

From: [DeRionne Pollard, Montgomery College President](#)
To: [MC Communications!](#)
Subject: Employee Engagement Advisory Group's Recommendations for 2015
Date: Wednesday, December 16, 2015 10:37:11 AM

MONTGOMERY COLLEGE
Office of the President

December 16, 2015

MEMORANDUM

To: Montgomery College Colleagues

From: Dr. DeRionne P. Pollard, President

Subject: Employee Engagement Advisory Group's Recommendations for 2015

I recently met with the Employee Engagement Advisory Group (EEAG) to discuss the five recommendations it developed after its review of responses to the employee engagement survey conducted in March. The EEAG consists of representatives from College governance, collective bargaining units, and Central Services, who are committed to furthering employee engagement at Montgomery College and ensuring that faculty, staff, and administrators understand how the work they do furthers the mission of the College.

Upon consideration of the EEAG's recommendations, I have decided to act on them as follows.

EEAG Recommendation 1: After the examination of the governance system concerning the size of governance, the overall functionality, and the overlap in council oversight, the EEAG recommends to remove the four functional councils from the participatory governance system:

- **Academic Services and Quality Council;**
- **Employee Services Council;**
- **Operational Services Council;**
- **Student Services and Success Council.**

Adopted in part. I recognize the intentions of the EEAG in this recommendation to ensure a continued successful governance system. However, Montgomery College's governance system is designed to be inclusive of all employee groups, as well as students; efforts to reduce its size require deliberate thought and review. The current number serving in governance is a small number in comparison with the total number of employees and students. Additionally, each functional council has student representatives, and I would be hesitant to reduce the student voice in governance without consultation with students. To that end, I do not endorse the reduction of the size of governance or removal of the four functional councils in question as presented. A recommendation of this scope should be dependent on a broader review of evidence and data than just the employee engagement survey, including, but not limited to, the annual governance

survey, the functional councils' goals and outcomes, and interviews with functional council leadership and previous College Council leadership. I will, therefore, task Director of Governance, Presidential Projects, and Institutional Initiatives Tacy Holliday to work with the College Council to explore this issue more fully to make recommendations regarding potential improvements to the structure of our governance system.

EEAG Recommendation 2: The EEAG recommends that it will provide appropriate feedback and ownership regarding the Employee Engagement Survey with an annual report to the Senior Administrative Leadership Team.

Adopted. I support this recommendation and believe this provides a level of accountability for employee engagement success.

EEAG Recommendation 3: The EEAG recommends schedule alternatives that may permit for increased opportunities for all employees to participate in College activities. An example is to have a schedule structure similar to other higher education institutions such as a Common Hour. The Common Hour would be designated one day a week for a certain time to allow all faculty, staff, and administrators to participate in College related activities.

Adopted. I support this recommendation and I have participated in similar programs at other institutions. Though a weekly model may be challenging given the size and complexity of our organization, these types of “common experience moments” for employees and students are critical as they provide opportunities for all employees at the College to participate. I, therefore, charge the College Council to work with the senior vice presidents and the chief of staff/chief strategy officer to develop a model for consideration by the broader College community.

EEAG Recommendation 4: The EEAG recommends the governance webpage provide examples in each council of typical constituent concerns to assist constituents in correctly addressing their concerns.

Adopted. The governance website is an important tool for Montgomery College employees to interact with the governance system. I will task the director of governance, presidential projects, and institutional initiatives to work with the councils on this effort.

EEAG Recommendation 5: The EEAG recommends a document or process of who and where to address concerns in the College.

Adopted. I support this recommendation and task the Office of Human Resources and Strategic Talent Management (HRSTM) with the implementation of this process.

The EEAG and I also had a conversation about the employee engagement survey and the *Montgomery College 2020* strategic plan. The EEAG created a three-part action plan to address the following:

- Employee engagement survey accessibility

- The employee engagement survey instrument
- Defining employee engagement for Montgomery College

I also discussed the frequency of the survey with EEAG and, as a result, the next employee engagement survey will be conducted in 2017, and it will continue to be administered every other year. I am also charging the EEAG to work with the Office of Institutional Research and Analysis to identify a standardized employee engagement instrument from an external survey organization that we can use in the future.

I am grateful for the continued dedication of the members of the EEAG, who are:

- Governance System Representatives
 - Administrator Council – Monica Trent
 - Employee Services Council – Felicia Watkins
 - Faculty Council – Rick Penn and Karen Thomas
 - Staff Council – David Anthony
- Collective Bargaining Representatives
 - AAUP – Harry Zarin
 - AFSCME – Carl Shorter
 - SEIU – William Primosch
- Central Services Representatives
 - HRSTM – Brenda Williams
 - Office of Institutional Research and Analysis – Clary Brown

I encourage you to speak to members of the EEAG to learn more about the [employee engagement initiative](#), and please share your ideas with them and with your governance leaders.

Thank you for doing your part to be involved in making Montgomery College better for our students and for all faculty, staff, and administrators.