MONTGOMERY COLLEGE

Office of Human Resources, Development, and Engagement

August 21, 2013

MEMORANDUM

To: The College Community

From: Krista Leitch Walker, Interim Vice President of Human Resources, Development, and Engagement

Subject: Expectations for Administrators and Staff with Supervisory Responsibilities in Fiscal Year 2014

The purpose of this memorandum is to provide information on the expectations for administrators and staff with supervisory responsibilities in Fiscal Year 2014, including:

- required Americans with Disabilities Act (ADA) essential training for supervisors and administrators;
- required essential training series for new supervisors and administrators;
- required ADA-related training for Academic Affairs and Student Services employees;
- required training for all new employees;
- collegewide annual performance goal related to diversity and multiculturalism;
- collegewide annual performance goal to complete a talent profile;
- performance evaluation requirements and consequences for employees and supervisors;
- the supervisor accountability metric for FY14 supervisor performance evaluations.

These requirements are designed to ensure supervisors have the information they need to be successful in their roles and provide appropriate and enhanced accountability.

I realize that this is a long communication with a significant amount of information to process. It is my hope that by outlining the expectations all in one place, with corresponding links for additional information and resources, you will find this document to be a helpful reference throughout the year.

Training for Administrators and Supervisors

This essential training series is designed to ensure that all administrators and staff members with supervisory responsibilities have the current knowledge and skills to effectively manage their teams in a manner consistent with the applicable policies and procedures and the staff collective bargaining agreement.

This year, all administrators and supervisors are required to complete an online Americans with Disabilities Act (ADA) training by June 30, 2014. This web-based module is provided by an external training vendor and will be available by October 1. Supervisors will be able to locate the

ADA training at the [Required Training for Administrators, Supervisors, and Employees](#) page on the Human Resources, Development, and Engagement (HRDE) website. A follow-up notification will go out to all supervisors once the ADA training module "goes live."

All new administrators and supervisors who are hired in FY14 are required to complete the six other classes in the essential training for supervisor's series:

- Developing Performance Goals
- Writing Performance Evaluations
- Preventing Sexual Harassment and Workplace Discrimination
- Preventing Workplace Violence
- The Collective Bargaining Agreement and Policies and Procedures for Managing Staff
- Recognizing and Appreciating Employees

These additional classes must be completed within one year of the supervisor's date of hire. The classes in the essential supervisor series are offered throughout the year. Supervisors may register for them via the [Professional Development System (PDS)](#).

Additional Required Training and Performance Goals for Employees

Talent Profile

As Montgomery College continues to develop its talent management system, the Taleo talent profile will become increasingly important. Each employee's talent profile contains information about current and past jobs including experience, education, and certifications. The profile is a critical tool and resource that is required for employee career development, succession planning, and equity reviews. As a result, all administrators, and associate and support staff have been assigned a performance goal to complete their profile by September 30, 2013. The talent profile guidebook and other resources can be found on the [MC Talent Management System Learning Resources](#) website.

Multicultural and Diversity

Montgomery College's 2014–2020 Diversity Plan requires that:

- all new employees, as part of their performance evaluation, participate in one of the multicultural professional development activities offered by the College's professional development entities; and
- each employee has at least one annual performance goal that addresses the development and/or enhancement of cultural competency in relation to diversity and multiculturalism.

The multicultural/diversity professional development selected should be one which the supervisor and employee have determined best focuses on increasing knowledge, building awareness and enhancing the employee's job related skills and competencies that align with the College's commitment to access, equity and diversity. For more information on this requirement, please visit the [Office of Equity and Diversity website.](#)

ADA-Related Training for Academic Affairs and Student Development Employees

All employees (that is, full-time and part-time faculty, staff, and administrators) in the Academic Affairs and Student Services divisions are required to complete the online training, "In Their Shoes," by June 30, 2014. "In Their Shoes," an interactive module developed by Penn State Altoona, focuses on helping faculty and staff create an inclusive learning environment that is empowering and supportive of the needs of students with disabilities. To access the training, please go to the ADA Training for Academic Affairs and Student Services section under the Required Training for Administrators, Supervisors, and Employees page of the HRDE website.

Family Educational Rights and Privacy Act (FERPA)

All new employees hired during FY14 who have not completed the online FERPA training are required to do so by June 30, 2014. This training can be found on the Family Educational Rights and Privacy Act (FERPA) section, which is also under the Required Training for Administrators, Supervisors, and Employees page on the HRDE website.

Recommended Management Development for Supervisors

Employees with supervisory responsibilities who have not completed the MC Management program are encouraged to enroll in the program during FY14. MC Management is a cohort-based program designed to ensure administrators and supervisors have the knowledge, skills, and competencies necessary to effectively lead and manage teams. The eight-day training program includes three elements: (1) managing oneself, (2) managing people, relationships, and situations, and (3) managing work within the MC environment. To obtain more information or register and complete the required application, please visit the PDS at: MC Management 2013-2014.

For your convenience, an "at-a-glance" view of the FY 14 employee training requirements can be found at: Table of FY 14 Required Training.

Performance Evaluation Requirements and Consequences for Employees and Supervisors

The annual performance evaluation can be a powerful tool for fostering excellence in our employees—at levels and areas throughout the College. In addition to assessing how employees are performing in relation to their job duties, goals, and collegewide competencies, the performance evaluation also provides a means for self-reflection, recognition of accomplishments, constructive feedback, career development, and continuous improvement. Additionally, the cumulative rating of an employee performance evaluation is the measure by which an employee's pay increment and/or performance bonus is determined.

It is for these reasons that Montgomery College is committed to ensuring that every administrative, associate, and support staff member has a timely and complete annual performance review, and will hold both the employee and the supervisor accountable for fulfilling their responsibilities in the performance evaluation process.

As with FY13, all employees are required to complete a self-evaluation and all supervisors are required to complete an evaluation of their direct reports by the deadlines. Beginning this year,

an employee and supervisor's eligibility for consideration for a pay increment and/or bonus will be dependent upon the successful completion of their duties related to performance evaluations. This means that:

- employees who fail to complete their required self-evaluation by the deadline will be ineligible for consideration for an increment and/or bonus;
- supervisors who fail to complete an evaluation of any direct report by the deadline will be ineligible for consideration for an increment and/or bonus.

HRDE recognizes that there could be extenuating circumstances that prevent an employee or supervisor from fulfilling their obligations by deadlines, and as a result, may warrant an exception and/or revised deadline. Requests for exceptions and/or revisions must be submitted to the Vice President of Human Resources, Development, and Engagement.

It is not too early to begin planning for the next cycle—mark your calendar now! An overview of the performance management process and the deadlines for FY14 performance evaluations are now outlined in the Performance Management and Classification Review Cycle—2014 document, which posted on the MC Talent Management System website.

The Supervisor Accountability Metric

The supervisor accountability metric measures a supervisor's performance based on indicators or actions he/ she is expected to carry out during the fiscal year. The performance indicators for the FY14 supervisory accountability metric are as follows:

- Completion of personal mandatory goals and training requirements for the year:
  - ADA essential training for supervisors and/or Academic Affairs and Student Services employees
  - the multicultural/diversity goal
  - timely submission of his/her annual goal plan by September 6, 2013
  - completion of his/her talent profile goal by September 30, 2013

- Number/percentage of direct reports who have fulfilled all mandatory goals and training requirements for the year:
  - ADA essential training for supervisors and/or Academic Affairs and Student Services employees
  - the multicultural/diversity goal by the relevant deadline
  - timely submission of his/her annual goal plan by September 6, 2013
  - completion of his/her talent profile goal by September 30, 2013

The complete rubric for the supervisor accountability metric which outlines the performance measures for each of the five ratings (that is, *far exceeds expectations, exceeds expectations, meets expectations, needs improvement, does not meet requirement*) can be found on the Performance Evaluation Learning Resources page on the MC Talent Management website.

Thank you, in advance, for your commitment and diligence in successfully fulfilling these expectations, and for actively striving and working together to ensure that our employees are led

by supervisors who are knowledgeable, consistent, and equitable. Should you have any questions or concerns, please feel free to contact me at krista.walker@montgomerycollege.edu.