SUPERVISOR ORIENTATION

Manage Smart

Office of Human Resources and Strategic Talent Management

October 18, 2023

Introductions

- Name
- Job Title
- Department/Office
- Years of experience supervising and leading

- If you could have a superpower, what would
- it be and why?

Our Agreements

- Be open, respectful, and listen to others' point of view.

- Take responsibility for your own learning.

- Actively participate by sharing your experiences or asking questions.

- Honor time schedule and breaks.

- Be digitally responsible.

- Respect confidentiality.

MC's Mission, Vision, and Values

Mission: Montgomery College is where students discover their passions and unlock their potential to transform lives, enrich the community, and change the world.

Vision: Montgomery College will serve as the community's institution of choice to transform the lives of students and Montgomery County.

Values:

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

Montgomery College's Strategic Goals

Goal 1

Enhance connections between MC and our community.

Goal 2

Cultivate a sense of belonging for everyone at the College.

Goal 3

Enhance educational and organizational effectiveness.

Goal 4

Increase economic impact for our students and community.

The Five Divisions of the College
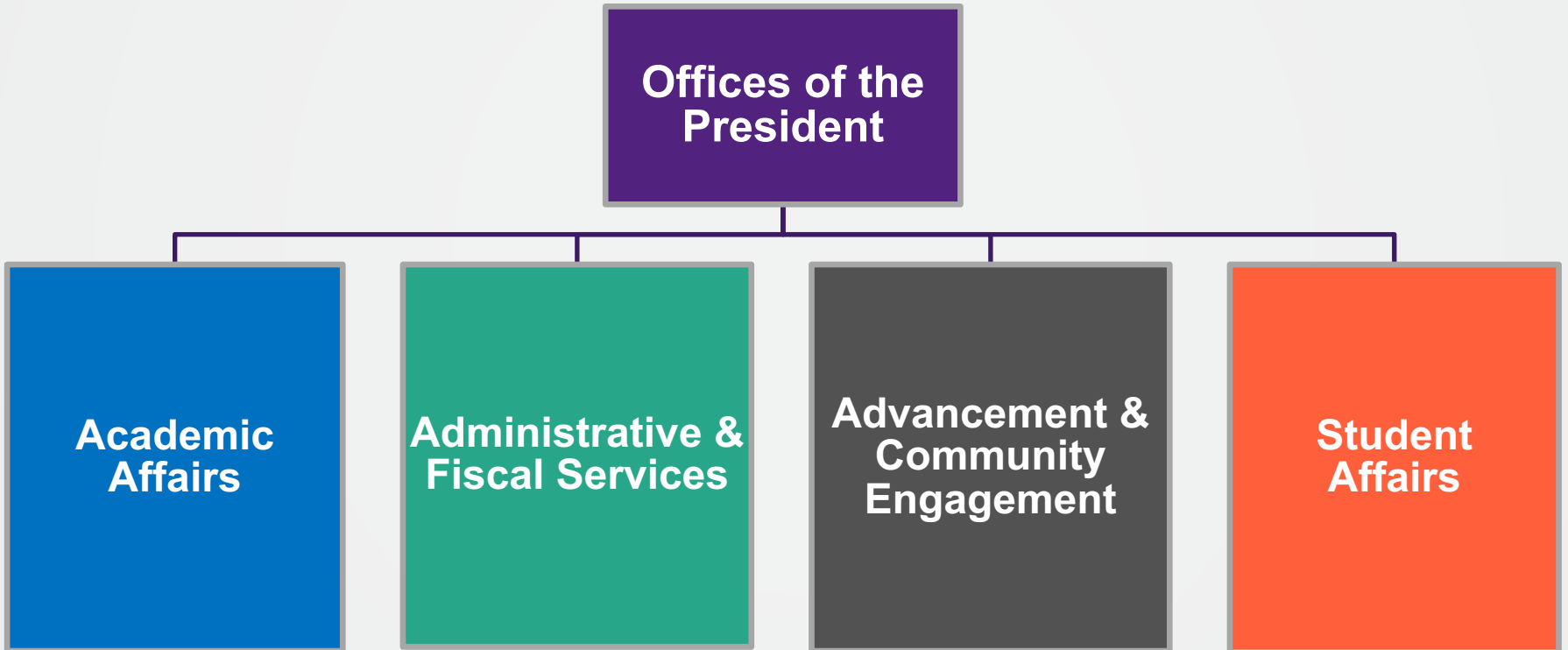
Offices of the President

Academic Affairs

Administrative & Fiscal Services

Advancement & Community Engagement

Student Affairs
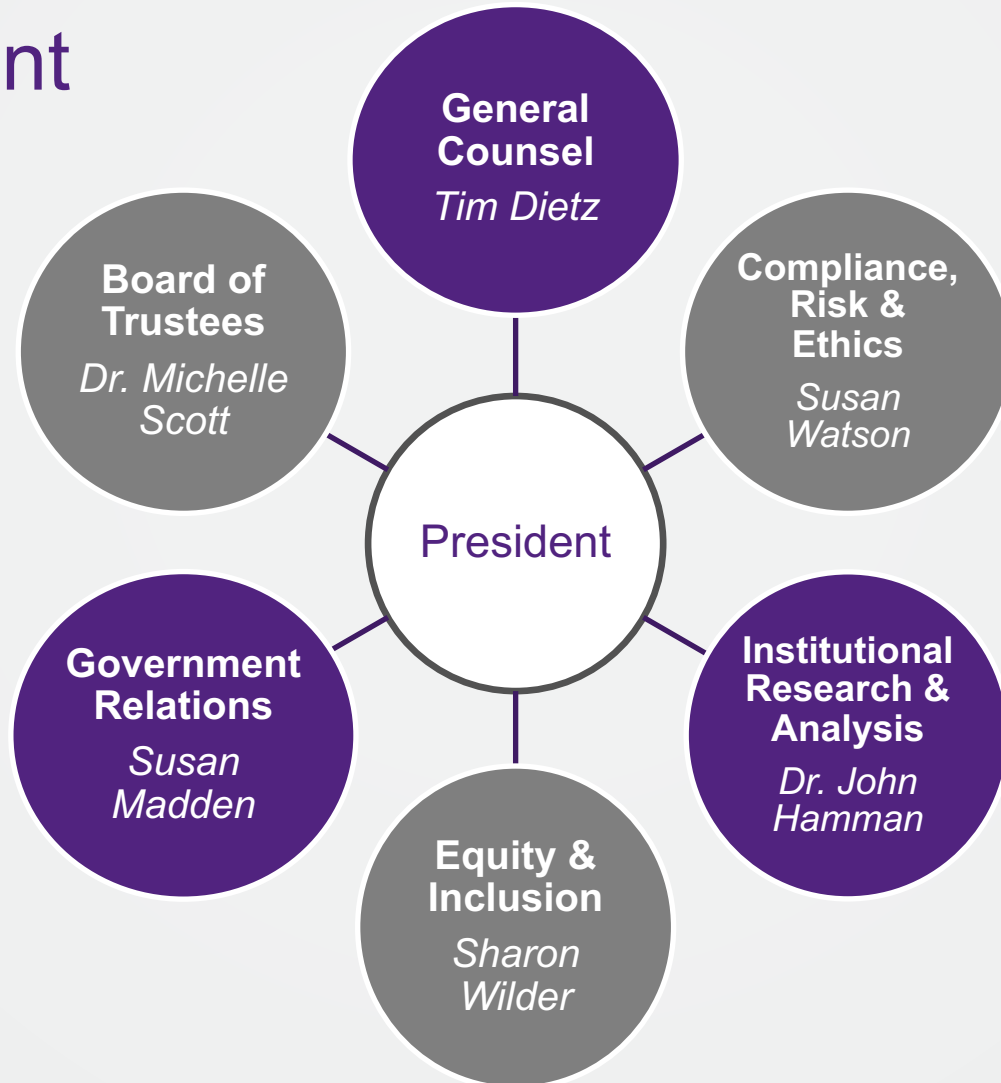
MONTGOMERY COLLEGE

Division of Academic Affairs

Dr. Carolyn Terry, ASVP
Dr. Elena Saenz, ASVP
Dr. Michael Mills, VP of ELITE

Office of the Senior Vice President
Dr. Sharon Fechter

Science, Technology, Engineering & Mathematics

Germantown Campus

Dr. Muhammad Kehnemouyi, Interim VPP

Arts, Business, Education, English & Social Sciences

Rockville Campus

Dr. Eric Benjamin, Interim VPP

Communications, Health Sciences, Health/Phys. Education & Humanities

Takoma Park/Silver Spring Campus

Dr. Brad Stewart, VPP

Applied Technology, GITE, and Workforce Development & Contin. Education

Mr. Steve Greenfield, Interim VPP

Key Leadership and Management Groups at Montgomery College

Cabinet
President, Senior Vice Presidents (4), and Chief of Staff/Chief Strategy Officer

Cabinet Plus
Cabinet and Administrators (7) reporting through Office of the President

President's Advisory Committee (PAC)
Cabinet Plus, Direct Reports of SVPs, Deans Representative, College Council Chair.

College Administrators
All 80+ Administrators across the College

Collegewide Deans
All academic, student service, and workforce development deans.

Collegewide Department Chairs
The managers of instructional, counseling, and student service departments and programs.
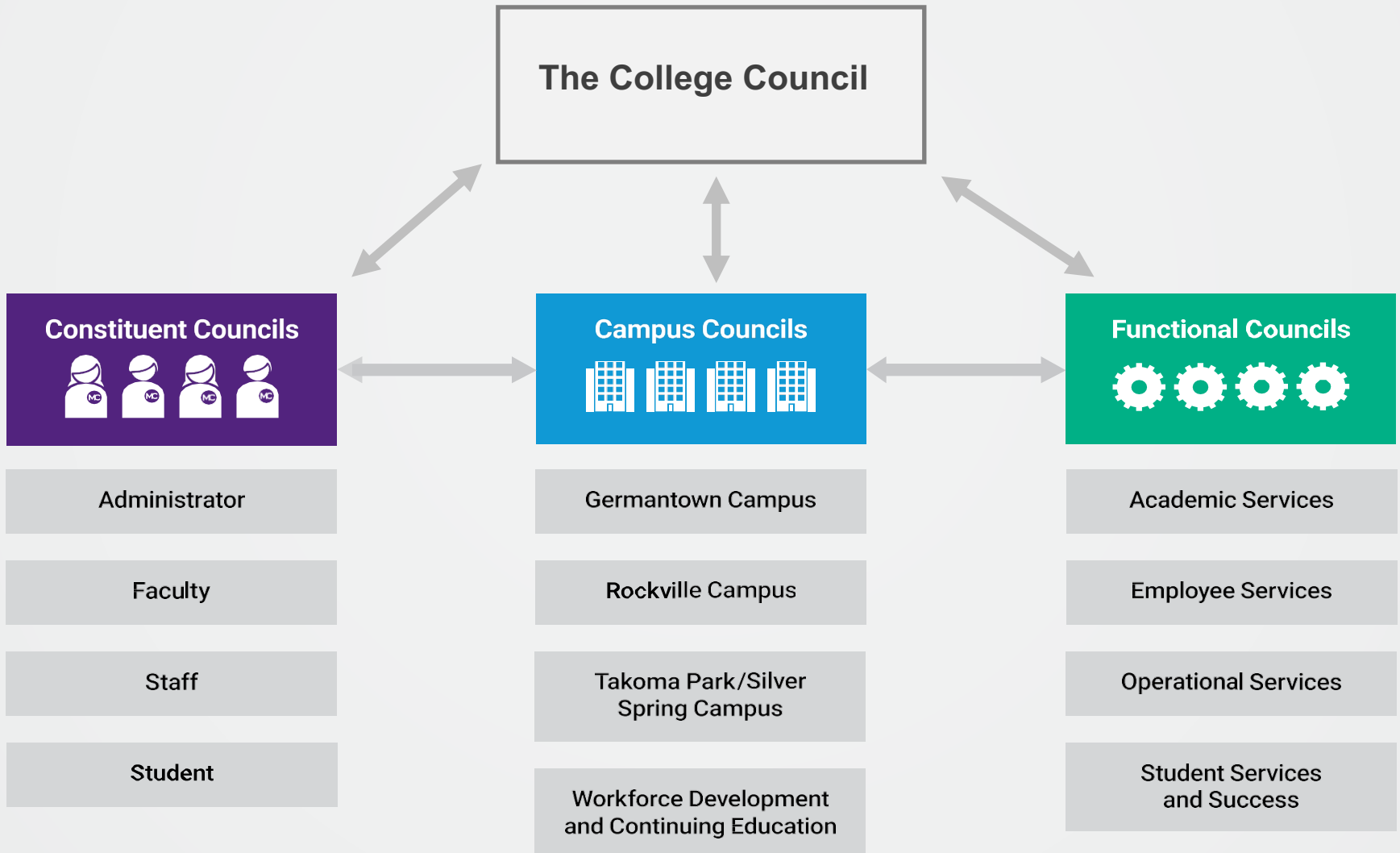
Agenda

- Welcome
- Introductions
- Navigating the Organization
- Team Engagement in a Hybrid Environment
- Competitive Compensation
- Roadmap to Recruitment
- Onboarding, Off-boarding, Job Management, and Time Reporting
- Managing Conflict in the Workplace
- Developing Yourself and Your Team

Team Engagement in a Hybrid Environment

Activity – 15 minutes

- What is your approach to engaging your team?
- Includes onboarding, teambuilding, training

- What are your challenges with engaging employees in a hybrid work environment?

- How did you overcome the challenges? If not, why were you unable to overcome them?

- In this activity, please share with your group how you onboard new employees, the challenges and how you overcame the challenges **OR** why you were unable to overcome the challenges. This activity provides an opportunity to learn from others as well as brainstorm on viable solutions.

Team Engagement in a Hybrid Environment

Employee Engagement

Gallup – Employee engagement as the involvement and enthusiasm of employees in their work and workplace.

Willis Towers Watson – Engagement as the intensity of the employee relationship with an employer, marked by three elements: committed effort to achieve goals, in an environment that enables work, and energizes performance.

Benefits of Employee Engagement

- Lower absenteeism

- Increased productivity

- Better customer service

- Fewer mistakes

- Reduced employee stress

- Better employee health

- Organizational citizenship

- Lower turnover

- Decreased burnout

- Great employee commitment

- Improved collaboration

- Safer workplaces

- Work satisfaction

- More innovative

Team Engagement in a Hybrid Environment

More Ideas to Engage Employees:

- Implement one (1) mandatory day per week in the office.
- Start meetings with good news (joy).
- Stay connected.
- Have fun in the day.
- Show gratitude.
- Encourage self-care.

Human Resources Internal Consultant (HRIC)

Leslie Jones

- Germantown Campus
- AFS
- OACE
- President's Office

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C: 301-852-0095

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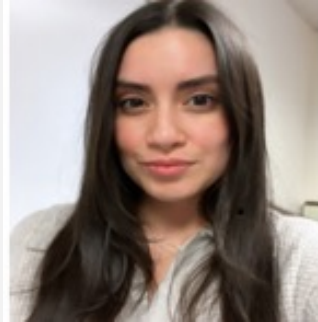
Banessa Silva

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- Academic Affairs

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Lisa Evans

- Takoma Park/Silver Spring Campus
- Student Affairs
- WDCE

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MC Montgomery COLLEGE

Team Engagement in a Hybrid Environment

Thank you!

Back at 10:30 a.m.

Competitive Compensation

Competitive Compensation

- Position Management (P&P 33002)

- Staff Classification System (P&P 33001)

- Position Descriptions (PDs)/Job Class Specifications

- Changes in Employee Status (P&P 34001)

- Compensation Programs (P&P 35001)

- Recognition Awards (P&P 38001)

- Federal Laws Impacting Classification and Compensation

- Supervisor's Role

Competitive Compensation

Compensation Philosophy

- Pay competitiveness

- Administer pay equitably and consistently

- A total rewards compensation package

- Retain and attract talented staff

- Promote fairness and equal opportunity

- Support diversity and inclusion

- Compliance with laws

Competitive Compensation

Total Rewards Compensation Model

- MC is committed to sound stewardship and financial sustainability

- A market-based compensation strategy achieves both

- Salary is just one component of MC's total compensation package

  - Base pay and benefit contributions are the largest components

  - Benefits components include:

Benefits Components	
Health Insurance	Recognition Awards
Wellness Program	Educational Assistance
Flexible Savings Accounts	Faculty & Staff Assistance
Time Off / Leave of Absence	Professional Development/Sabbatical
Holidays	Retirement

Competitive Compensation

Position Management

- The Board of Trustees establishes the number of regular positions.

- Temporary with benefits positions may be authorized by the President.

- All positions shall be organized to provide for efficient and effective use of human resources.

Competitive Compensation

Position Management

- Changes in job duties shall be reviewed prior to the actual reassignment of duties.

  - Supervisor consults with unit administrator regarding probable classification and budget implications.

  - Consider the practicality and effectiveness of the proposed changes on staffing patterns.

  - Ensure employees are fairly compensated for changes in the level of work they perform.

Competitive Compensation

Position Management – Workday's Staffing Model

- Enables managers to track headcount within a supervisory organization

- Staffing model includes

  - Supervisory organization – manager and direct reports

  - Position – assigned to a job profile; filled and open

  - Worker – employee or contingent worker

- A worker cannot be hired or transferred if there is no open position

Competitive Compensation

- Job Documentation

  - Migration from Job Wizard to Workday as of July 1, 2023

  - Job Profiles – Document of Record
    (previously job class specs) located in Workday

  - Job Profiles owned by Classification & Compensation

  - Classification Review – Moratorium

Competitive Compensation

Change In Employee Status

Changes in Administrator Status:

- Reassignment / Reorganization

Changes in Regular Staff Status:

- Transfer / Reassignment (includes temporary reassignments/TSI)

- Reclassification

- Promotion

- Demotion

Competitive Compensation

Compensation Programs

- Pay Structures

- Salary Placement

  - Staff and administrators

  - Faculty (full and part-time)

- Classification Review

- Equity Review (Within Grade Pay Adjustment)

- Temporary Salary Increase

- Special Project Pay

- Awards

  - Degree Attainment

  - Longevity

- Nonexempt Staff

  - Overtime pay

  - Night shift differential

  - Essential pay

Competitive Compensation

FY 24 Salary Schedule-Non-bargaining and Bargaining Staff						
Effective July 1, 2023 for Non-bargaining Staff & Effective July 1, 2023 for Bargaining Staff						
	Salary Structure (Annual)			Salary Structure (Hourly)		
Grade	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
S1	$167,500	$230,300	$293,100	$80.53	$110.72	$140.91
41	$145,612	$200,230	$254,848	$70.01	$96.26	$122.52
39	$126,683	$174,176	$221,668	$60.91	$83.74	$106.57
37	$110,133	$151,447	$192,761	$52.95	$72.81	$92.67
35	$95,791	$131,713	$167,634	$46.05	$63.32	$80.59
33	$83,374	$114,639	$145,904	$40.08	$55.11	$70.15
31	$76,679	$99,671	$122,664	$36.86	$47.92	$58.97
29	$69,668	$90,580	$111,492	$33.49	$43.55	$53.60
27	$63,375	$82,376	$101,377	$30.47	$39.60	$48.74
25	$57,584	$74,837	$92,090	$27.68	$35.98	$44.27
23	$52,373	$68,074	$83,774	$25.18	$32.73	$40.28
21	$47,606	$61,865	$76,124	$22.89	$29.74	$36.60
19	$44,969	$56,211	$67,453	$21.62	$27.02	$32.43
17	$41,687	$52,109	$62,530	$20.04	$25.05	$30.06
15	$38,582	$48,228	$57,874	$18.55	$23.19	$27.82
13	$35,744	$44,680	$53,616	$17.18	$21.48	$25.78
11	$33,083	$41,354	$49,625	$15.91	$19.88	$23.86

Competitive Compensation

Salary Range for Full-time Faculty Academic Year 2022/2023		
Minimum	**Midpoint**	**Maximum**
$62,319	$93,020	$123,720

Competitive Compensation

<table>
<tr><td colspan="2">Pay Schedule for Part-time Faculty
Pay Per Equivalent Semester Hour (ESH)
Academic Year 2022/2023</td></tr>
<tr><td>Lecturer</td><td>$1,460</td></tr>
<tr><td>Adjunct I</td><td>$1,580</td></tr>
<tr><td>Adjunct II</td><td>$1,690</td></tr>
<tr><td>Adjunct II+</td><td>$1,705</td></tr>
</table>

+ An employee who has been employed at the Adjunct II level for three (3) Academic Years (whether for one or both semesters) and has completed nine (9) hours of professional development training while at the Adjunct II level will receive an additional one percent (1%) increase in pay rate beginning in their fourth (4th) Academic Year of service at the Adjunct II level.

Competitive Compensation

Salary Placement

- Based on the requirements of the position, employee's qualifications and internal equity among similarly situated peers

- Recruitment

  - Equivalent combination of education, training, certification and/or experience may be considered.

  - Internal applicants who do not meet the minimum qualifications may not be disqualified from consideration

- Non-competitive lateral moves normally do not involve a salary change.

- Faculty

  - Determined by the dean based on points associated with education, teaching and non-teaching experience, and other credentials such as outstanding achievements, discipline, and licenses.

Competitive Compensation

Classification Review

- Position has a major or significant change in work or the position has changed due to a reorganization, technological or regulatory change that has a significant impact on work

- Request for review via Workday – Job Change submitted by supervisor or higher authority; attach form with justification and approvals; CHRO provides authorization to proceed

- Criteria reviewed include changes in the position, external market date and comparison to similarly situated internal positions

Competitive Compensation

Question

Which of the following are **NOT** reasons for requesting a job/position classification review?

Competitive Compensation

Possible Answers

1. Change in the nature of duties and responsibilities.

2. Change in the relationship of the position to other positions within the department of the College.

3. Employee's length of service.

4. Increase in the exercise of independent judgement.

5. Perceived inequities with other employees or roles.

Competitive Compensation

Answers

Employee's length of service.

Perceived inequities with other employees or roles.

Competitive Compensation

Equity Review

- A pay inequity may exist when an employee's salary is significantly below that of other similarly situated employees

- Requested via Workday – Create Request submitted by supervisor or higher authority

  - Attach form with justification and approvals; CHRO provides authorization to proceed

- Review includes employee's salary history, relevant work experience, education, job performance and certifications/licenses compared to similarly situated employees

Competitive Compensation

Temporary Salary Increase

- Staff or administrator temporarily assumes higher level duties and responsibilities for at least 30 days

- Requested via Workday - Create Request submitted by supervisor or higher authority; justification provided via email to Class and Comp mailbox

- The temporary assignment will automatically end 6 months from the date it began unless formal authorization is requested (via Workday) to extend the assignment

- Salary increase is not granted for assuming additional duties in a position at the same or lower pay grade

Competitive Compensation

Special Project Pay (Exempt Staff)

- Temporary assignment expected to accomplish a unique product, process or service with a defined start date and specific measurable objectives

- Request via Workday – Create Request submitted by supervisor or higher authority

  - Attach form with an approved project plan

Competitive Compensation

Degree Attainment

- Staff may receive an award for earning a progressively higher degree

- Request via Workday – Create Request submitted by the employee

  - Official transcript must be provided by educational institution or National Student Clearing House, including the date conferred, to Class and Comp

  - Lump sum payment $1,500

Competitive Compensation

Advanced Degree, License, or Certificate - FT Faculty

- A full-time faculty member may receive an award for an advanced degree, license, or certificate in the discipline for which he is employed by the College.

- Evidence of each must be provided: a transcript, the license, or the certificate. Submit request and documentation to the dean.

- Upon approval by HRSTM, faculty member's salary shall be increased effective as of the beginning of the first fiscal academic year commencing after the faculty member notifies the College.

- The amount of the award is based on the number of points associated with it.

Competitive Compensation

Longevity

- Staff and administrators who have been at the top of their salary range for five consecutive years with performance rating of satisfactory or higher

- HRSTM calculates the award at the end of the performance review cycle following completion of the fifth year

- Award:

  - Staff and administrators: lump sum payment $1,560

Competitive Compensation

Longevity - FT Faculty

- Full-time Faculty members with satisfactory performance who have been at the salary maximum for five (5) consecutive years will receive a one-time longevity award of $1,600.00 added to the faculty member's base salary.

Competitive Compensation

Nonexempt Staff

- Overtime – hours worked in excess of 40 hours in a work week. Approved <u>in advance</u> by the unit administrator.

- Night Shift Differential – pay differential determined by the Board of Trustees

  - Supervisors (with CHRO approval) designate eligible positions

  - Eligibility – nonexempt staff who work 20 or more hours per week and are regularly scheduled to work between 10 p.m. and 6:30 a.m.

- Essential Pay – applies to nonexempt, full-time employees specifically designated as required to work on a day the College is officially closed. Pay is two and one-half times base pay rate.

Competitive Compensation

Recognition Awards

- Yearly Recognitions

  - Staff of the Year Award

  - Outstanding Staff Award

  - Administrator Leadership Award

  - Staff Distinguished Service Award

  - Outstanding Faculty Awards

  - Outstanding Faculty / FT Faculty Member of the Year

  - Outstanding PT Faculty / PT Faculty Member of the Year

  - Equity and Inclusion Award

  - Length of Service Award

- Quarterly Recognitions

  - Special Recognition Award (staff only)

- Team Effort Award

Competitive Compensation

Federal Laws

- Age Discrimination in Employment Act of 1967 (ADEA)

- Americans with Disabilities Act of 1990 (ADA)

- Equal Pay Act of 1963

- Fair Labor Standards Act of 1938 (FLSA)

- Title VII of the Civil Rights Act of 1964

Competitive Compensation

TEST

YOUR

KNOWLEDGE

Competitive Compensation

Question

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

Competitive Compensation

Possible Answers

- Age Discrimination in Employment Act of 1967 (ADEA)

- Americans with Disabilities Act of 1990 (ADA)

- Equal Pay Act of 1963

- Fair Labors Standards Act of 1938 (FLSA)

- Title VII of the Civil Rights Act of 1964

Competitive Compensation

Answer

Fair Labor Standards Act of 1938

The Supervisor's Role

- Learn and support HRSTM programs

- Provide guidance to employees

- Encourage employee professional development; identify training opportunities

- Anticipate and respond to employee's concerns

- Liaise with HR to seek solutions to human resource challenges

Competitive Compensation
Workday – Self-Service

Workday - Job Change		
Task	**Manager Initiates**	**Administrator Initiates**
Request to reclassify staff position	✓	✓
Extend or modify end date (students, contractors & casual temps)	✓	✓
Change essential designation		✓
Change location		✓
Move to new manager		✓
Start interim/acting position		✓
End interim/acting position		✓

– Some actions require documents explaining the reason for request

– Changes should be effective the first day of a pay period

– Do not communicate changes to the worker until receiving approval from Class and Comp

https://info.montgomerycollege.edu/offices/information-technology/workday/index.html

Contact Information

- Class.CompTeam@montgomerycollege.edu

Competitive Compensation

Thank you!

Roadmap to Recruitment:
It's a Journey – Talent Success

Roadmap to Recruitment

- Workforce Planning Process – Group Case Study

- Types of Positions at the College

- Position approval process

- Getting Ready for Recruitment

- Temporary Staffing – Internal and Outsourcing

- Talent Acquisition Contact Information

Workforce Planning

Workforce planning is a process of analyzing the current workforce, determining future workforce needs, identifying the gap between the present and the future, and implementing solutions so that an organization can accomplish its mission, goals, and strategic plan.

It's about getting the right number of people with the right skills employed in the right place at the right time.

Workforce Planning Process

Analyze the Talent → Consider the Future → Identify the Gaps → Find the Solution
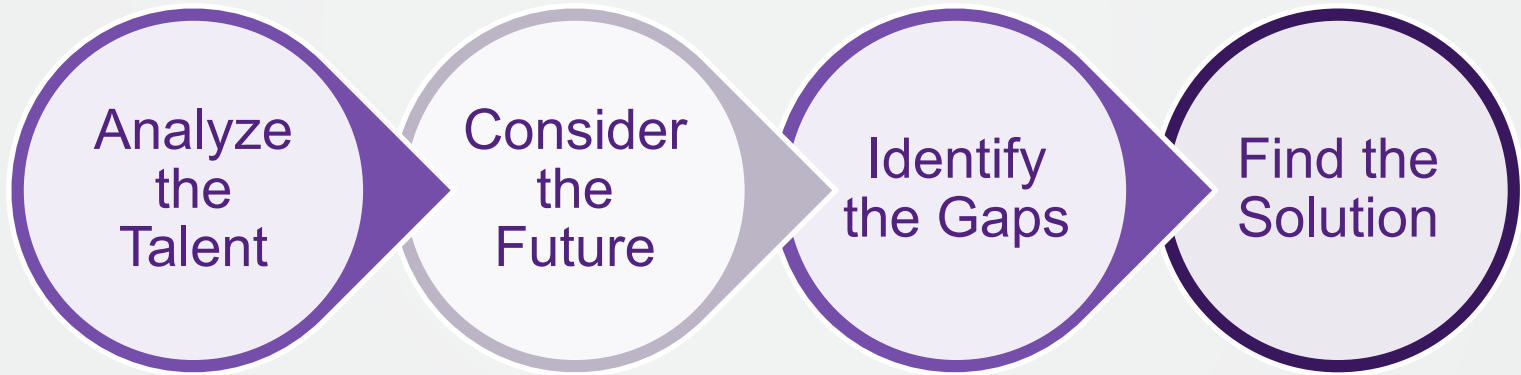
Group Activity: Case Study

Watch "5 Trends Changing the Future of Work" Video

Read Case Study - "Workforce Planning at the Office of Financial Aid at Example University"

Analyze the Talent

1. What are the strengths of the current employees?

2. What are the weaknesses of the current employees?

Consider the Future

1. How many of these trends affect the Example University workforce?

- ➢ **Globalization**

- ➢ **Changing demographics**

- ➢ **New behaviors**

- ➢ **Technology**

- ➢ **Mobility**

2. What are some factors that should be considered with Lenny leaving?

Identify the Gaps

1. What are the skills required to work in the Financial Aid office?

2. How do these skills compare to the current employee's skill set?

Find a Solution

1. Should you recruit to replace Lenny?

2. What other solutions can be identified?

Types of Positions at the College

Budgeted Positions (PM)

- Full-time Faculty
- Regular Part-time Faculty
- Administrator
- Staff
- Temp with Benefits (fiscal year basis)

Program/Department Funded Positions (JM)

- Part-time Faculty
- WDCE Instructors
- Casual Temporary

Approval to Recruit Full-time Faculty Positions

- Dean and Department Chair evaluate department needs and staffing and discuss with VPP.

- Dean completes *Faculty Request to Fill Form* and submits to Academic Unit Leadership Team for approval.

- Collegewide Deans meet to approve positions.

- Final approval required by SVP of Academic Affairs or Student Affairs.

Approval to Recruit Staff & Administrators

- Complete Workforce Planning Activity

- Update Position Description and Submit to Class & Comp for Classification Review

- Complete Vacancy Recruitment Request Form
  https://info.montgomerycollege.edu/offices/human-resources/recruiting.html

- Obtain Endorsement from SVP and forward form to HRSTM
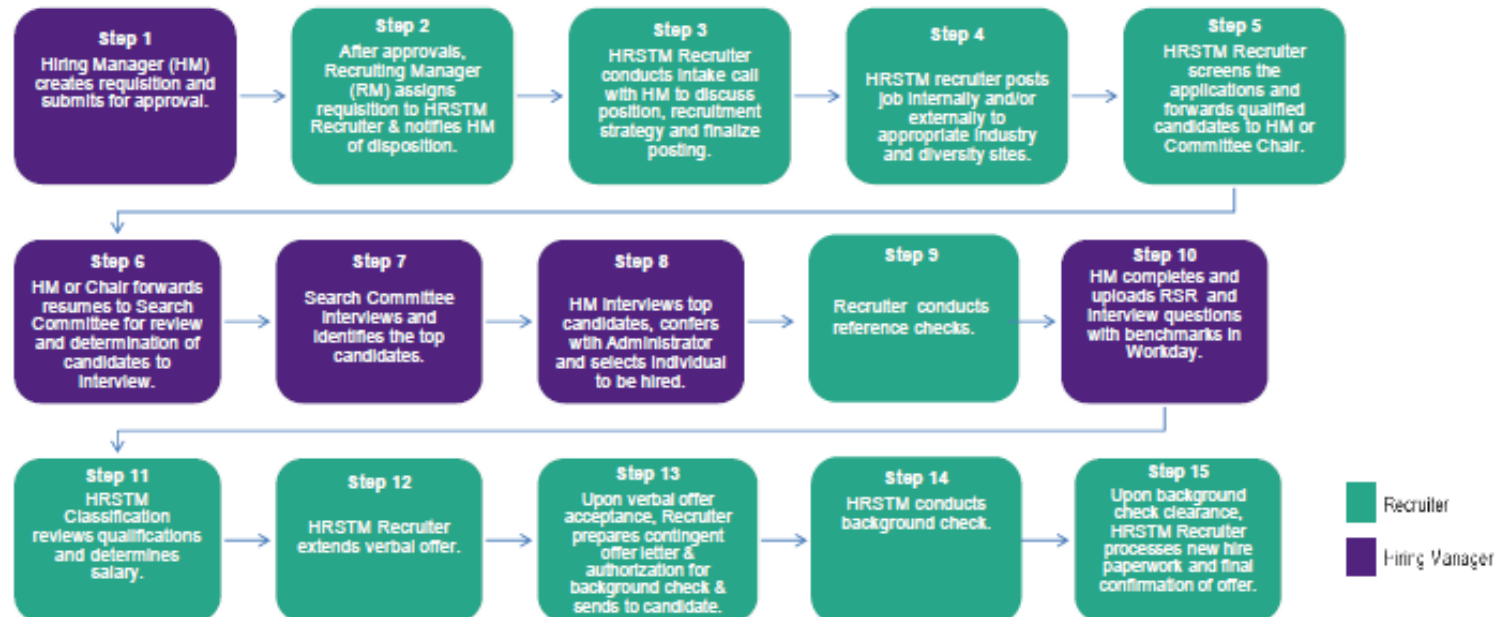
Recruitment Timeline

Date Approved	Date Assigned/ Recruiter Notified *2 Days*	Intake Call Completed *Within 7 Days*	Position Posted *Within 3 Days*	SC 1st Meeting with HRIC or Recruiter *Before Posting Closes*	Posting Closes *2 Weeks*	SC/HM Review of Applications *On-going*	Interviews Scheduled *Within 5 Days of Posting Close*	Interviews Completed *Within 10 Days*	Candidate Identified and RSR Submitted to HR *Within 5 Days of Completion of Interviews*	Offer Extended *Within 3 Days of Receipt of RSR*	Start Date
10/6/2022	*10/8/2022*	*10/15/2022*	*10/18/2022*	*10/25/2022*	*11/1/2022*	*11/6/2022*	*11/11/2022*	*11/21/2022*	*11/26/2022*	*11/29/2022*	*12/13/2022*

# Days Approval to Offer	# Days Posting to Offer	# Days Approval to Start
54	*42*	*68*

Part-time Faculty Recruitment Process

Full Scale Open Recruitment	**Fast Track Hiring**	**Current Employee Hire*** (*staff, administrator, WDCE instructor, PTF)
1. Contact HRSTM Recruiter to discuss position.	1. Create job requisition in Workday. PTF Recruiter will set up access for candidate to create profile.	1. Check status of the employee in Workday to confirm active status. (This can be done by typing the employee's name into the search bar.) Please contact the HRSTM recruiter if you have any questions.
2. Create job requisition in Workday.	2. Instruct candidate to access position in workday to create profile.	a. If they are current PTF, Hiring Manager can add additional job and will not need to go through recruitment (see job aid).
3. Review resumes and interview candidates.	3. Notify HRSTM PTF Recruiter once candidate has completed candidate application.	b. If they are staff, WDCE, etc. Hiring Manager will create job requisition in Workday.
4. Upon identification of candidate, place them in Recommended Hire stage in Workday and complete Initial Rank form.	4. Place candidate in Recommended Hire stage in Workday and complete Initial Rank form.	2. Follow steps outlined in fast track hiring.
5. Contact candidate to extend offer. If accepted, upload Initial Rank form in Workday.	5. Contact candidate to extend offer. If accepted, upload Initial Rank form in Workday.	
6. Recruiter will email offer letter to candidate and start background check.	6. Recruiter will email offer letter to candidate and start background check.	
7. Upon completion of background check, Recruiter will complete hire in Workday.	7. Upon completion of background check, Recruiter will complete hire in Workday.	
8. Candidate will receive login to start Workday Onboarding and schedule time to complete in-person I-9.	8. Candidate will receive login to start Workday Onboarding and schedule time to complete in-person I-9.	

Temporary Staffing - Internal

- Temporary employees subject to compliance requirements can be hired directly on MC's payroll as contract, part-time or On Call, Seasonal.

- Once need is identified, confirm department has sufficient budget.

- Create job requisition in Workday. Manager's Manager and budget approval required.

- Once all approvals are complete, recruiter contacts Hiring Manager to begin recruitment.

Temporary Staffing - Outsourcing

- Identify temporary staffing need and confirm department budget is sufficient.

- View Temporary Staffing Position Descriptions to identify position.

- Complete and submit Vendor Request Form and send to vendor.

- Coordinate with Procurement office for requisition # and purchase order.

- Hiring Manager works with vendor to identify candidate, make selection and onboard candidate.

- Hiring Manager completes contractor personal data form and send to HRSTM Records unit.
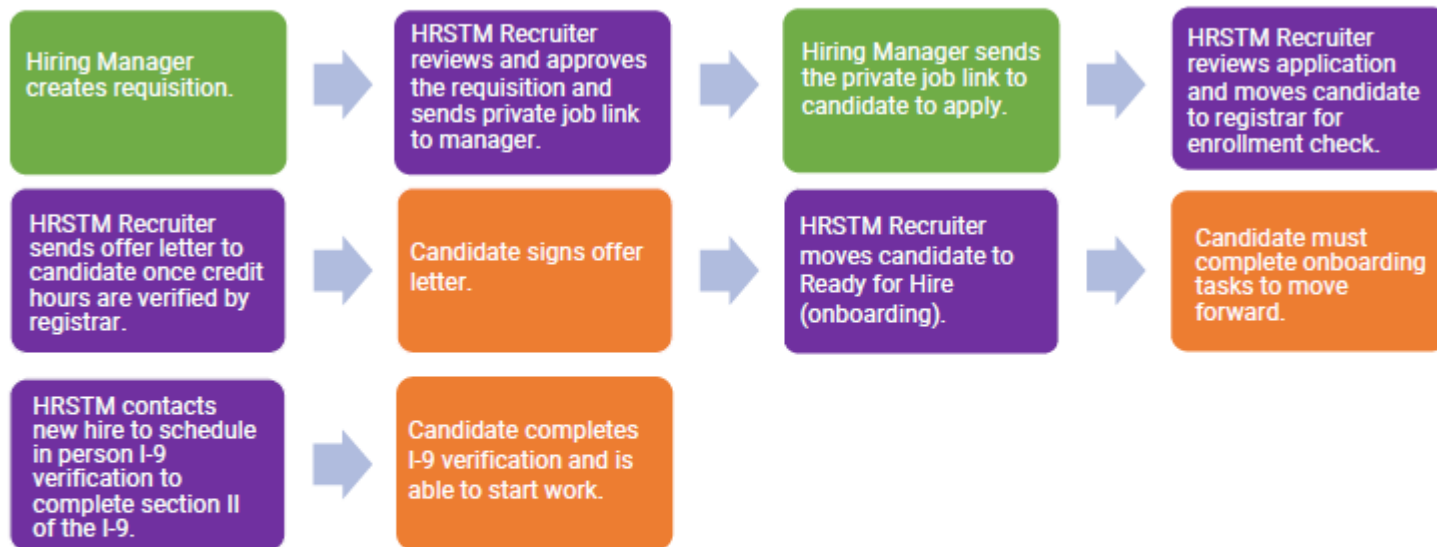
Talent Acquisition and Employment Team

Joshua Feranil, *Human Resources Associate*
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     Temporary Staffing (Internal and Outsourcing)
     Student Aides Staffing

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    Staff and Full-time Faculty Recruitment

Daunett Hemmings, HR Specialist II
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    Staff and Full-time Faculty Recruitment

Roz Sanders, *HR Specialist II*
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     Part-time Faculty, Full-time faculty and Staff Recruitment

Chantelle McKoy, Human Resources Manager
Talent Acquisition
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   ext. 75234

Lauren Landau, Director, *Strategic Talent Management and Organizational Development*
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   ext. 74246

Recruitment

Thank you!

Back at 1:15 p.m.

Supervisor Orientation: Onboarding, Offboarding, Job Management & Time Compliance

Start Smart. Manage Smart.

Office of Human Resources and Strategic Talent Management
March 29,2023

Onboarding

- Onboarding is the process in which new hires are integrated into an organization. It includes not only an initial new-hire orientation process, but an ongoing introduction to an organization's structure, culture, vision, mission and values. Onboarding can last weeks and even up to a year.

- It's a comprehensive process involving management and other employees.

Onboarding

- Includes the following components:

  - Preboarding

  - Orientation

  - Reboarding

Preboarding

Pre- and Post-Hire Paperwork/Information

- Before eligible for being hired and pre-boarding, applicants must have completed the full recruitment process, including the background check and proof of vaccination or receipt of an approved exception.

- **All employees complete their required paperwork in Workday.**

  - Complete Form I-9 and present physical document(s) to HR staff

  - Enter personal info, such as contact info, emergency contacts, demographics, etc.

Preboarding

Pre- and Post-Hire Paperwork/Information

- Enter payment elections (payroll and expense payments) and tax withholdings

- Acknowledge other required MC authorization forms

- Review benefits eligibility and plan information

▪ **No employee should begin working unless they are cleared to work.**

- View the status on the Onboarding Status Summary in Workday to confirm

Preboarding

Pre- and Post-Hire Paperwork/Information

- Additional info that leaders/supervisors should ensure new hires are aware of:

  - The direct supervisor, work schedule, work location, and employee type (student, PTF, temp, contractor, volunteer, etc.)

  - FLSA status (non-exempt or exempt) for time tracking requirements

Orientation

Multiple presentations with key information

- New Staff Orientation conducted bi-weekly by HRSTM

- New Full-time Faculty Orientation conducted bi-annually (Fall and Spring) by ELITE

- Part-time Faculty Orientation conducted bi-annually (Fall and Spring) by Part-time Faculty Institute

Reboarding
Job changes and rehires

- New department or unit structure and team members

- Current projects

- Job expectations

Internal Job Changes	Rehire
• Transfers • Promotions • Demotions	• Return after separation from College • Change in employee type, e.g., Student Worker to Temp with Benefits, vice versa

Job Management

Renewal date and eligibility

- Casual temps, part-time faculty, contractors, and students

  - Add a reminder to your calendar for start/end dates and be mindful of ACA hours

  - Secure approval for extension at least two weeks before end date for approval and enter the Job Change in Workday

  - Delayed processing will interrupt timesheet availability and pay, system access, and may trigger termination

  - If any of the above mentioned employee types are no longer working or will not be extended, please inform HR

Job Management
Renewal date and eligibility

- Student Workers

  - Must be enrolled in 6 credits SA (Student Aide), 6 credits FWS (Federal Work Study), and 12 credits (International Students)

  - Weekly maximum is 20 hrs/week for SA and 12 hrs/week for FWS

  - WS do not work in the summer (approval needed)

  - Student employment handbook online

- Form I-9 expiration

  - An HR Associate will reach out to ensure compliance

Job Management

Renewal date and eligibility

- Exempt (salary) vs. Non-exempt (hourly) under Fair Labor Standards Act (FLSA)

  - Be mindful of eligibility for multiple jobs

  - Pay careful attention to ensure employees report all and accurate hours worked

- Bargaining and Non-bargaining

  - Be mindful of appropriate governing policies (CBA and/or PandP)

Working Multiple Jobs at MC

Approved Jobs for <u>Exempt (salary)</u> Employees

Primary Job	Secondary Approved Jobs at MC					
	WDCE Instructor	Administrator	Associate/ Support Staff	Short-term Temporary	PT Faculty	FT Faculty
Full-time Faculty	✓					
Part-time Faculty	✓				✓	
Administrator	✓				✓	
Chair (12 months, FT)	✓				✓	
Associate/Support Staff (12 month FT)	✓				✓	
Associate/Support Staff (12 month PT)	✓				✓	
Associate/Support Staff (10 month FT/PT)	✓				✓	

Working Multiple Jobs at MC

Approved Jobs for Non-Exempt (hourly) Employees

Secondary Approved Jobs at MC							
Primary Job	WDCE Instructor	Administrator	Associate/ Support Staff	Short-term Temporary	Faculty	Student Assistant	Federal Work Study
Associate/Support Staff (12 month FT/PT)							
Associate/Support Staff (10 month FT/PT)							
Short-term Temporary				✓			
Student Assistant						✓	
Federal Work Study							✓

Additional Onboarding Tips

- Workspace and technology

- Required orientation and training

- Engage into team, unit, meetings

- Establish regular feedback

- Ground rules for timesheets and absences

- Workplan/onboarding timeline, e.g., 30/60/90 days

- Schedule probation review for benefits-eligible employees

- Recognition and celebrations of milestone/life events

- Exchange emergency contact information

Offboarding

- Ensure you or employee completes Separation in Workday and/or email HRSTM to report and confirm employee exits

- ELR will follow up to execute the exit process/checklist

  - Collect MC property and return to appropriate area, e.g., IT, HRSTM, OBS

  - Recover ADA equipment

  - Department clearance

  - Transfer of knowledge and acceptable notice/use of TO before last day

Onboarding/Offboarding Highlights

- Make sure your new hires know the following:

  - Supervisor name

  - Employee type (student, PTF, temp, contractor, volunteer, etc.)

  - Work schedule and location

  - FLSA status and time tracking responsibilities

- **Do not allow employees to begin working without confirming in Workday**

Onboarding/Offboarding Highlights

- **Track your employee's end dates and/or extensions and notify HRSTM accordingly**

  - Make sure employees Separate in Workday and/or report to HRSTM yourself

- **Discuss and plan for employee separation; consider and plan sufficient KT and whether using TO before the last day is feasible given the needs of the team/department**

Welcome to Workday!

- **Workday** is the HR, Finance, and Payroll management system at Montgomery College

- One unified, cloud-based system for Business Processes and tasks designed for MC

- Focus on **Employee Self-Service (ESS)** and **Manager Self-Service (MSS)**

- Optional mobile functionality to help you view information and complete certain tasks "on the go"

Employee Self-Service

HR Business Processes

- Manage Personal Information
- Manage Payment Elections (Direct Deposit for payroll and expense reimbursements)
- Manage Tax Elections
- View Payslips
- Enter Time and Request Applicable Absences (Time Off vs. Leave)
  - Time Off: day to day absences
  - Leave: extended leaves of absence
- Complete Open Enrollment
- View/Manage/Change Benefit Elections, if applicable
- Apply for Internal Jobs
- View Org Charts for Applicable Supervisory Organization

Employee Self-Service

Finance Business Processes

- Create Procurement Requisition
- Create Receipts and Supplier Returns
- Create Supplier Requests and Supplier Invoice Requests
- Create Expense Report
- Create Spend Authorization
  - EAP Request Options: Requisition and Receipt (prepay), or Spend Authorization and Expense Report (reimbursement)
- Verify P-Card Transactions (e.g., upload documentation, Managers approve)
- Additional Budgeting BPs and Tools (pending)

Common Workday Apps

Expenses – create and view Expense Reports

Requisitions – create new requisitions

MC Learns via Learning – learning management system

Benefits – elect benefits, update beneficiaries, and manage life events

All Apps ⚙

Expenses	Requisitions	Learning	My Team Management
Benefits	Current Benefit Elections	Pay	Personal Information
My Team	Directory	Birthdays	Anniversaries
Career	Team Performance	Talent and Performance	Time
Absence	Time and Absence	Recruiting	MC - Form I-9 Process Status...
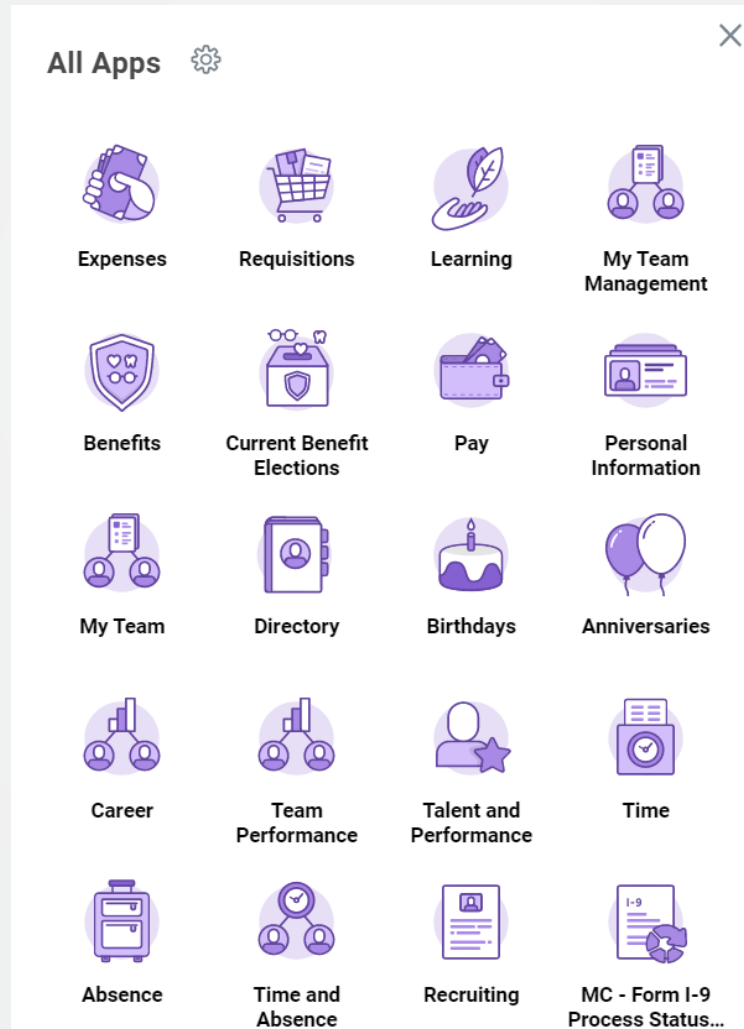
Pay – manage pay elections, tax elections, and view payslips

Personal Information – update contact info and emergency contacts

Birthday and Anniversary – displays direct reports with birthdays and anniversaries within a 2-week period

Common Workday Apps

Career – view internal job openings
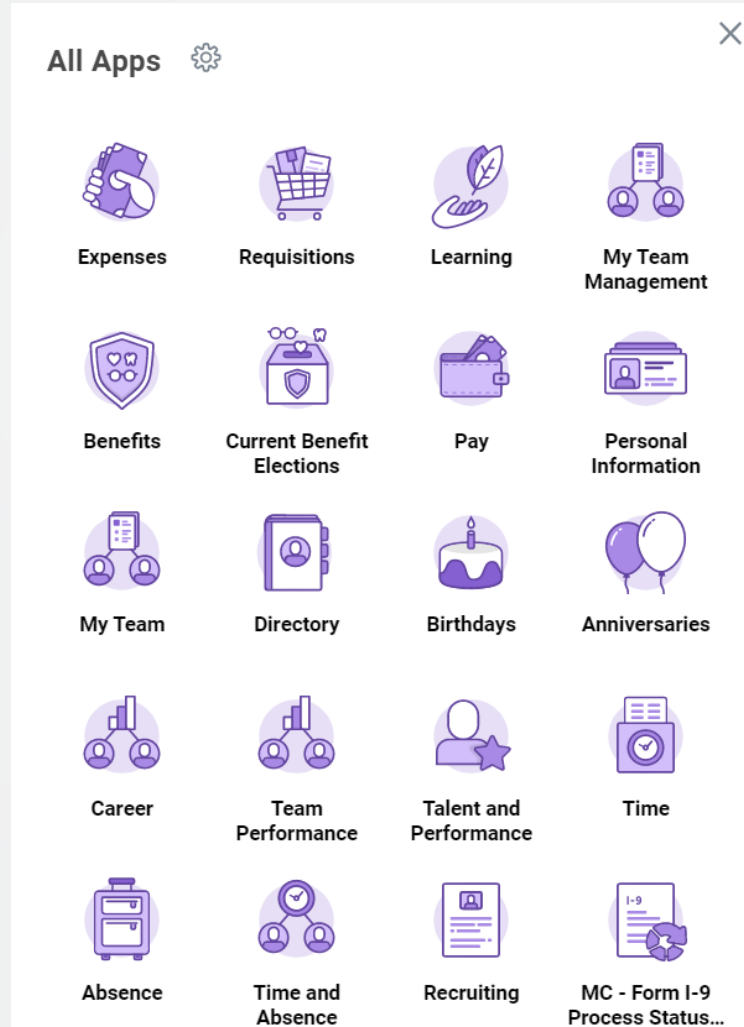
Talent and Performance – complete performance reviews

Time – enter hours worked

Absence – request Time Off or Leave and view balances

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

Recruiting – comprehensive applicant tracking for open recruitment requisitions

All Apps ⚙

Expenses	Requisitions	Learning	My Team Management
Benefits	Current Benefit Elections	Pay	Personal Information
My Team	Directory	Birthdays	Anniversaries
Career	Team Performance	Talent and Performance	Time
Absence	Time and Absence	Recruiting	MC - Form I-9 Process Status...

Payroll Details

- Payroll Schedule

  - 26 bi-weekly pay periods

  - Pay date is every other Friday, adjusted for Holidays/closures to the preceding day

- Timesheets are for Hourly staff only

  - Managers **MUST** review and approve timesheets by 12 Noon every other Saturday, adjusted for Holidays/closures

  - Late submissions and corrections will be paid on the next payroll cycle

- Once time is submitted, it will go to the supervisor's Workday inbox for review and approval

Timekeeping Compliance

Non-Exempt	Exempt
AKA Hourly	AKA Salaried
Subject to rules of FLSA for hourly employees	Not subject to the same rules for hourly employees
Paid an **hourly rate** for all hours worked	Paid an **annual salary** for the work performed
Required to **report all hours worked** in a timesheet	**Not required to track time hourly**; uses exception time reporting only for Time Off
Must be paid overtime for hours worked in excess of 40 hours per week	Not eligible for overtime pay

Timekeeping Compliance

- **Accountability is crucial! No timesheet, no paycheck; all non-exempt (hourly) employees <u>MUST SUBMIT</u> a timesheet with all hours worked to be paid on the applicable pay date**

- Exception time reporting for all exempt (salaried) employees (no timesheets, only tracking Absences [Time Off/Leave])

- Supervisors that do not review timesheets for accuracy before approving and/or comply with approval deadlines will be reported to unit administrator and/or SVP

- Delegation (formerly proxy) use will restrict employees from approving their own timesheets; supervisors can delegate to <u>peer-supervisors</u> only

Timekeeping Compliance

- All overtime for hourly employees MUST be approved in advance by the supervisor, however, we MUST pay all hours worked. **If an employee is working overtime without supervisor approval, then supervisors are responsible for addressing the issue and the employee will be subject to disciplinary action.**

- Supervisors that approve timesheets that do not include overtime worked will be subject to disciplinary action.

- **We are required to pay all hours worked at all times.**

Time Entry, Time Off, and Schedules

- Time Entry (hours worked) must be completed daily:

  - Regular hourly employees: total hours worked per day

  - Shift differential employees (scheduled overnight):   In/Out multiple times per day

- Time Off for hourly employees must be approved in a timely manner and **BEFORE** hourly timesheets are approved to ensure employees are paid properly and employee Time Off accruals calculate correctly

- Employees must have an accurate Work Schedule in Workday, which will drive Time Off and Holiday eligibility (total hours per day)

Holidays

- Employee Work Schedules will drive Holiday eligibility (total hours per day)

- The majority of employees will automatically have Holidays added to their timesheet/pay based on the Work Schedule

- Some specific hourly position profiles and Shift Differential employees must add their own Holiday hours

Time Off Types

- Time Off types:

Time Off

- Annual Time Off - Staff/Administrator
- Bereavement Time Off
- Civic/Court Time Off
- Enrichment Time Off

Formerly Court Attendance →

Time Off

- Intermittent FMLA
- Operational Status Change Time Off
- Partial Short Term Disability 50%
- Personal Time Off
- Sick Time Off
- Sick Time Off (Advanced)
- Time Off for Professional Meetings ▲
- Unpaid Time Off

Formerly College Closed or Administrative★

Tied to the same rules as Sick Time Off

▲ Professional Development/ Sabbatical are Leave.

*Administrative Leave requires approval by EELR.

Leave Types

- Time Off types:

Administrative Leave requires approval by EELR.

Leave of Absence

- ● Administrative Leave - Involuntary (Paid)
- ○ Administrative Leave - Involuntary (Unpaid)
- ○ Administrative Leave - Voluntary (Paid)
- ○ Administrative Leave - Voluntary (Unpaid)
- ○ Annual Military Reserve Training Leave

Leave of Absence

- ○ Extended Military Service Leave
- ○ FMLA Leave Paid
- ○ FMLA Leave Unpaid
- ○ FMLA Military Leave
- ○ Intermittent FMLA Access Leave
- ○ Partial Short Term Disability Leave Access

Leave of Absence

- ○ Partial Worker's Compensation Leave
- ○ Short Term Disability Leave (50%)
- ○ Workers Compensation (100%)
- ○ Workers Compensation (66 2/3%)

Time Entry for Operational Changes

- Follow updated **Inclement Weather Response/Operational Status System** for managing employee Time and Time Off, making special note of Essential Employees for accurate timekeeping

- **GREEN** and **YELLOW**:

  - All non-exempt (hourly) employees working onsite or teleworking enter time worked.

  - Exempt and non-exempt regular staff enter relevant Time Off (annual, sick, personal), if used.

Time Entry for Operational Changes

- **ORANGE**:

  - Essential pay for eligible employees required to work onsite. Exempt and non-exempt (hourly) regular staff ineligible for telework should enter Operational Status Change Time Off for hours scheduled to work.

  - Onsite casual temporary and student employees do not work and do not enter time.

  - Non-exempt (hourly) employees who telework, including casual temporary and student workers, enter time actually worked.

  - Exempt and non-exempt (hourly) regular staff enter relevant Time Off (annual, sick, personal), if used.

Time Entry for Operational Changes

- **RED**:

  - Essential pay for eligible employees required to work onsite.

  - All other exempt and non-exempt <u>regular staff</u> enter Operational Status Change Time Off.

  - All (onsite and teleworking) casual temporary and student employees do not work and do not enter time.

Essential Pay Overtime
(Formerly EPO)

- EPO is to be reported **in addition to regularly scheduled hours** during an applicable operational status change (operational status changes will be in effect for 24 hours unless otherwise stated).

- Only essential personnel required to work onsite **during regularly scheduled hours** within the operational status change are eligible for EPO.

- EPO pay premium is 1.5x regular rate for all hours during the operational status change, plus 1x regular rate for the regularly scheduled hours worked, for total of **2.5x regular rate for all applicable EPO hours**.

Essential Pay Premium
(Formerly EPP)

- EPP is to be reported for any hours worked during an applicable operational status change (operational status changes will be in effect for 24 hours unless otherwise stated).

- Only essential personnel required to work onsite **outside of regularly scheduled hours** during the operational status change are eligible for EPP.

- EPP pay premium is **2.5x regular rate for all applicable EPP hours worked**.

Student Worker Time Types

- If FWS students do not select the correct Time Type and location, then their hours will not be calculated correctly, which may cause a delay in receiving pay on time

- Note the specific Time Types and Locations below necessary to be paid:

Time Type	Location	Time Type	Location
FWS – On Campus Community Service	Community Service Germantown	FWS On Campus	On Campus – Germantown
FWS – On Campus Community Service	Community Service Rockville	FWS On Campus	On Campus – Rockville
FWS – On Campus Community Service	Community Service TP/SS	FWS On Campus	On Campus – TP/SS
FWS – Off Campus Community Service	Off Campus Community Service	Note: Westfield rolls up to TP/SS, GBTC rolls up to Germantown, and CT rolls up to Rockville.	

What is EAP and PDAP?

- The Educational Assistance Program (EAP) offers a variety of programs and services, including financial assistance, for professional development activities and work-related travel for full-time faculty, administrators, and staff.

- The Professional Development Assistance Program (PDAP) offers these benefits to bargaining part-time faculty.

- Criteria for EAP/PDAP is that the activity should help employees:

  1. Improve job-related knowledge and skills to perform more effectively in current job,

  2. Complete a job-related degree-seeking or certification program, and/or

  3. Prepare for a different or higher-level job at the College.

EAP Eligibility

- After **completion of six (6) months of employment**, the following employees are eligible for EAP/PDAP benefits:

  - Full-time faculty, administrators, and staff

  - Full-time temporary staff with benefits

  - Part-time staff are eligible on a pro-rated basis (i.e., 1/2 time = 1/2 benefit)

- Bargaining part-time faculty **that worked at least nine (9) ESH over the course of two (2) academic years** are eligible under PDAP.

- Non-bargaining part-time faculty, casual temps, and student workers are not eligible for EAP/PDAP benefits.

What is a Supervisor's role in EAP?

- **Talk about Professional Development**

  - Discussing PD and career goals should be happening on a regular basis. Supervisors should support their teams by suggesting applicable content that can assist them with reaching their goals.

- **Learn and understand the process**

  - Take advantage of the EAP resources available to all employees and understand the rules and the process for requesting EAP funds. Direct staff to these resources if they have questions. Do not offer or promise EAP benefits to employees for ineligible events.

What is a Supervisor's role in EAP?

- **Follow the rules and look at what you are approving**

  - All EAP requests should be reviewed for accuracy and eligibility BEFORE approval by a supervisor. Please do not blindly approve EAP requests. HRSTM will send back ineligible requests or requests missing key information.

- **Reinforce the concept of a shared benefit**

  - Though employees are allowed up to a set amount, EAP is limited to an overall FY benefit. This means that not everyone can participate and that everyone has a vested interest to ensure that these funds are being used appropriately and efficiently so that the maximum number of eligible employees can patriciate.

FY23 EAP Allocations

	Part-time Faculty	Full-time Faculty	Bargaining Staff	Non-Bargaining Staff
EAP/PDAP/ employee	$1,100	$3,120	$2,800	$2,500
Travel/ employee	N/A	$1,375	$1,250	$1,250
EAP Budget	N/A	$481,522	$400,000	$803,798
Travel Budget	N/A	$193,850	$50,000	$141,650

FY23 EAP Tuition Limits

- Montgomery College will cover the cost per credit taken equal to the University of Maryland, College Park credit rate for in-state tuition and fees for undergraduate or graduate coursework, not to exceed twelve (12) credits in a fiscal year.

- For current UMD undergraduate and graduate Tuition and Fees, visit **https://billpay.umd.edu/costs**.

	In-State Tuition, up to 12 Credit Hours	**Mandatory Fees for 9+ Credits** (flat rate)	**Total FY EAP Tuition Limit/ Overall Max EAP FY23 Limit**
Undergraduate	$4,847.50	$769.00	**$5,616.50**
Graduate/ Doctoral	$9,742.80	$605.00	**$10,347.80**

Workday EAP Request Demos

- I need MC to **Pay the Supplier**:

  - Demo Videos:

    - **Create Supplier Request** (Total Time 3:32) (if applicable)

    - **Step 1 of 2: Create Requisition** (Until 9:57) **and Step 2 of 2: Create Receipt** (Total Time 12:23)

- I need MC to **Reimburse Me**:

  - Demo Video:

    - **Step 1 of 2: Create Spend Authorization** (Until 10:37) **and Step 2 of 2: Create Expense Report** (Total Time 15:08)

EAP Training and Resources

- **HRSTM EAP Page** and **FY23 EAP Resource Guide**

  - General EAP info

  - Allocation and utilization data by employee type and bargaining status for the applicable fiscal year

  - FAQs

- **Workday Training Page**

  - Job aids and recordings

- **HRSTM Forms Page**

  - EAP Forms for MC Courses

Additional EAP Support

- **Contact EAP Requests for Personal EAP Help Sessions and with general EAP inquiries**

  - EAPRequests@montgomerycollege.edu

Workday Training and Resources

Required Training, Videos, and Job Aids

- **Welcome to Workday Navigation Video**

- **Update your personal info** and **emergency contacts**

- **Access required Workday trainings**:

  - Core Concepts

  - Manager Self-Service (if applicable)

  - Procurement Self-Service (including EAP Requests)

- Visit the **Workday Training** page for additional videos and job aids for common ESS and MSS business processes

- Go to your My Learning dashboard to resume trainings that are "In Progress"

Workday Support Resources

- **IT Service Desk**

  - 240-567-7222

  - itservicedesk@montgomerycollege.edu

- **HR Help Desk**

  - 240-567-5353

  - hrstm@montgomerycollege.edu

- **OBS Finance**

  - 240-567-5292

  - accountspayable@montgomerycolle.edu, procure@montgomerycollege.edu, or finance.obs@montgomerycollege.edu

"*Contrary to popular wisdom and behavior, conflict is not a bad thing for a team. In fact, the fear of conflict is almost always a sign of problems.*"

-

Patrick Lencioni

Managing Conflict in the Workplace

Carla Ammerman
HR Manager, Engagement and Development

Managing Conflict in the Workplace

Learning Objectives

- Define conflict

- Discover the nature of conflict and how we respond to conflict and why

- Understand how different styles respond to conflict

Managing Conflict in the Workplace

Learning Objectives

- Begin to explore tools and techniques for resolving conflict

- Determine ways in which you can reduce or prevent conflict in your role as supervisor

- Learn about MC resources to help with conflict management

Managing Conflict in the Workplace

Defining Conflict

CONFLICT is…

Managing Conflict in the Workplace

Defining Conflict

- The Merriam-Webster Dictionary defines conflict, in part, as: "a fight, battle, or war," as well as "competitive or opposing action of incompatibles: antagonistic state or action (as of divergent ideas, interest, or persons)."

- Yet, conflict itself is neither negative nor positive

Managing Conflict in the Workplace

Defining Conflict

A condition between people
- who are <u>task interdependent</u>, and
- where one or both <u>feel angry</u>, and
- <u>find fault</u> with the other, and
- use behaviors that <u>cause a business problem</u>

What about . . . indecision?   disagreement?   stress?

Managing Conflict in the Workplace

Why is Conflict Management Part of New Supervisor Orientation?

There are many reasons, including:

- Managing conflict is critical to your being successful in your new role as supervisor

  – Your role is mainly to *ensure the work environment runs smoothly and employees work successfully in coordination with one another*, regardless of what else is going on

- Learning to manage conflict in a *timely, respectful, and effective way*:

  – Builds and strengthens relationships with individual employees and the team, as a whole

  – Helps resolve issues that are interfering with work productivity

Managing Conflict in the Workplace

Why is Conflict Management Part of New Supervisor Orientation?

and including:

- Grows the trust your employees have in you as their leader

- Unaddressed and unresolved conflict in the workplace *leads to decreased morale, engagement and, workplace productivity*

- Conflict management is not a standard part of career/job training, yet, once you are a supervisor, *you are expected to be able to know how to do it (with or without help)*

- Other ideas?

Managing Conflict in the Workplace

Why is Conflict Management Part of New Supervisor Orientation?

- Managing and navigating different kinds of workplace conflict are learnable skills

- With will (desire) and skill (practice/learning), you will be able to acquire and master these important leadership abilities

Managing Conflict in the Workplace

The Nature of Conflict: Conflict Behaviors

- avoiding
- threatening
- facial expressions
- withholding information
- pre-empting
- agitation
- body posture
- not returning messages

- raised voices
- getting the boss to take sides
- getting co-workers to take sides
- shouting
- hostile gestures
- "silent treatment"
- no eye contact
- . . . others?

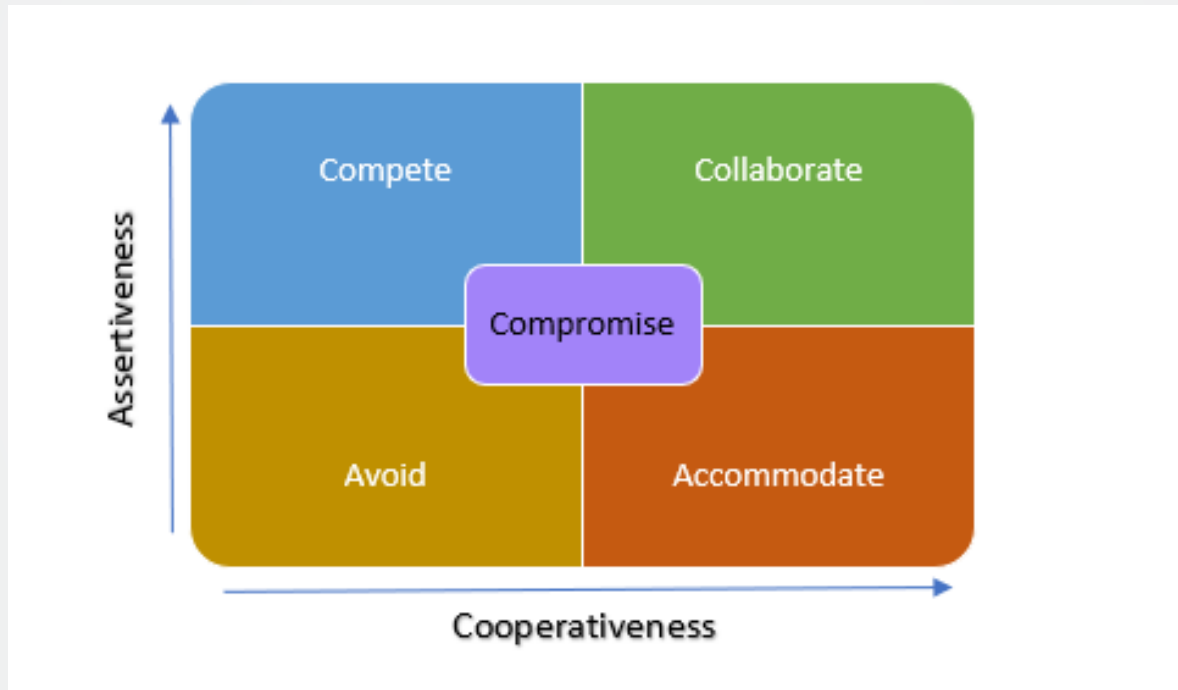# Managing Conflict in the Workplace

The Nature of Conflict: Conflict Behaviors

Intentional Behaviors

- avoiding
- withdrawing
- withholding information
- not returning messages
- silent treatment

- threatening
- pre-empting
- getting others to take sides
- shouting
- hostile gestures

Unintentional Behaviors

-*stress reactions*-

- facial expressions
- agitation
- body posture
- fidgeting
- perspiring

Managing Conflict in the Workplace

The Nature of Conflict: Why We Respond

Our reflexes are ancient, but wrong

"Flight"

"Fight"

- avoiding
- withdrawing
- withholding information
- not returning messages
- silent treatment
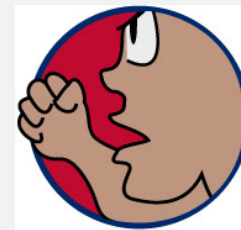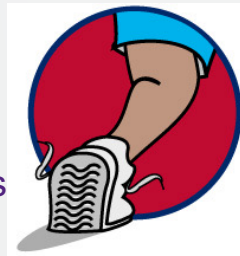
- threatening
- pre-empting
- getting others to take sides
- shouting
- hostile gestures

What's Your Conflict Style?

Source: http://www.genesofleadership.com/wp-content/uploads/2014/11/tki-interactive-graphic.gif.
Source: https://www.kilmanndiagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki.

Managing Conflict in the Workplace

Understand How Different Styles Respond to Conflict

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

I.   Competing

II. Collaborating

III. Compromising

IV. Accommodating

V.   Avoiding

Competing (Shark):
I TAKE Charge

- With a competitive approach, this style is often seen as aggressive and can cause others in the conflict to resentment. Sharks have a need to win and often create **I Win-You Lose** scenarios. Sharks excel in conflicts where the decision is unpopular or in times where decisions need to be made quickly. However, Sharks struggle when buy in from others is important or the issue involves maintaining intimate or supportive relationships.
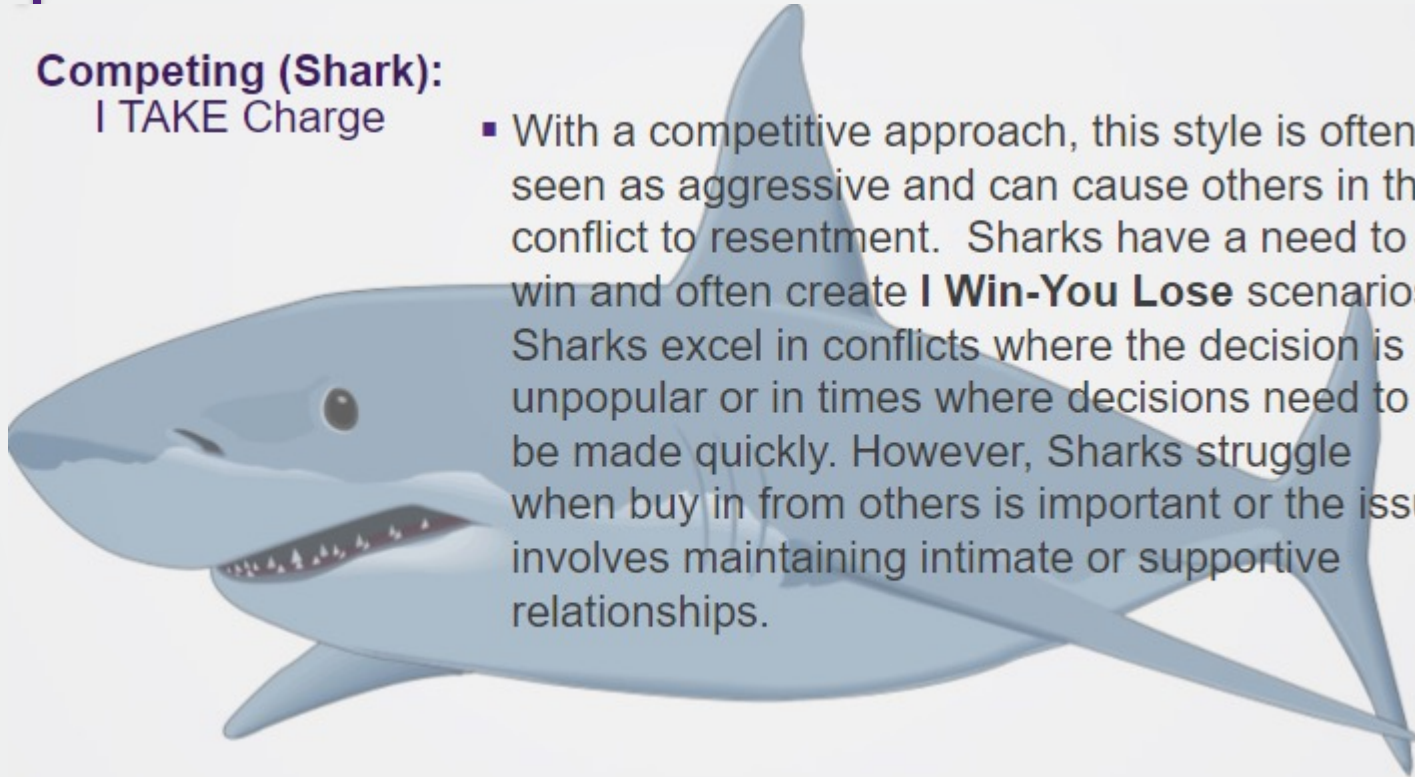
Accommodation/ Harmonizing (Teddy Bear):
I Give In

- The accommodating style is one of the most passive conflict resolution methods. One of the individuals gives in so that the other person can get what they want, resulting in an **I Lose-You Win** situation. Teddy Bears will struggle when accommodating does not solve the problem but can be useful in conflicts where harmony and stability are valued.
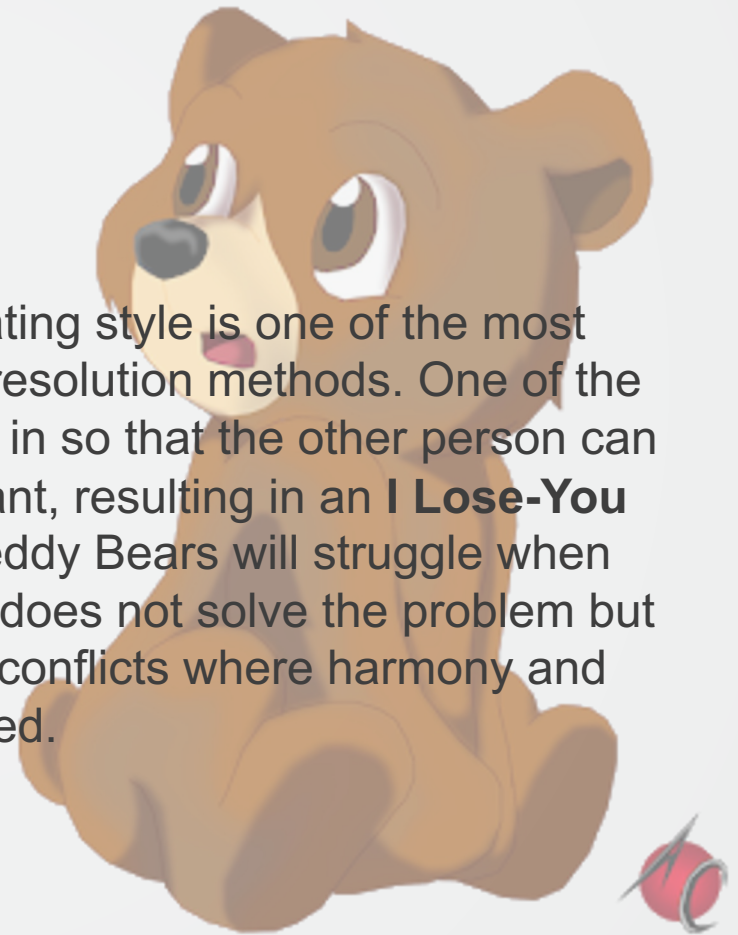
Compromising (FOX):
We Meet Halfway

- With the compromising approach, each person gives up something that contributes towards the conflict resolution. This results in a **I Lose (a little)- You Lose (a little)** scenario.

- Foxes use their cunning to convince others that giving up some of the desired goals is beneficial for everyone, however this may not work in urgent situations or during complex conflicts where there are a variety of competing needs.

### Collaborating (OWL): We ALL Win

- In the collaborative approach, Owls often focus on finding a solution that meets everyone's needs, resulting in a **I Win – You Win** solution.

- Cross cutting collaborative workgroups are a great example of this in practice in the workplace. However, Owls struggle when because this approach requires a lot of time and effort.

Avoiding (Turtle):

I Leave

- The last approach is to avoid the conflict entirely. Turtles tend to give up personal goals, hide and ignore conflict, and delegate difficult decisions and tasks. This usually results in a **You Win – I Quit** solution. Turtles often excel when the issues are trivial and nearing a natural resolution; but Turtles will find difficulty when the conflict is personally important, or the conflict will continue to grow without attention.
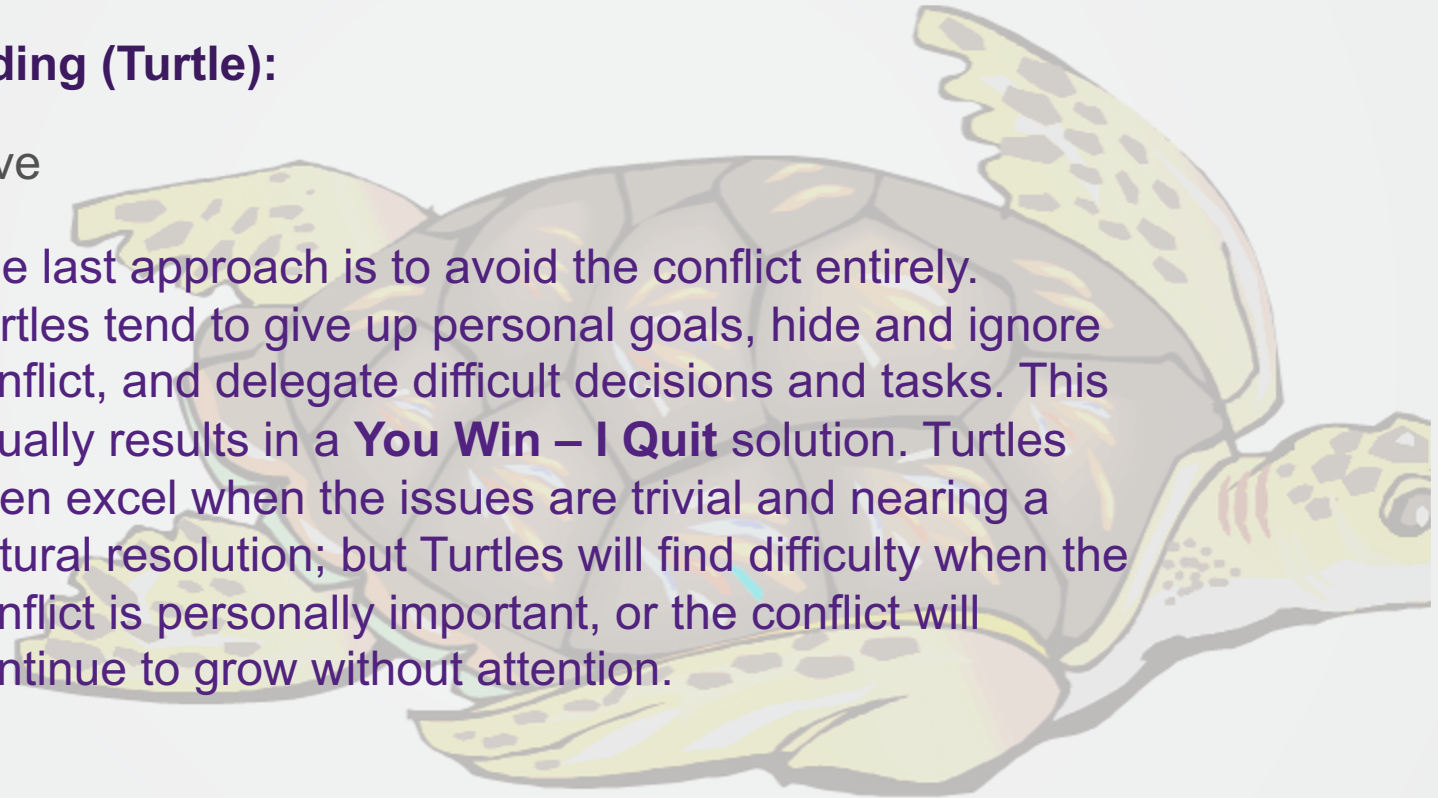
Managing Conflict in the Workplace

Understand How Different Styles Respond to Conflict

"If the only tool you have is a hammer, you tend to see each problem as a nail."

- Abraham Maslow (20th century American psychologist)

Think about the options you have and what you can do to influence a conflict outcome.

Consider…

- Your perspective on conflict and be aware of your natural/preferred conflict management style

- How each conflict style might be suited to a particular situation

- Trying out different styles (even though you will, at first, likely default to your preferred/natural style) in different conflict scenarios (or even the same scenario)

Managing Conflict in the Workplace

Understand How Different Styles Respond to Conflict

Questions to ask yourself:

- How important is my relationship to this person?

- How important is the issue to me or to the team?

- How much time do I/we have to deal with this issue?

- How emotional am I feeling right now?

Role Play Scenarios

1. Someone drank the bottled water you put in the office refrigerator.

2. A new employee came late to work by 30 minutes on one day during her second week at work. The next week, she left 20 minutes early on two days. She did not inform you of her late arrival or early departures. She also did not meet one of her deadlines during the third week, which caused you to be late with a report that you needed to give to your supervisor. In addition, you learned from another direct report that this new employee has an ailing parent who lives with her and for whom she provides care.

3. Your supervisor asked you to give a presentation that you think someone else in the department would be better suited to give. You shared your opinion with your supervisor, and s/he still wants you to do it.

4. You wrote an email to a colleague requesting information that you need to make a time-sensitive decision for your unit. After seven days, you did not receive any response. You then sent a second email message, following up on your first message. After 14 days, you are still waiting for a response.

5. "My colleague interrupted me again. We're supposed to be leading this effort together and this is his way of showing he's the boss. He just makes me look bad in front of the team. I've been replaying it in my mind over and over again."

6. "Someone has to tell my direct report that his demeanor is affecting the rest of the team, but I'm dreading it. I've been thinking about it all day and haven't been able to get anything done."

Leaping Over Fear

What is your biggest fear? Where does the fear and apprehension around conflict come from?

Leaping Over Fear

- **Say No to Nice**.

  - Our own feelings and experiences around conflict drive our actions.

  - We choose safety, peace, and harmony over speaking up.

  - What is the harm in doing this?

- **Remain focused on the business needs**.

  - Focusing on personal perception and self-preservation does the college a disservice. Take the focus off you and your <u>fear</u> and concentrate on what the business needs.

  - "What would the President, staff, students, or other stakeholders say about this situation, and what does the college need?"

Leaping Over Fear

- **Speak objectively.**

  - Talk about what you observed and be careful not to label behavior.

  - Why is this important?

- **Make requests.**

  - Include a request for the behavior that would support the shared business goal.

  - Remember why you're addressing the conflict.

Leaping Over Fear

- **Keep a calm demeanor**.

  - Conflict does not always have to be aggressive, overbearing, or disrespectful.

  - Be yourself and remain approachable, non-judgmental, and calm.

- **Grab the low-hanging fruit**.

  - Conflict resolution skills take practice and repetition. Start with easier situations first and address the conflict after it has passed. Consider role playing with a colleague or trusted co-worker to prepare.

https://hbr.org/2014/06/get-over-your-fear-of-conflict

Conflict Skills for Everyday Use
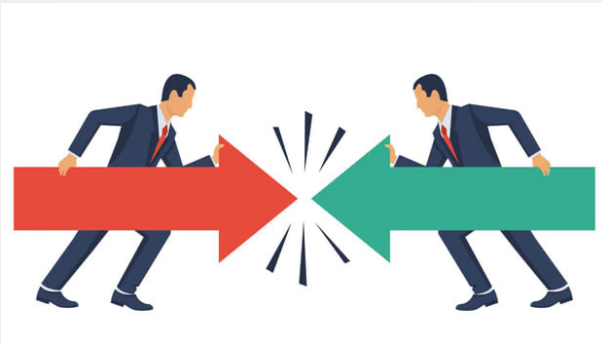
- 48 Hour Rule

  - Discuss the behavior with the person within 48 hours or forget it happened.

  - Breathe, Reflect, and Respond

- Take a look at your own behavior first

- Provide constructive feedback rather than criticisms

- Remember that everyone can be sensitive about their situations

- Do not ever verbally attack the other person.

  - Simply state your case and your ideas

- Praise in public (if they like public recognition) and challenge in private

- Be specific about what you have an issue with

- Allow the other person to vent fully before you begin trying to reach a resolution

- Go into the situation with your ideal solution in mind. If both parties do this, it is much easier to come to a solution.

- Don't forget to ask the other people in the conflict what they need, and realize that you may be the one in the wrong.

Conflict Skills for Everyday Use
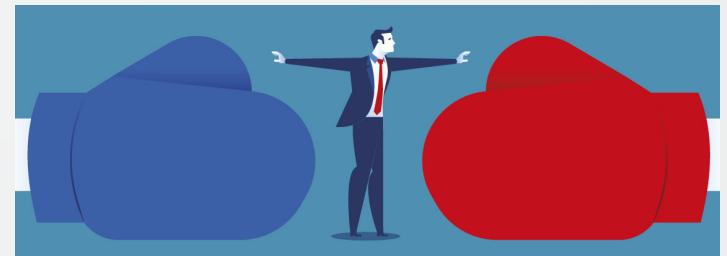
Managing Conflict in the Workplace

Determine Ways to Reduce or Prevent Conflict as Supervisor

As supervisor, you can also reduce conflict in your area by:

▪ Setting a good example as a responsible and effective leader and worker

▪ Communicating clear standards and directions

▪ Setting ground rules for respectful communication

▪ Providing clear and transparent rationales for your decisions

▪ Making sure employees have both the training and resources to do their jobs

▪ Training your staff on conflict resolution

Source: *Conflict Management Toolkit*, University of Mary Washington, at: https://www.slideserve.com/nevina/conflict-management-toolkit.

Managing Conflict in the Workplace

Determine Ways to Reduce Conflict as Supervisor

As supervisor, you can also reduce conflict in your area by:

- Getting to know your employees

- Looking out for signs of conflicts/problems/changes in behavior

- Addressing misconduct quickly to ensure issues are current and anger/frustration does not fester

- Treating employees fairly and equitably, applying rules consistently

- Giving performance feedback regularly

- Get advice from HRSTM if needed regarding disciplinary actions or crucial conversations

Managing Conflict in the Workplace

Resources at MC to Help

There are numerous resources at the College that can help

- Faculty, Staff Assistance Program (FSAP)
- Office of Employee and Labor Relations
- Institute for Part-time Faculty Engagement and Support

Additionally,
- Your supervisor
- HR Internal Consultant
- ELITE (for Crucial Conversations and other training)

Managing Conflict in the Workplace

Recommended Reading

Brown, Brene, *Dare to Lead*, Random House, 2018.

Eddy, Bill, *BIFF: Quick Responses to High-Conflict People, Their Personal Attacks, Hostile Email and Social Media Meltdowns*, HCI Press, 2011.

Fisher, Roger, William Ury*,* and Bruce Patton*, Getting To Yes: Negotiating Agreement without Giving In*, Penguin Books, 2011.

Gentile, Mary C., *Giving Voice To Values: How to Speak Your Mind When You Know What's Right*, Yale University Press, 2010.

Goleman, Daniel, *Emotional Intelligence*, Bantam Books, 1995.

Lencioni, Patrick, *The Five Dysfunctions of a Team*, Jossey-Bass, 2002

Patterson, Kerry, Joseph Grenny, Ron McMillan, Al Switzler, *Crucial Conversations: Tools for Talking When Stakes Are High*, McGraw-Hill, 2011.

Stone, Douglas and Sheila Heen*, Thanks for the Feedback: The Science and Art of Receiving Feedback Well*, Penguin Books, 2015.

Stone, Douglas, Bruce Patton, and Sheila Heen, *Difficult Conversations: How to Discuss What Matters Most,* Penguin Books, 2000.
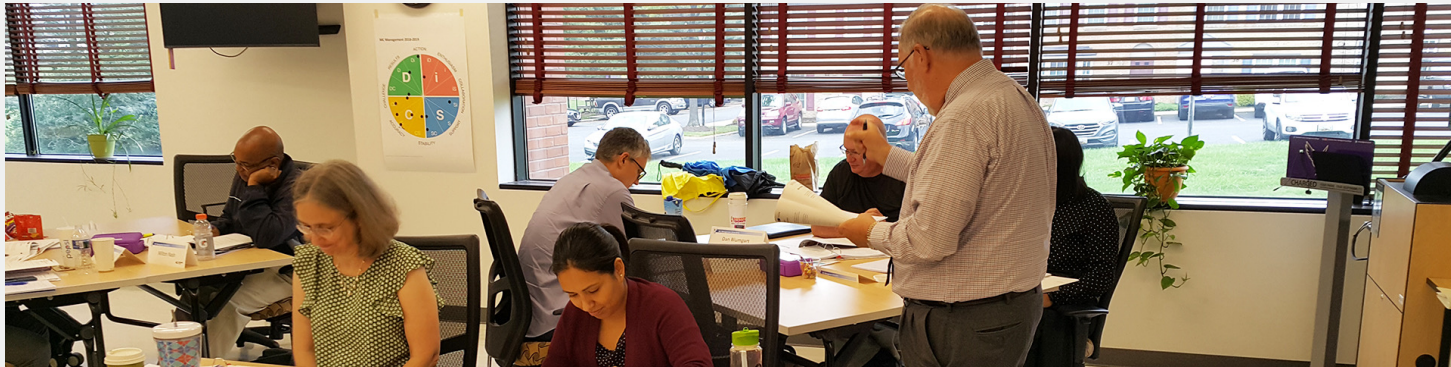
Managing Conflict in the Workplace

Thank you!

Managing Conflict in the Workplace

**Thank You and Best Wishes
with Your Team!**

Developing Yourself and Your Team

Richard Forrest
Training and Development Coordinator
E-Learning, Innovation, and Teaching
Excellence (ELITE)

ELITE Professional Development

- ELITE services

  - Pedagogical professional development and support

    – Classroom and teaching focus

  - Employee Professional Development

    – Management, and Leadership skills development and support

    – Culture, conflict and communications focus

ELITE Professional Development

Developing Yourself and Your Team

1. Pathway Programs

2. Cohort Programs

3. Licensed Training

4. On-Demand Services

Pathway Programs

- On-going and one-off classes in a specific area

- From one-hour workshops to half-day and whole day intensive classes

- Valuable opportunity to meet meaningfully with MC peers to network, share and learn together

- New subjects and specializations based on MC organizational, team and individual needs.

- Managerial and Front-line worker focus

Pathway Programs

- Communication and Conflict

- Equity and Inclusion

- Customer Service

- Change Management – coaching and change

- Effective Committees

- Communicating Professionally in the Workplace

- Management – hybrid of classes from existing PWs

- Valuable Employee

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

- Cohorts bring us into new frontiers of learning and development – challenge yourself and shape MC

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

FY 2023 Cohort Programs

MC Management

Leadership Development Institute

Fundamentals of Supervision

Global Leadership Cohort

ELITE HUB

Explore ELITE classes and services

- Employee Professional Development | Montgomery College, Maryland

How to enroll

- Calendar of Workshops, Classes, and Programs | Montgomery College, Maryland

Activity

- Discuss: *How can I support employees in managing their career?*

  - If you were to have a conversation with your employee, what performance and or development issues would you identify?

  - What conversations do you have with employees about their careers?

    – Can you give feedback?

Choose top 3 needs

- **I am a manager, and my team needs development in…**

  - Communications

  - Intercultural relations and working with diverse groups

  - Conflict management

  - Processes and time management

  - Customer Service

  - Collaboration

  - Health and Wellness, Work Integration
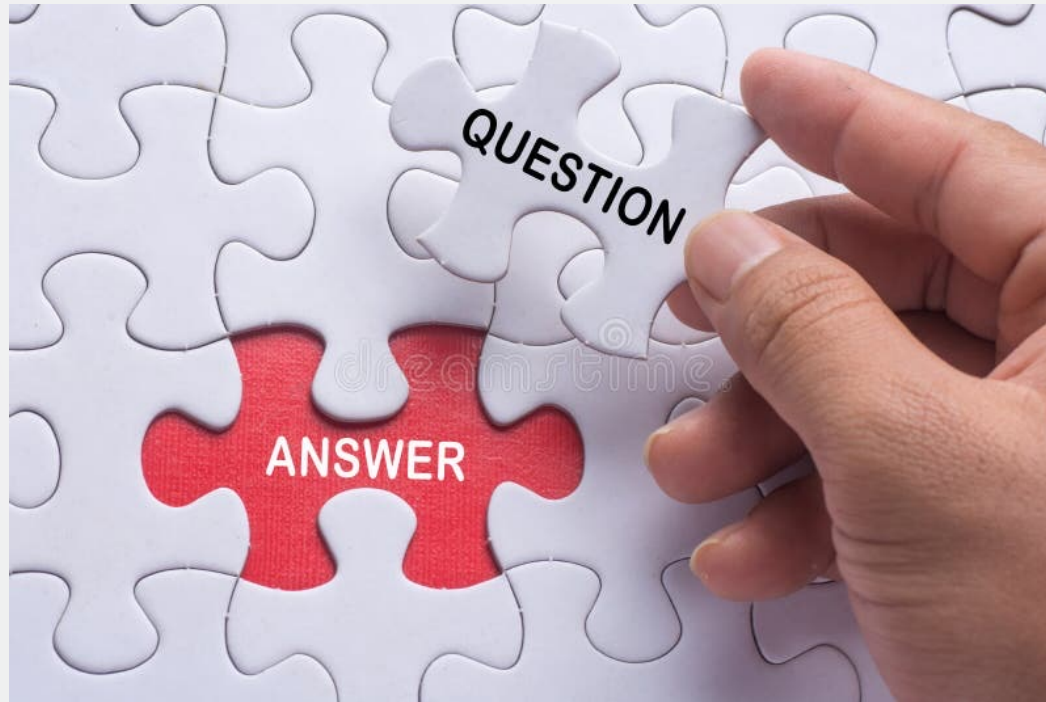
  - Other

Choose top 3 needs

- **I am a Manager and I need development in..**

  - Leadership and Motivation

  - Cultural Awareness and Emotional Intelligence

  - Task management

  - Relationship management, Trust building

  - Communications and persuasion

  - Coaching and Developing others

  - Managing conflict and difficult employees

  - Teams and collaboration

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

Developing Yourself and Your Team