From: The President
To: MC Communications List
Subject: Management Initiative: Integrated Talent Management Approach
Date: Friday, March 11, 2011 1:11:36 PM

MONTGOMERY COLLEGE
Office of the President

March 10, 2011

MEMORANDUM

To: The College Community

From: Dr. DeRionne P. Pollard, President

Subject: Management Initiative: Integrated Talent Management Approach

I am pleased to announce a new collegewide management initiative that has been reviewed and discussed by the President's Executive Council, the Cabinet, and at the recent All Administrators meeting in March. This initiative, which is referred to as the Integrated Talent Management Approach, would consist of four interrelated practices:

1. The measurement of organizational and individual capability, strengths, and gaps;
2. The alignment of strategy, organizational design, processes, and people;
3. The deployment of talent; and,
4. The enhancement of organizational and individual capabilities.

Ms. Sarah Espinosa, Director of Employment Engagement and Labor Relations; Ms. Krista Leitch Walker, Director of the Center for Organizational and Professional Development (CPOD); and Ms. Vivian Lawyer, Chief Human Resources Officer developed this initiative to address: (1) some of the concerns raised by the Employee Engagement Advisory Group pertaining to management issues; (2) management and supervisory training needs and mandates; and, (3) succession and workforce planning as we begin to implement and use the new TALEO software .

The specific recommendations which I have endorsed include:

1. Establishing a Strategic Talent Management Committee;
2. Implementing an additional supervisor accountability metric;
3. Measuring the capabilities of College leadership (competency strengths and gaps);
4. Mandating that all administrators and managers complete the MC Management Program, and that all supervisors complete essential training; and,
5. Communicating the collegewide requirement for mandatory multicultural professional development.

After these implementation strategies are developed, I will then notify the College community.

There is one recommendation that I would like you to be aware of that involves a 360° feedback process for administrators (Recommendation #3). The instrument we will be using

this year will be the Gravitational Leadership 360° (GL 360°). The GL360 Leadership Skills Inventory is a web-based tool developed by the Institute for Community College Development at Cornell University. The tool includes leadership competencies as defined by the American Association of Community Colleges. In addition, there will be nine customized queries related to Montgomery College's unique leadership competencies or performance standards.

Please know that you may be requested by an administrator to participate as an observer (feedback provider) to complete the instrument for that administrator. The instrument will come to you electronically, if you are asked and if you agree to participate. Your responses will be both confidential and anonymous in order to provide aggregate information for each administrator. This information will be useful in developing administrator professional development plans and for determining future program offerings that the College should support.

Thank you in advance for your support of this new initiative.