From:	The President
To:	MC Communications!
Subject:	Common Employee Experience
Date:	Thursday, September 12, 2013 10:23:20 AM

MONTGOMERY COLLEGE
Office of the President

September 12, 2013

MEMORANDUM

To: Montgomery College Colleagues

From: Dr. DeRionne P. Pollard, President

Subject: Common Employee Experience

This is an exciting and dynamic time for Montgomery College, and our faculty, staff, and administrators. Together, we are evolving, transforming, and maintaining our competitive edge as we respond to the challenges of higher education and proactively pursue our *Montgomery College 2020* goals. One of the important initiatives that we have collaboratively worked on is the Common Employee Experience. Last spring, a committee of faculty, staff, and administrators worked diligently to research best practices, seek input from the College community, discuss, and recommend a framework for a Common Employee Experience.

As the committee noted, highly engaged and talented faculty, staff, and administrators are essential to ensuring that we reach our vision of becoming a national model of excellence, opportunity, and student success. I am pleased to accept and adopt the committee's recommendation. I am grateful to the committee members for their time and excellent work. I also thank you, in advance, for your continued dedication and commitment to ensuring a great working environment that serves to attract, select, retain, and develop extraordinary talent to serve students.

The Five Expectations for a Common Employee Experience developed by the committee reflect input from the College community. These expectations will serve as the hallmarks of what the employment experience at Montgomery College should be. To assist the College in reaching its *Montgomery College 2020* goal of becoming a destination employer, it will be necessary to identify and close the gaps that exist between the College of today and the Montgomery College to which we aspire. Reaching these expectations will require a partnership between the College—as an employer—and the faculty, staff, and administrators as employees, all working together to ensure a workplace reflective of our values of excellence, integrity, innovation, diversity, stewardship, and sustainability.

I am tasking the Office of Human Resources, Development, and Engagement (HRDE) to work together with stakeholders to develop and implement a multi-year work plan to ensure these expectations are actualized, and to provide the College community with periodic updates as to the status of this important work.

Montgomery College's Five Expectations for a Common Employee Experience

1. Start Smart

Montgomery College will assist employees new to their positions in building a firm foundation for an engaged and fulfilling employment experience. We will:

- cultivate a welcoming, innovative, and equitable atmosphere in a student-centered environment;
- assist each employee in understanding how his or her role helps to achieve the mission of the College;
- provide helpful, clear, and efficient pre-boarding, on-boarding, and orientation processes;
- strive to ensure that salary setting processes are equitable for both new and current employees; and
- foster a culture of engagement and encourage networking opportunities.

2. Provide a Positive, Healthy Workspace and Environment

Montgomery College values a safe, secure, and productive employment experience. We will:

- foster institutional integrity and civility;
- model equity, respect, inclusion, innovation, and caring;
- value and acknowledge the contributions of our employees;
- solicit and consider employee input in an open atmosphere without fear of reprisal; and
- provide the resources necessary for employees to excel in their roles including appropriate technology and safe, clean, healthy, and adequate work spaces.

3. Provide and Maintain a Foundation of Support

Effective leadership and sufficient resources are essential to employee success. Montgomery College will ensure its management is effective, knowledgeable and accountable. We will:

- nurture an empowering and enriching workplace for employees;
- identify and adopt management best practices;
- ensure that policies and procedures are accessible, understandable, and equitably applied;
- provide respectful, regular, and constructive feedback including evaluations that link employee, department, and program contributions to the College's mission;
- promote professional development;
- commit resources necessary to accomplish work, including adequate staffing and access to data; and
- strive for equity in compensation and role-appropriate workload.

4. Get Connected and Build Community

Montgomery College will encourage employee engagement. We will:

- value diversity and work to ensure equity, respect, and inclusiveness;
- provide meaningful and diverse engagement and service opportunities for all employees;
- commit necessary resources, including appropriate spaces for employees to collaborate, to build robust connectivity among students and employee constituencies within the College and the larger community; and
- encourage clear communication and commit to sharing information in a transparent

manner.

5. Encourage Growth, Success, Recognition, and Life Long Learning

Montgomery College is committed to providing meaningful professional development, career path development opportunities and succession planning, such as:

- access to on-the-clock job related training and professional development;
- internships, externships, sabbaticals, and professional development leave;
- cross training opportunities;
- shadowing, coaching, and mentoring opportunities;
- tuition support for continuing degree and certificate seekers;
- training and development for career advancement or lateral opportunities;
- ongoing orientation; and
- professional service opportunities.

Further, we will:

- provide the necessary tools and resources, including career counseling and technology, to explore options and support employees in their personal, academic, career, and retirement goals;
- support a culture of growth;
- look for talent deep in the organization, recognizing informal as well as formal leaders;
- foster an atmosphere of recognition and acknowledgement;
- support programs designed to recognize and reward employee contributions; and
- provide employees with the opportunity to understand how their contributions impact student success.

Thank you again to the committee, which included:

- Phong Banh, Office of Information Technology
- Kim Brown, Student Services, Rockville
- Joanne Carl, full-time faculty, Rockville
- Kathi Carey-Fletcher, Auxiliary Services
- Bo Chan, Planning & Institutional Effectiveness
- Maisha Duncan, Libraries, TP/SS Campus
- Sarah Miller Espinosa, Committee Chair
- Julie Foster, Office of Compliance
- James Gilbert, Facilities, TP/SS Campus
- Cathy Giovannetti, WD&CE
- Patricia Lopez, Financial Aid, Rockville Campus
- Amanda McIntosh, Student Services, Germantown Campus
- Beth Mole, WD&CE
- Tammy Peery, full-time faculty, Germantown Campus
- Patti Secreto, Academic Affairs, Rockville Campus
- Carl Shorter, AFSCME, Rockville Campus
- Alan Stover, part-time faculty, TP/SS Campus
- Ellen Terry, full-time faculty, Germantown Campus
- Monica Trent, Academic Affairs, TP/SS Campus
- Laura White, HRDE

Thank you also to the resource members of the committee: Sherri Bokor, Jason Rivera, Jacia Smith, and Krista Leitch Walker.