To:	Montgomery College Community
From:	Donna Schena, Senior Vice President for Administrative and Fiscal Services
Subject:	**Freeze on Recruitment and Hiring**
Date:	December 7, 2020

This memorandum provides an update on the College's response to the continuing uncertainty and challenges imposed by the coronavirus pandemic as we plan for our FY22 budget. As part of our response planning, the Senior Administrative Leadership Team (SALT), leaders from Human Resources and Strategic Talent Management (HRSTM), and our budget team have incorporated input from MC's students and employees.

Foremost in our budget development is ensuring educational excellence for our students, while also protecting our current employees. With these priorities in mind, our budget planning is particularly difficult during the pandemic because of three major areas of uncertainty:

1. Uncertainty in projecting student enrollment in this environment. Community colleges in Maryland and across the country have experienced significant enrollment declines. Tuition revenue represents approximately 29 percent of MC's operating budget.
2. Possible adjustments to our state and county funding, which combined account for 68 percent of our budget.
3. Extraordinary economic and social disruption caused by the pandemic, which is likely to continue into future fiscal years and will stress the job market and support systems in our community.

Anticipating these revenue impacts, we have been conservative in our hiring for the past several months, with hiring restrictions in place since April. However, we must now implement a hiring freeze on all regular budgeted positions for faculty and staff (please see details below). SALT has considered and recommended this step to Dr. Pollard, who has approved it. This hiring freeze is effective December 14 and will be reassessed in April of 2021.

While the recruitment and hiring freeze is in effect, the following will apply:

Regular Budgeted and Benefits-eligible Positions – Full-time Faculty, Staff, and Administrators

- No external recruitment efforts will be started. All previously approved positions that are not in active recruitment will continue to remain on "hold" until further notice. This includes full-time faculty, staff, and administrator positions. Exceptions may be considered under extremely limited and specific circumstances, such as positions needed to address critical health, safety, and compliance requirements. Any exceptions will be reviewed and approved by me upon the recommendation of the division's senior vice president (SVP) or chief of staff/chief strategy officer and the chief human resources officer.

- The few approved positions that are presently in active recruitment will be permitted to proceed to completion.

- The HRSTM Talent Acquisition and Employment team will directly notify hiring managers regarding the recruitment status of any previously approved positions in their area.

- Internal only recruitments, promotions, and interim assignments may be considered on a case-by-case basis only for positions with critical operations and compliance responsibilities. These require the approval of the division's senior vice president (SVP) or chief of staff/chief strategy officer with the concurrence and of the chief human resources officer.

Grant and Alternate Funded Positions

- Grant or alternate funded positions are not subject to current restrictions because the funding source is outside of our operating budget and will be permitted to proceed with recruitment and hiring.

Part-time Faculty

- The hiring of new part-time faculty is not subject to the hiring freeze and will be permitted.

- The Talent Acquisition and Employment team will work with deans and department chairs to confirm staffing needs and ensure timely hiring and onboarding of part-time faculty.

Student Workers and Casual Temporary Staff

- Student Federal Work assignments will continue. These assignments are managed through Matt Hicks in the Office of Student Financial Aid. For information and guidance on these assignments, please contact Matt by e-mail at: justin.hicks@montgomerycollege.edu

- Requests to hire new student aides and the renewal/extension of existing student aides are limited to those that support instruction, student services, essential administrative functions, or are paid through a grant. These requests require the approval of the unit administrator and HRSTM.

- No new casual temporary staff will be hired as MC employees. The HRSTM Talent Acquisition and Employment team will provide options for filling any critical staffing needs not met through the Talent Share program.

- All renewals/extensions of existing casual temporary staff are limited to those that support instruction, student services, essential administrative functions, or are paid through a grant. These requests require the approval of the unit administrator and HRSTM.

In addition to the hiring restrictions listed above, the College is reviewing our operations and practices across all divisions in order to determine financial sustainability of such operations and practices and in order to minimize the impact of the pandemic on our existing workforce. In addition, the HRSTM Strategic Workforce Assessment will be completed by the end of the current fiscal year, which should provide valuable insights on our hiring and employee management practices.

Taking these steps now is an effort to help us emerge from the pandemic with a stronger financial standing. As we anticipate and plan for the future, Dr. Pollard and SALT recognize that MC's operational conventions and the workforce needs of our community will be transformed by the pandemic experience. Our society, our economy, and the nature of work itself has been changed and will continue to evolve. I thank you in advance for your agility, creativity, and dedication as we efficiently deliver education and support to our students in this uncertain fiscal environment.

I welcome your comments and questions about our hiring by sending an email to me through HRSTM at: hrstm@montgomerycollege.edu.