Attendees
Present: Eric Benjamin, Amy Crowley, Rose Garvin Aquilino, Frank Trezza, Steve Greenfield, Anwar Karim, Nadine Porter, Janee McFadden

Absent: Karen Callender, Elena Saenz

Proxy: Kimberly McNair (proxy for Karen Callender)

Guest: Krista Leitch Walker, Segal Consultants, Ja'Bette Lozupone

Call to Order
There is a quorum to conduct business. The meeting was called to order at 1:02 p.m. by the chair.

Approval of Agenda/Minutes
The agenda and minutes were approved as written. The meeting was recorded for internal use only.

Constituent Concerns
- The chair brought forth a concern from an employee about having contractors and non-college employees serve on search committees, and the potential conflicts of interest, disclosure, and ethical issues. The constituent expressed that there needs to be clarity in HRSTM policies and procedures, and guidelines to address issues beforehand.
    - HRSTM is in the process of putting forward a new recruitment policy for regular positions at the College – discussion to make revision
    - Discussion on recruitment guidelines outlining more information and specifics

Chair's Report
The chair provided the following information:
- Updated Spring Professional Week Schedule will come out soon
- Updated that Workday will be down until 12/18/2020
- MC Innovation Grant applications due 3/22/2021
- SHaW Center – Mental Health Wellness Zoom on 1/22/2021
- Mobile Market services temporary suspended due to COVID-19 concerns, and processes will be reviewed in early 2021
- Dr. Pollard attended College Council meeting
    - College working proactively to address ongoing employee and student technological needs
    - Reconfiguring the College for return to include signage, cleaning, and safety

- o Restructuring the nature of work and policy on telework/remote work; work is changing in unpredictable ways
- o Nationwide conversation on possible mandated vaccination
- o Looking into post-pandemic changes

Status Update and Review of the Strategic Workforce and Staffing Plan Project – Segal Consultants
- Introduced Segal representatives, Chris Nickson and Jennifer Donnelly
- Organizational Effectiveness Service Offerings
  - o Doing similar project with Montgomery County Community College
- Segal Consulting – qualified professional consultants to support and facilitate the initiative
- Overview of roles and responsibilities – defined at the start of the engagement to ensure efficiency of process and effective outcomes
  - o Project sponsors – Dr. Sanjay Rai and Donna Schena
  - o Great support from College's Senior Leadership
- This project is not done in response to COVID-19, and was planned prior to the pandemic
- Workforce Trends – landscape of Higher Ed is changing more than ever
  - o Aging and retiring workforce
  - o Have to transfer knowledge and information to a new generation of workers
  - o Increased use of and reliance on technology
  - o Evolving global and U.S. labor market
  - o Broader diversity and inclusion strategies
- Unique needs for developing a workforce staffing model in Higher Ed
  - o Shifting strategic priorities impact staffing levels and required competencies
  - o Increasing demand for new academic and non-academic programs and student services
  - o Societal and economic conditions shaping views about the value of higher education
  - o MC has stable senior leadership
- Engagement Timing Summary – still in phase one and starting to work on phrase two
  - o Phase 1: Discovery and Organizational Assessment
  - o Phase 2: Gap Analysis and Findings and Recommendations Report
  - o Phase 3: Workforce Plan
  - o Phase 4: Implementation Planning
- For more information, visit [Strategic Workforce Planning](#) website.
- Question – What's the general timeframe for wrap up? How would this be shared to a larger audience?
  - o Working with Communications
  - o Engagement sessions – town hall and public forums
  - o Phase 1 & 2: Fall 2020 – Early Spring 2021
  - o Phase 3 & 4: Spring 2021 – Summer 2021
- Question – Any early findings that might be different, or the same, with Montgomery County Community College?
  - o Remote work is not suitable for all positions
  - o Flexible and extended work hours due to remote environment
  - o Leveraging the positive things that we learned from COVID-19 and use them in a positive way in the future

- Address engagement issues and sense of community
- Please reach out to Anwar Karim for technology resources and issues.

FY21 Goals: New Administrator Orientation and Comprehensive Onboarding Process – Krista Leitch Walker
- One of the goals in HRSTM is to enhance onboarding and orientation programming
  - Needed to redesign face-to-face experience to virtual
- 2nd year of launching new supervisor orientation program – newly hired or promoted supervisors are expected to complete orientation program
  - Administrators are expected to complete orientation, but the nature of the work of an administrator is slightly different from supervisors, managers, and department chairs.
    - Different levels of expectations
- HRSTM briefing and resource book for supervisors – toolkit available website
- Welcome partnership to talk about onboarding process of administrators
- A council member expressed that there are many areas that new supervisors need to learn about, such as contract and budgeting.
  - Many topics are covered in HRSTM briefing
  - List of people and trainings are available in the resource book
- Suggested to have a group to look at what is provided and how to improve
  - What is common across all divisions?
  - Specifics of each division
- Suggested to not use so much acronyms – may cause confusion for newly hired
- Expectations of administrators should be spelled out
- Sub-committee – need people from each division of the College to look at existing documents
  - Common administrative practices
  - In January meeting, form a sub-committee to review existing documents as part of needs assessment.
  - Elaine Doong is assigned to this project
- Look at other institutions to see what they do with new administrators
- Important to survey all administrators – unique needs and gaps in learning
  - Survey should come from Administrator Council with support from HRSTM
- Guidance for post-pandemic work environment

Announcements and Agenda Items for Next Meeting
- Determine sub-committee to work on the Administrator Council goals and conduct Needs Assessment
- Ongoing discussion about camera and microphone use in the classroom
  - Privacy issues
  - Lack of consistency
  - Engagement issues
  - Expectations
  - Statement on syllabus – contract
  - Bandwidth issue
  - Need student perspective

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- Code of Student Conduct issues
- Legal issues

Adjourned

The meeting was adjourned at 3:00 p.m.