

ATTACHMENT

PRESIDENT'S ADOPTION OF RECOMMENDATIONS IN FY16 OMBUDS REPORT December 14, 2016

RECOMMENDATION 1. Collaboratively develop, adopt, and implement both a Code of Ethics and Standards of Conduct for all Montgomery College employees.

Partially Implemented. This recommendation was first made in fall 2014. Over the course of several years, a committee of the Employee Services Council worked on a proposal and presented it to me this fall. It has been reviewed and discussed in the President's Executive Cabinet. A new policy—to serve as a Code of Ethics—and accompanying procedures—to serve as the Standards of Conduct—have been drafted and will be considered through the normal College process for policy and procedure evaluation. I would expect a draft to be circulated to the College community in the spring with the policy to be presented to the Board of Trustees later this fiscal year. It is my expectation that a Code of Ethics and Standards of Conduct will be implemented no later than July 1, 2017.

This recommendation is intended to enhance evaluative relationships and confidence in leadership and management by setting ethical and professional expectations for all employees. Training will be provided for all employees in the organization.

RECOMMENDATION 2. Support and enhance managerial competencies and best practices by regularly soliciting feedback from employees and building professional development plans considering the results of 360-degree feedback instruments.

Partially Implemented. This recommendation was first made in FY15, in response to data collected in FY14 and has been partially implemented. The Office of Human Resources and Strategic Talent Management (HRSTM) has investigated several instruments and processes for this effort. The College is currently reviewing vendors to select the most appropriate 360-degree tool to use. A tool is currently being used in the review of administrators and department chairs, but one geared specifically to the needs of managers and supervisors will be selected in early 2017. The instrument will be piloted with a portion of managers and supervisors during the next performance review cycle.

To better enhance the effectiveness of the 360-degree tool and subsequent professional development, as many direct reports as possible—preferably all direct reports—will be included in the process. The 360-degree evaluation results will be shared and discussed between administrators and their administrative supervisors to assist in the determination of professional development to be included in the next fiscal year's goal plans. Additionally, and more importantly, the expansion of a 360-degree evaluation tool to all managers/supervisors will follow, and the survey process will be conducted every other year.

RECOMMENDATION 3. Critically examine the employee experience and take affirmative steps to ensure an inclusive workplace for all employees. Provide a fair and efficient process to address employee concerns about identity-related inequities, including those rising to the level of discrimination.

Recommendation Revised. This recommendation was adopted first in FY14 but then was revised this year in response to data that showed a pattern that requires attention. The number of Hispanic and Latino visitors, according to the Ombuds data, was considerably higher than the mean for other ethnic/racial groups, suggesting that, “further scrutiny is warranted.” With the College’s efforts to attract and retain employees of diverse backgrounds, any trends that suggest obstacles to this must be more closely examined. The Ombuds’ recommendation of a climate assessment, as a first step, is accepted and will be implemented. This will be one of the first tasks I assign to the new chief equity and inclusion officer, who is to be hired sometime in the coming year.

Further implementation steps to ensure fair and equal treatment of all persons involved in the EEO complaint process will be determined.

RECOMMENDATION 4. Critically examine the employee experience and address challenges related to the service provided to employees in the Equal Employment Opportunity (EEO) complaint process as well as the employee and labor relations processes. Ensure fair, efficient, and confidential processes to address employee concerns.

Adopted and Underway. I am accepting this new recommendation. Steps are already underway to improve the College’s assessment of EEO complaints. Specifically, Senior Vice President for Administrative and Fiscal Services Janet Wormack has examined the operations of the office and implemented changes. Currently, HRSTM is recruiting for a director of employee and labor relations, who will be expected to streamline processes for employees.

RECOMMENDATION 5. Commit to continue to provide the Montgomery College community with access to the Office of the Ombuds by allocating sufficient resources to maintain the quality of the service, including: identifying new office space; allocating positions and recruiting for an associate ombuds and administrative support person; and providing a modest, independent budget for training, materials, and other needs.

Accepted. I am accepting this new recommendation, though its implementation depends on resource availability. The possibility of funding for additional ombuds staff persons and allocation of a separate budget for training and materials are tied to the availability of funds. Positioning the Office of the Ombuds in a location that preserves confidentiality and safety will be done in consultation with the Office of Safety and Security. The ombuds program began as a pilot in 2013. It has proven itself to be an important service in the College’s repertoire of employee engagement tools. Every effort will be made to institutionalize the office as a permanent part of the College community.