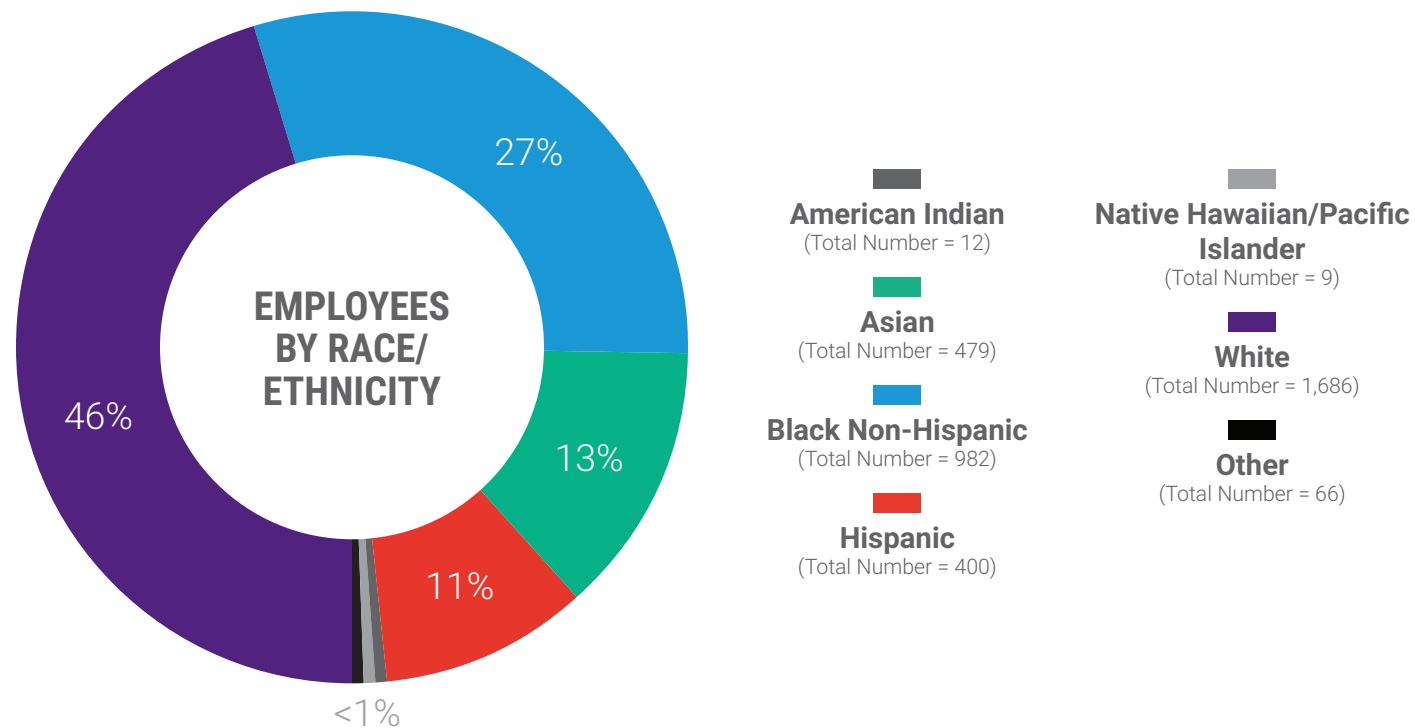
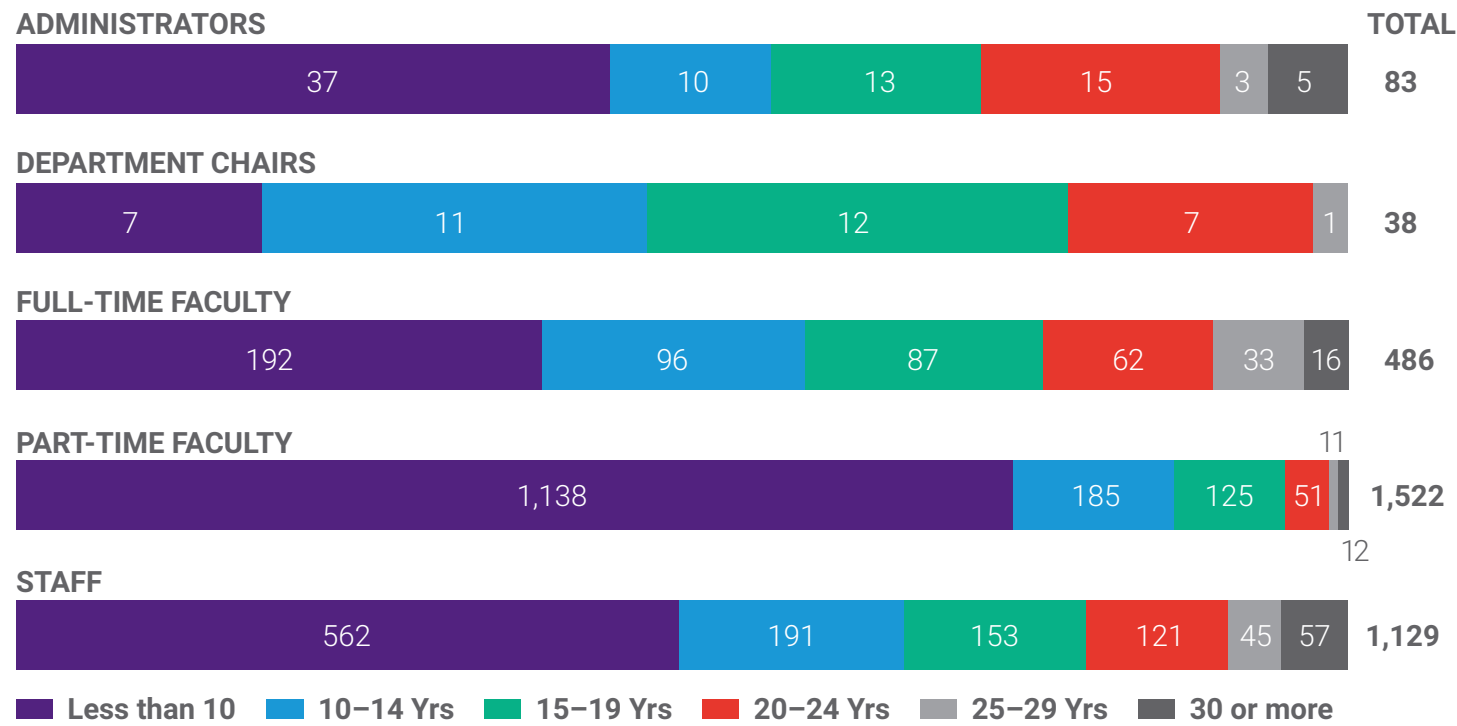
Casual Temporary/ Seasonal Workers

257

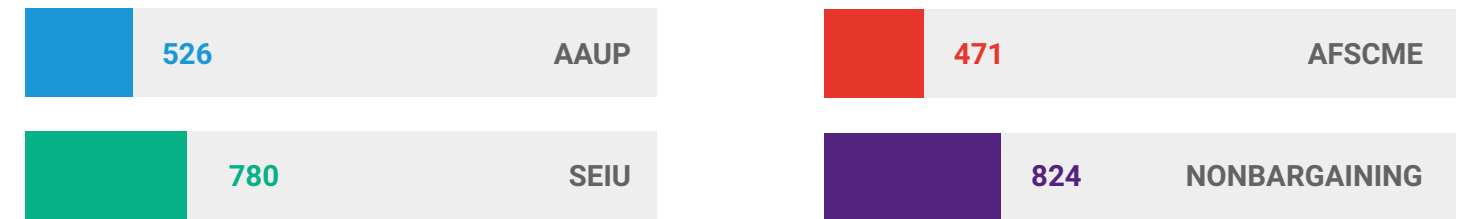
Student Workers

MC EMPLOYEE CONSTITUENCIES BY THE NUMBERS

EMPLOYEES BY YEARS OF SERVICE



WORKFORCE BARGAINING STATUS



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

900+ AWARDS RECOGNIZING AND CELEBRATING OUR EMPLOYEES



FY22 AWARDS AND RECOGNITIONS

Employees of the Year

Montgomery College Full-Time Professor of the Year
Professor Daniel G. Jenkins, Philosophy

Montgomery College Staff of the Year
Ms. Tilandra Rhyne, Executive Associate

Montgomery College Part-Time Professor of the Year Award
Professor Kelley Livernoche, Biology

Outstanding Faculty Award Recipients

Montgomery College Outstanding Faculty Award for Excellence in Teaching
Professor Gina Wesley, Biology
Professor Jorge Hernandez-Fujigaki, History and Political Science
Professor Alejandro Leopardi, English and Reading
Professor Rachel Saidi, Mathematics
Professor Shayla Atkins Baxter, English and Reading

Montgomery College Outstanding Part-Time Faculty Award for Excellence in Teaching
Professor Comfort Davis Mingot, English and Reading
Professor Patricia Robinson, English and Reading

Montgomery College Outstanding Faculty Award for Excellence in Counseling
Professor Kpakpundu Ezeze, Counseling

Montgomery College Outstanding Faculty Award for Excellence in Service to the Institution and Community
Professor Erik E. Swanson, Media Arts and Technologies
Professor Corinne Smith, Health Information Management
Professor Jarvis Slacks, English and Reading
Professor Kiersten Newtoff, Biology

Montgomery College Outstanding Faculty Award for Excellence in Scholarly or Professional Accomplishments
Professor Tiffany Thames Copeland, Media Arts and Technologies

Montgomery College Outstanding Part-Time Faculty Award for Excellence in Scholarly or Professional Accomplishments
Professor Mark W. Burke, Biology
Professor Evan Crump, English and Reading

Outstanding Staff Award Recipients

Excellence in Performance
Ms. Zainab Ali, Administrative Aide
Ms. Edesa Ashourian, HR Specialist II
Ms. Michelle Brink, Administrative Aide
Ms. Rosalee Law, HR Specialist I
Ms. Denise Matheny, Special Events Director
Ms. Urvashi Mistry, Administrative Aide
Mr. Arifur Rahman, Instructional Lab Coordinator
Ms. Annie Shane, Cyber Defense Analyst I

Excellence in Innovation
Mr. Joe Bilzor, Analyst-Programmer
Mr. Mohamed El Muwaqqat, Student Information Systems Manager
Ms. Thanh King, Digital Learning Specialist
Ms. Angie Moy, BIM Coordinator
Mr. Russell Peterson, Facilities Administrative and Operations Manager

Excellence in Serving Students
Ms. Huong Nguyen, Student Support Services

Excellence in Customer Service
Ms. Jin Khademi, Learning Center Assistant Manager
Ms. Jennifer Knowlton, Lab Manager
Ms. Metta Lash, Librarian
Ms. Amanda Stroud, Library Access Services Specialist I
Ms. Farah Vivas, HR Specialist I



THE 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.

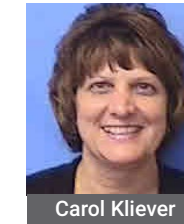
Our Vision

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



Carol Kliever

EMPLOYEE ENGAGEMENT AND LABOR RELATIONS Carol Kliever, Director

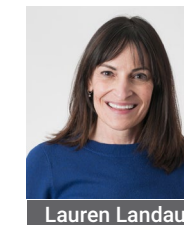
- Americans with Disabilities Act and Ergonomics
- Awards and Recognition
- Collective Bargaining and Labor Relations
- Employee Engagement and Development
- Employee Relations
- Grievances, Investigations, and Resolutions
- Leaves of Absence, including Family Medical Leave, Short Term Disability, Professional, Sabbatical
- MC Cares



Sophia Mason

HR BUSINESS SERVICES Sophia Mason, Director

- Benefits Programs
- HR Data and Records Management
- HR Financial Operations
- HR Help Desk
- HR Information Systems
- Time Management, including Time Off and Leaves of Absence
- Payroll Services
- Retirement Services and Retiree Benefits
- Wellness and Wellbeing Programs



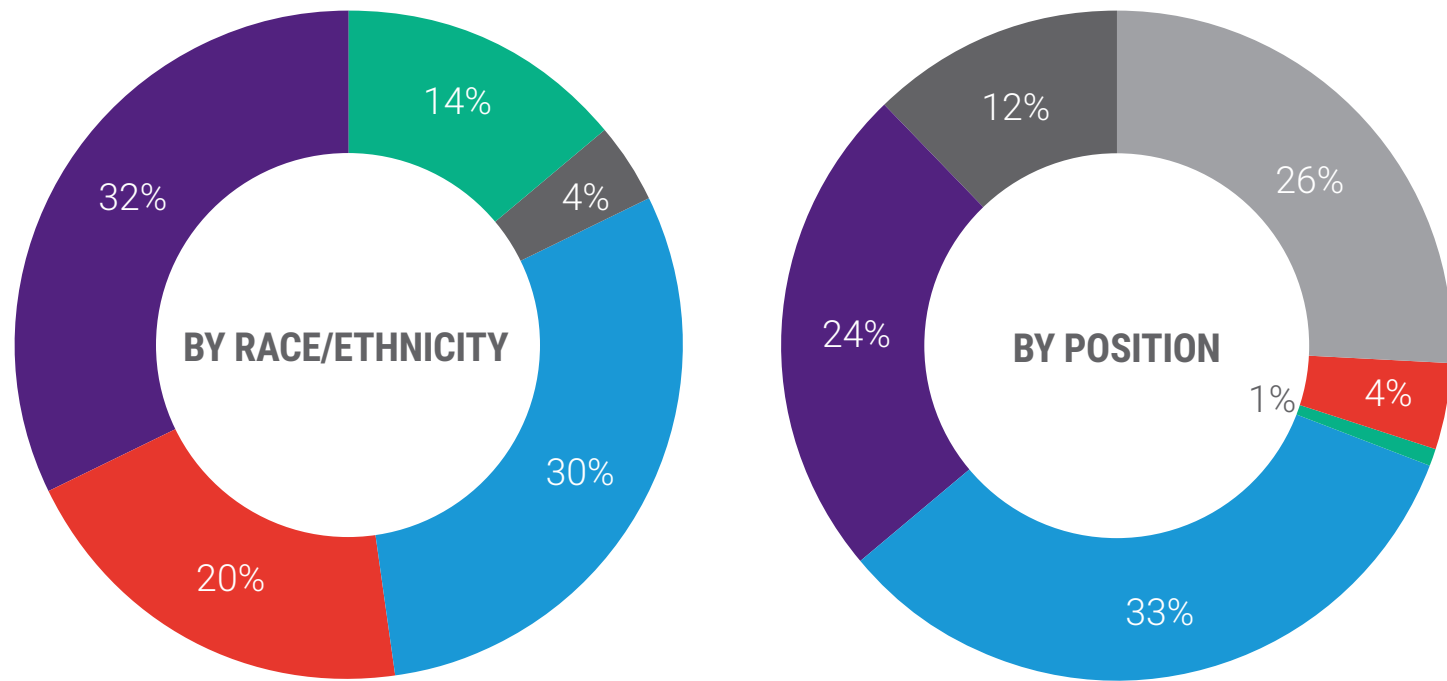
Lauren Landau

STRATEGIC TALENT MANAGEMENT AND DEVELOPMENT Lauren Landau, Director

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

HRSTM PROGRAMS AND SERVICES: KEY METRICS FOR FY22

HIRING DEMOGRAPHICS



TALENT ACQUISITION AND EMPLOYMENT METRICS

3,236
Job Applications Received

169
Vacancies Filled

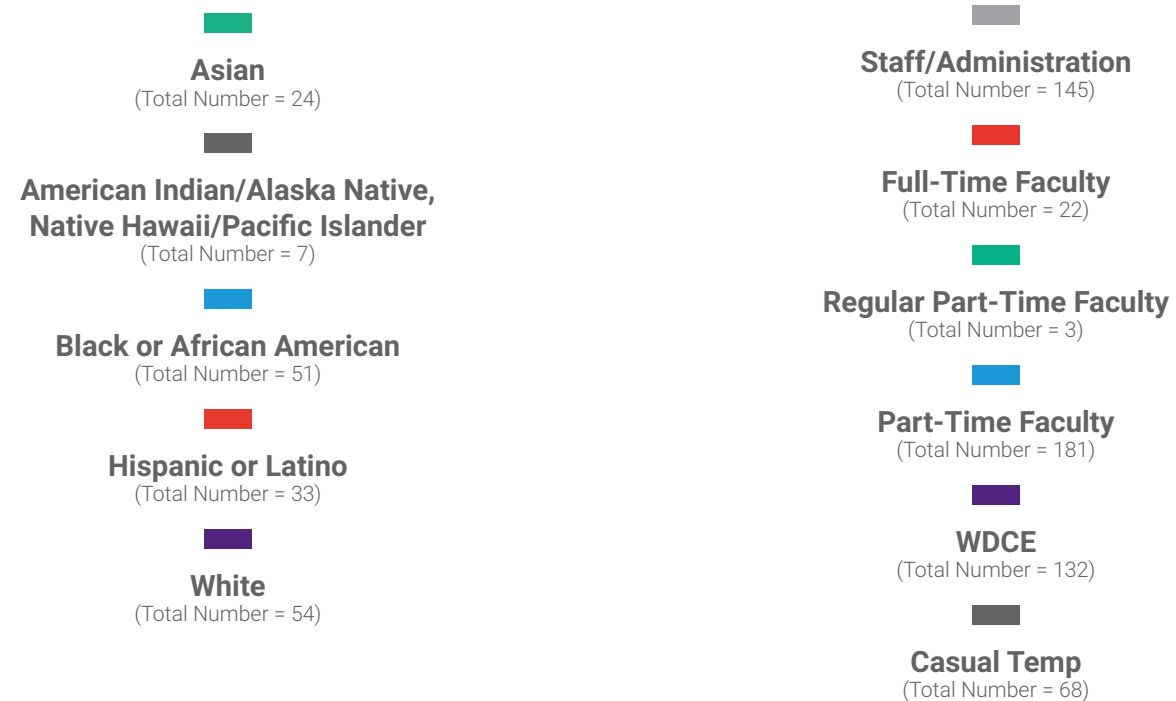
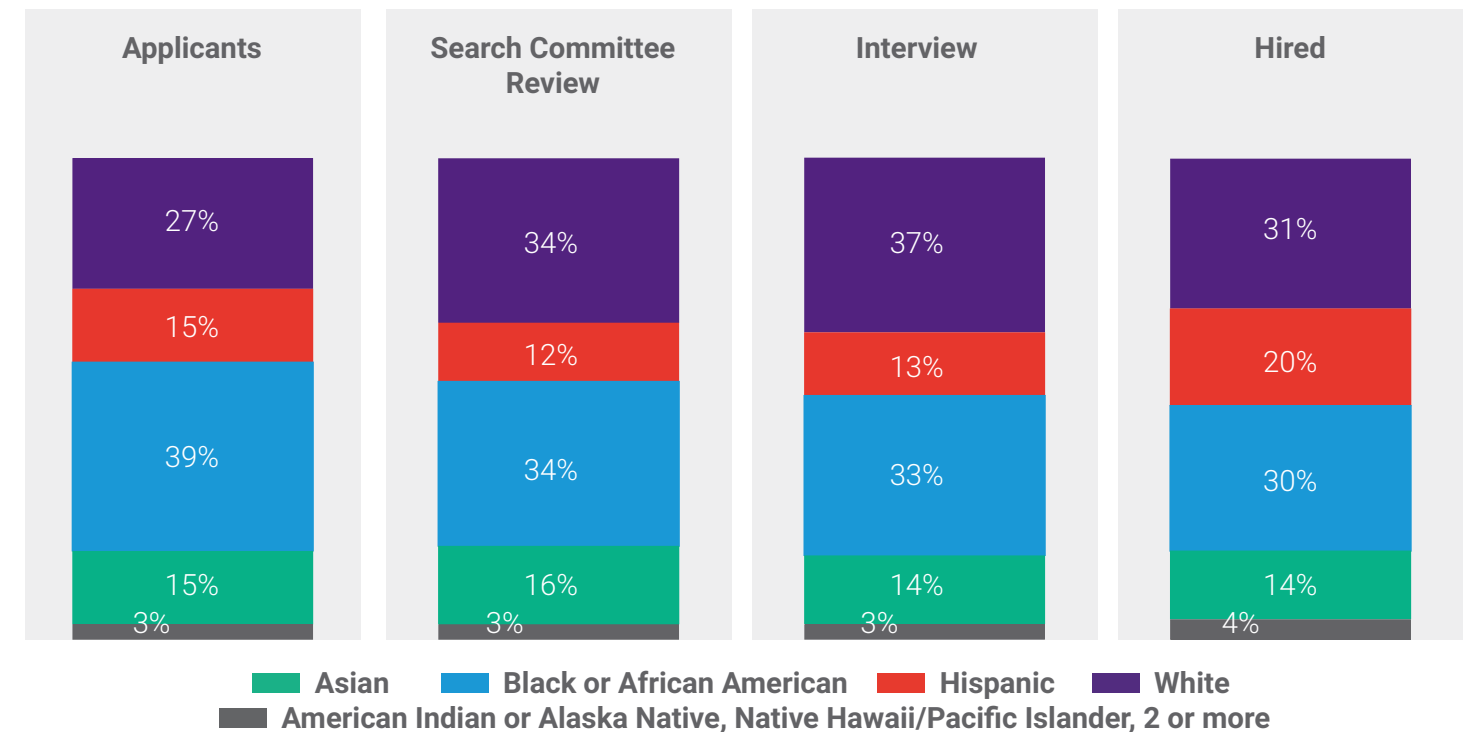
80%
Full-time Faculty Positions Filled by Part-Time Faculty

41%
Positions Filled by Internal Candidates

59
Employees Promoted

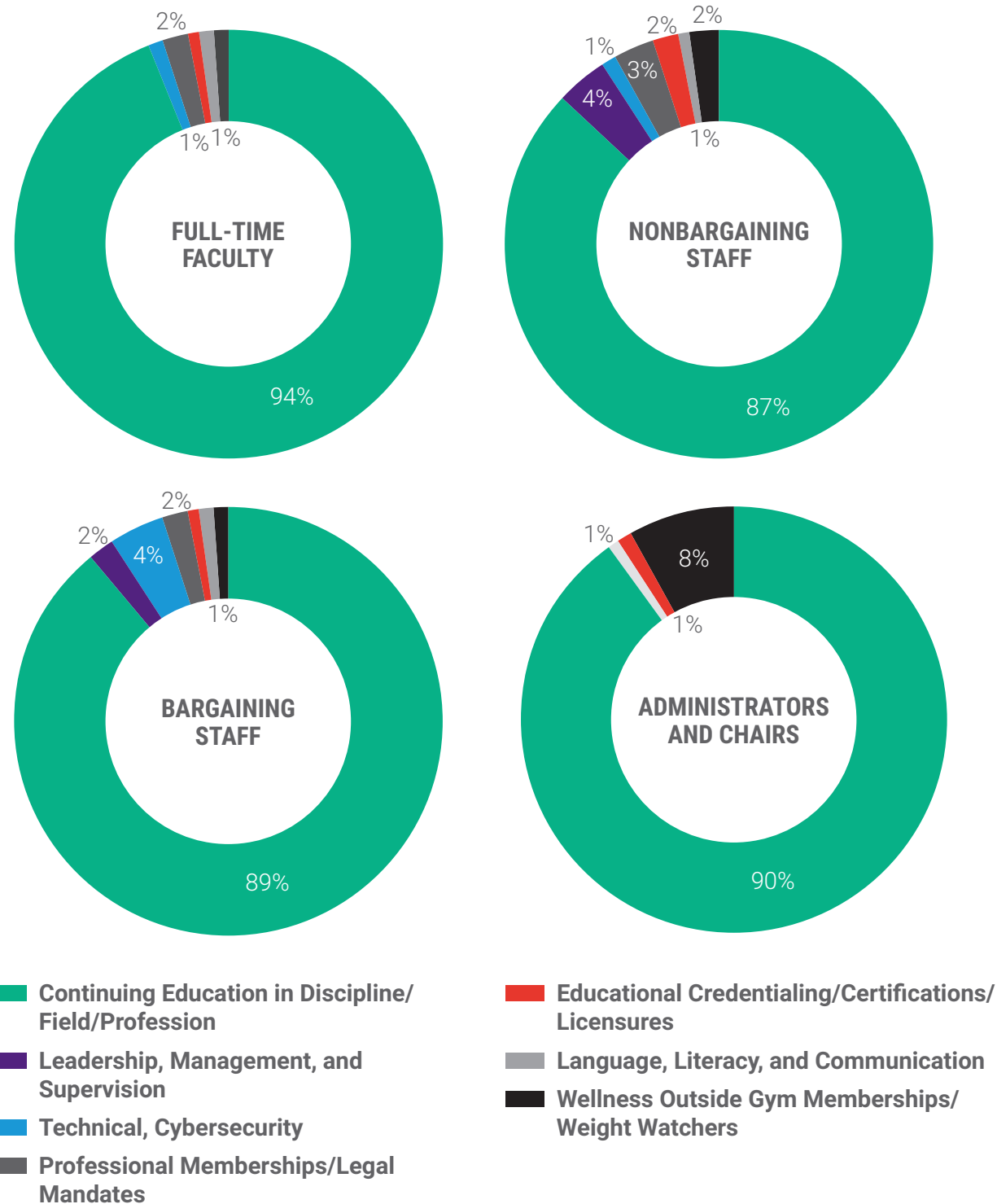
DEMOGRAPHICS BY RECRUITMENT STAGE FOR ALL BUDGETED POSITIONS

The College received over 3,000 applications for budgeted vacancies in FY22.



HRSTM PROGRAMS AND SERVICES: KEY METRICS FOR FY22

EDUCATIONAL ASSISTANCE PROGRAM USAGE



NEXT GENERATION WELLNESS PROGRAM

Group Fitness

Average number of virtual classes scheduled monthly	40
Average class participation	4.8
Number and list of new classes added (Arms & Abs, Barre, AMRAP Circuit)	3

Programs Offered

- 10K-a-Day Walking Program
- Biometric Screenings
- Chair Yoga
- Fall Virtual Healthy Cooking Demo
- Flu Shots
- Intro to Reflective Journaling
- Heart Healthy Lifestyle Challenge
- Healthy Holiday Hors d'oeuvres Webinar
- Mental Health First Aid Training
- National Wear Red Day for Heart Health
- Olympic Activity Open Enrollment Challenge
- Virtual 3K Turkey Trot
- Zumba Against Cancer





HRSTM COMMUNICATIONS

43 EMPLOYEE MATTERS NEWSLETTERS PUBLISHED

Most Clicked Newsletters (top 3)

**1,088
CLICKS**

Most clicked article:
What Should I Do Now That Workday Is Open?

Vol. 3, No. 1
January 5, 2022

**1,048
CLICKS**

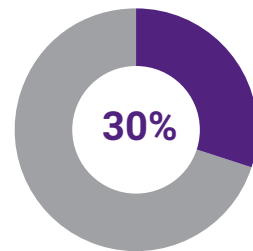
Most clicked article:
Action Items for Employees in Workday

Vol. 3, No. 2
January 12, 2022

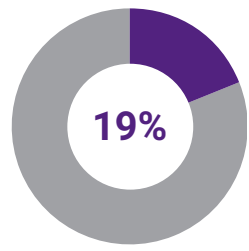
**1,033
CLICKS**

Most clicked article:
Employee Connections Group Program Supports Employees

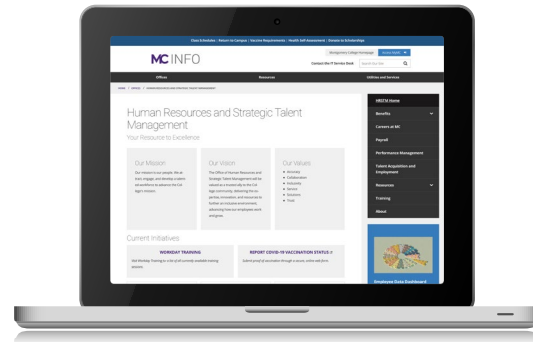
Vol. 2, No. 38
October 13, 2021



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

Top 5 Webpages

- MC ID Card Request
 - Wellness
 - Forms
 - Training
- COVID-19 Vaccination Status

Most Clicked PDFs

- Pay Schedule
- AAUP-CBA
- SEIU Part-Time Faculty Contract
 - Salary Schedule
- AAUP MOA FY21 Reopener

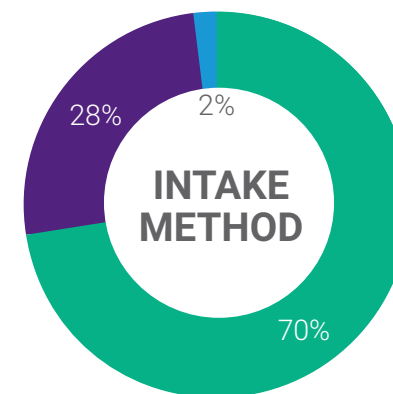
22

MEMORANDUMS AND NOTICES

INTERNAL INVESTIGATIONS

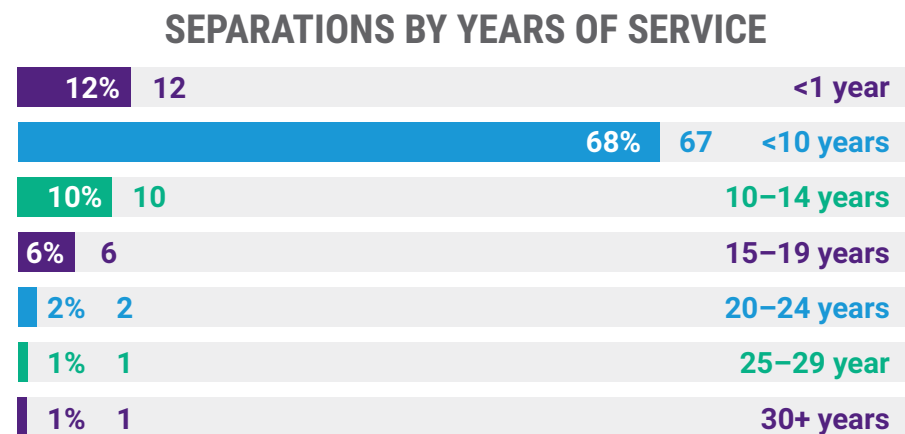
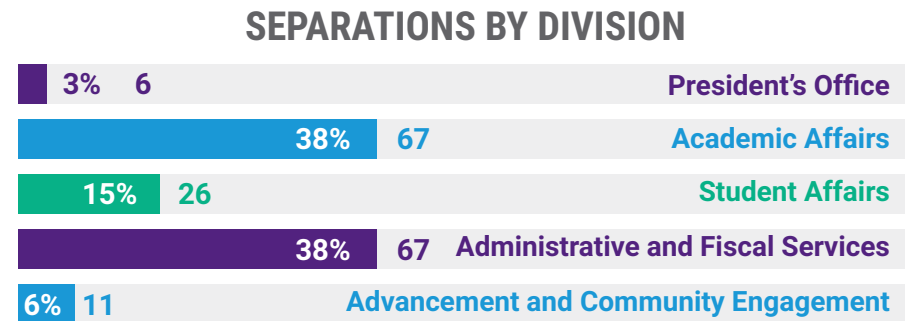
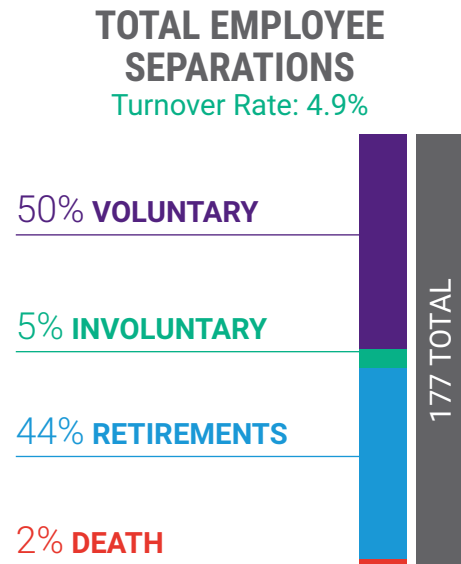
In FY22, the HRSTM Employee Engagement and Labor Relations team handled 35 complaint cases that came through out Ethics Point System, with related investigations conducted in-house. This is an increase of 54% when compared to the 19 complaints handled in FY21. The largest number of complaints reported this year were related to waste, abuse, or misuse of College resources, and the next largest categories were employee misconduct and discrimination or harassment. On average, it took 55 calendar days to close each case in FY22, which is over half the time when compared to last year's average of 123 calendar days.

PRIMARY ISSUE	TOTAL	% OF TOTAL
Waste, Abuse, or Misuse of College Resources	6	17%
Discrimination or Harassment	5	14%
Employee Misconduct	5	14%
Other HR Matters (e.g., promotion selection, recruiting selection)	4	11%
Concern	4	11%
Offensive or Inappropriate Communication	3	9%
Safety	3	9%
Bias Incidents	2	6%
Academic Misconduct	1	3%
Hostile Work Environment	1	3%
Sexual Harassment	1	3%
Total	35	100%

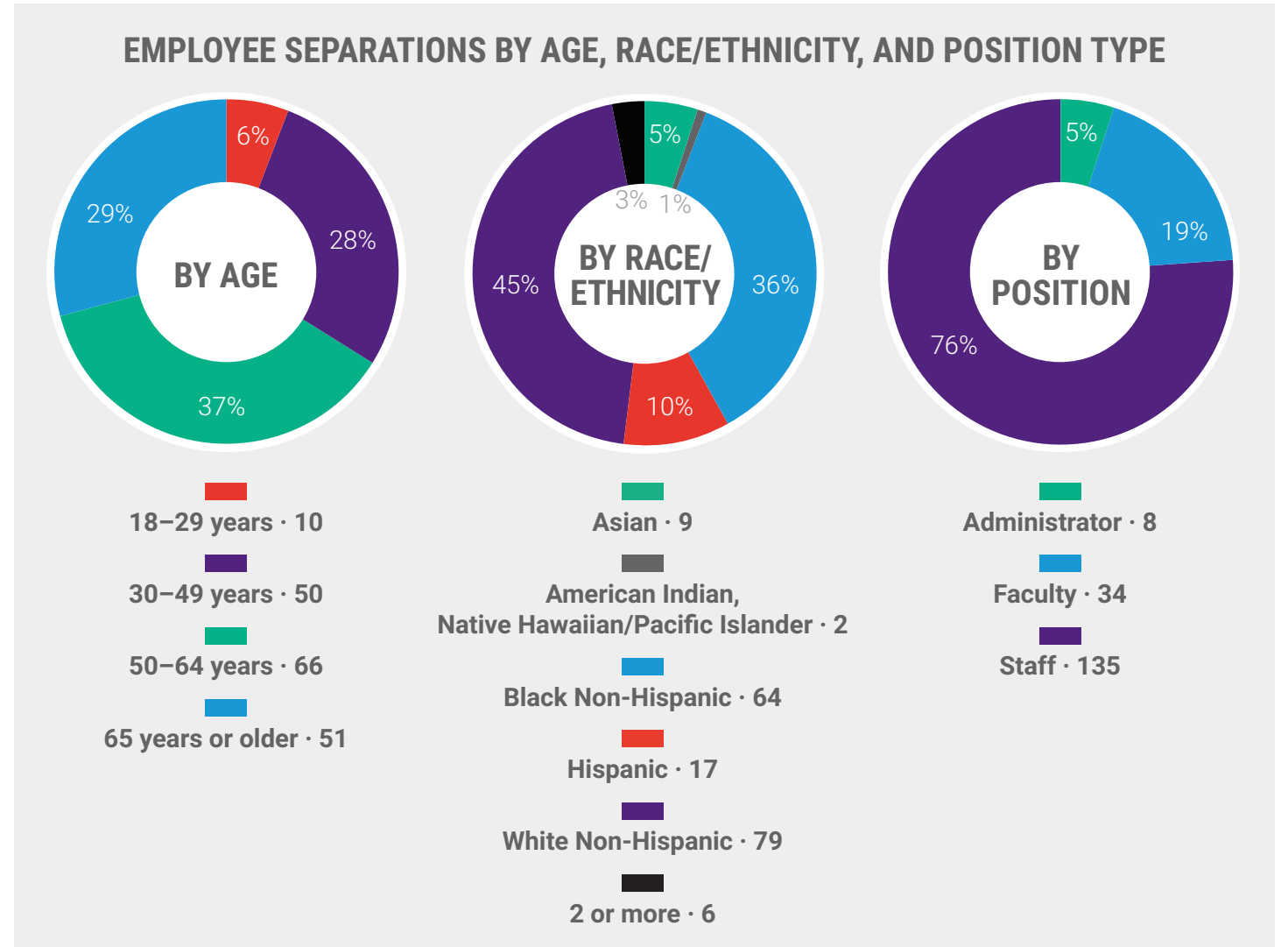
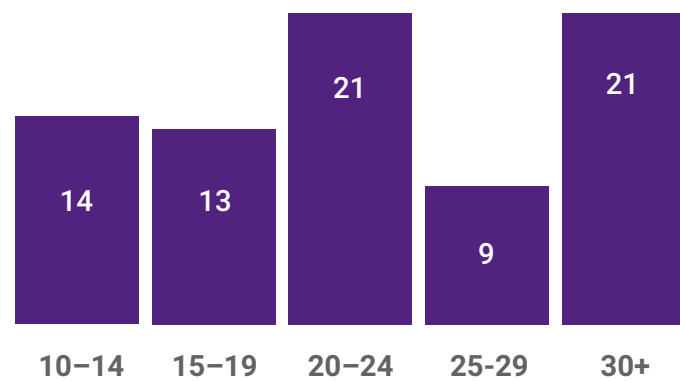


- EthicsPoint (online or by phone) · 24
- Through Email · 10
- By Phone · 1

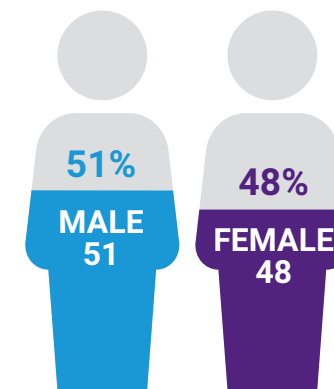
EMPLOYEE SEPARATIONS (BUDGETED POSITIONS)



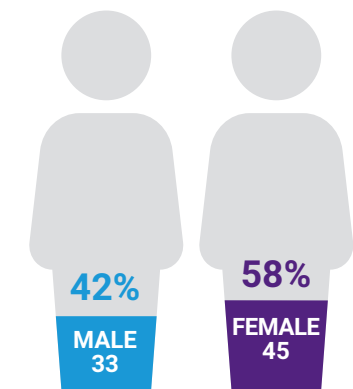
RETIREMENTS BY YEARS OF SERVICE



SEPARATIONS BY GENDER



RETIREMENTS BY GENDER

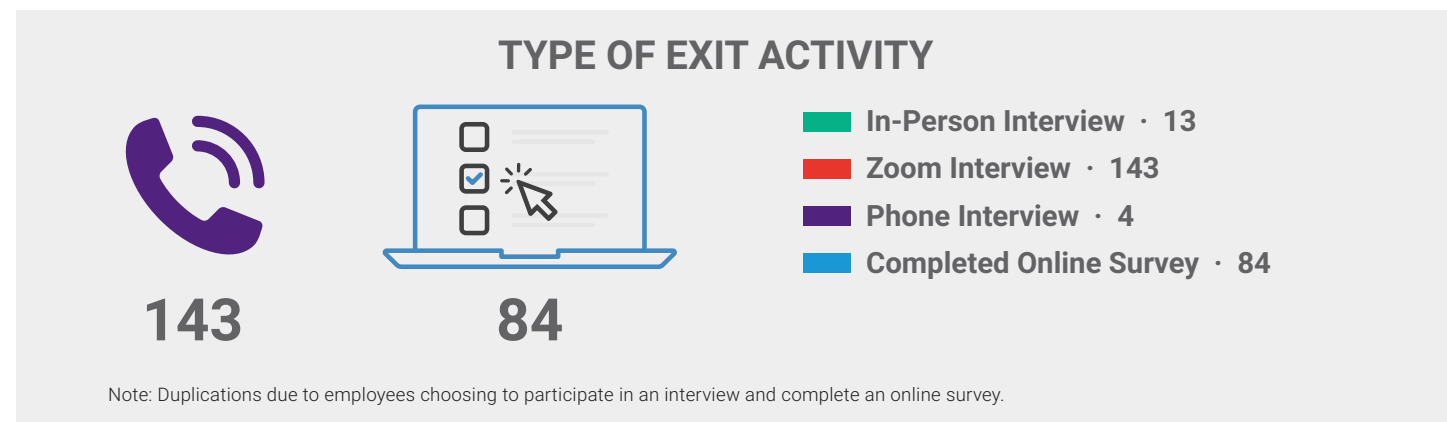




EXIT INTERVIEWS

In FY 2022, a total of 177 employees in regular budgeted positions separated from MC. Of that total, over 93% were invited to participate in an exit interview and to complete an exit questionnaire. The remaining 6% of exiting employees were not invited to an exit interview for reasons such as termination and death. Approximately 81% of exiting employees participated in a video/virtual exit interview meeting (143 employees).

REASON	TOTAL	PERCENTAGE
Retirement	77	44%
Family or Personal Needs	60	34%
Career Change	19	11%
End of Grant/Employment Eligibility	4	2%
Death	4	2%
Performance/Probation Period	4	2%
Moving/Relocation	3	2%
Job Abandonment	2	1%
Disagree with Management Practices	1	<1%
Didn't Meet Expectations or Pay	1	<1%
Best Interest of the College	1	<1%
Misconduct	1	<1%



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.

FY22 GOALS AND OUTCOMES



Goal 1: Provide ongoing HR leadership and support to ensure efficient and effective operations and navigation through evolving COVID-19 pandemic conditions.

Outcomes:

- Supported and contributed to the work of the collegewide Return to Campus Advisory Team (RTCAT).
- In partnership with GCO, implemented a process for determining employee requests for an exception to onsite work requirements (i.e., vaccination, testing, ADA-related accommodations, etc.).
- Collaborated with IT in implementing online processes for COVID-19 vaccination/testing management and individual employee Flexible Work Arrangement/Telework plans and data.
- Supported supervisors and employees by providing information and guidance on related HR matters, such as COVID-19 protocols, vaccination, and testing, Faculty and Staff Assistance Program (FSAP), and Family Medical Leave (FML).

Goal 2: Ensure timely completion of tasks and deliverables related to Workday Human Capital Management (HCM) and other HR modules in support of project plan.

Outcomes:

- Completed the configuration, testing, and launch activities in accordance with the project plan, successfully meeting the January 1, 2022 implementation date.
- Provided ongoing training and technical assistance to employees and supervisors through out the College on the use of Workday modules, as well as changes to HRSTM business processes related to Workday implementation.

FY22 GOALS AND OUTCOMES

Goal 3: Conclude Phases III (Workforce Plan) and IV (Implementation Plan) of the Strategic Workforce Planning Project.

Outcomes:

- Partnered with Segal consultants to complete the development of a customized quantitative workforce forecasting and planning tool with dashboard.
- Completed and submitted the organizational assessment report to the project's executive sponsors (i.e., senior vice presidents of academic affairs and administrative and fiscal services).
- Note: the completion of the original Phase III and Phase IV of this project were put on hiatus due to leadership transition and the introduction of new institutional priorities. Additionally, a significant portion of this assessment occurred during the uncertainty of the COVID-19 pandemic, therefore, further examination and revision is required in FY23.

Goal 4: Enhance policies, procedures, business processes, and communications.

Outcomes:

- Completed two (2) market-based compensation maintenance studies for: 1) administrators and staff, and 2) department chairs and full-time faculty. Due to significant changes in the labor market, follow-up studies will need to be conducted in FY23.
- Streamlined and updated the recruitment and hiring procedures for part-time faculty.

Goal 5: Further enhance HRSTM unit's organizational design, staffing, competencies, and climate.

Outcomes:

- Realigned functions, services, and staffing to address post-Workday needs and future priorities for HRSTM. This resulted in: 1) the hiring of a new manager of Organizational Development and HR Outreach, 2) creation of new HR Workday analyst role from repurposed positions, 3) formation of a Employee Engagement and Development program, and 4) the enhancement and expansion of the HR Help Desk.
- Hired, trained, and onboarded a new Payroll and Time Off Management team.
- Developed and began to implement recruitment and hiring plan for approximately 10 vacancies in HRSTM.



FY23 HRSTM ANNUAL GOALS AND OBJECTIVES

1. Facilitate a revised assessment and new iteration of the College's strategic workforce planning project.
2. Define and initiate implementation of a comprehensive employee engagement program.
3. Develop and initiate new HRSTM communications and digital media plan.
4. Review and strengthen performance management system and career development.
5. Design and implement new training for hiring managers, search advocates, and search committee members.
6. Enhance and expand employee wellness and quality life programs and services.
7. Re-imagine and deploy new, updated S.O.S. (service, outreach, and support) standards.





MC

MONTGOMERY COLLEGE
MAKE YOUR MOVE®

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