

**To:** Montgomery College Community

**From:** Dr. Sanjay Rai, Senior Vice President for Academic Affairs  
Donna Schena, Senior Vice President for Administrative and Fiscal Services

**Subject:** **Strategic Workforce Planning**

**Date:** November 11, 2020

Over the past several years, the College has undertaken strategic and master planning in multiple areas aligning with our mission, including information technology, academic affairs, student affairs, equity and inclusion, facilities, and public safety and emergency management. In 2019, the College took preliminary measures in initiating a project to forecast and plan for future workforce needs. Despite the interruptions that the COVID-19 pandemic and remote operations have created, we are proceeding with this important work so that the College is poised and well prepared to meet the future educational needs of students and serve the needs of our communities. President Pollard has assigned us as the SALT sponsors for this initiative, with Krista Leitch Walker, vice president of Human Resources and Strategic Talent Management (HRSTM), serving as the project administrator. Our goal is to have this planning project completed by June 2021.

A critical component of any strategic workforce plan is a comprehensive assessment of current and future workforce needs and opportunities. To ensure we conduct this assessment and develop a plan for Montgomery College that considers both the breadth of best practices in higher education strategic workforce planning as well as the College's organizational culture and environment, our HRSTM team will be collaborating with Segal, a nationally recognized higher education professional services firm. Segal has extensive experience in assisting colleges and universities to develop long-term strategic workforce plans. Their depth and breadth of knowledge of HR strategies, structures, and practices will help us identify our greatest needs and opportunities.

With the guidance and assistance of Segal and HRSTM, the College will develop a thoughtful strategy for attracting, retaining, and engaging our future workforce. To achieve this, the plan for this project includes the following two stages with a total of four (4) distinct phases.

**STAGE I**

**Discovery & Organizational Assessment – Fall 2020 – Early Spring 2021**

**Gap Analysis, Findings, & Recommendations - Fall 2020 – Early Spring 2021**

*Identify the critical workforce needs, demands, and issues we are facing today, as well as those that will impact the College over the next five or more years.*

## **STAGE II**

### **Workforce Plan – Spring 2021**

#### **Implementation Planning – Late Spring 2021 – Early Summer 2021**

*To create a comprehensive strategic workforce plan to support future recruitment and retention, with a prioritized implementation sub-plan to support roll-out strategies, programs, and initiatives.*

The initial work of the first stage consists of gathering valuable knowledge, insights, and feedback from various faculty, staff, department chairs, administrators, as well as other key stakeholders throughout the College. This process, facilitated by Segal, will be transparent, collaborative, and inclusive of the College community and will take the form of individual interviews, team interviews, focus groups, and information sessions. These activities have begun and are expected to be completed by January 2021.

As the project progresses, we will be providing status updates to the College community. Information will also be shared in the HRSTM weekly e-newsletter, *Employee Matters*. If you are interested in learning more about the project, please visit the [Strategic Workforce Planning](#) webpage. Also, if you have questions, please feel free to email: [workforceplan@montgomerycollege.edu](mailto:workforceplan@montgomerycollege.edu).