

Department of Financial Services – Employee and Retiree Service Center
Equity Plan
June 9, 2015

The Department of Financial Services—Employee and Retiree Service Center (ERSC) is committed to the “Culture of Respect” compact established by Montgomery County Public Schools (MCPS). The compact establishes a commitment to recognizing every employee’s contribution as well as to setting high standards and expectations for all staff that are reasonable, clear, and transparent. In addition to adhering to the MCPS R.E.S.P.E.C.T compact, ERSC has established pillars of respect for the purpose of providing a code of conduct that fosters a respectful work environment. Together, these documents serve as the foundation for establishing sound and equitable business practices.

ERSC recognizes the rich racial, ethnic, cultural, and language diversity among ERSC staff and within the larger community of MCPS employees, retirees, and students. However, racial and cultural barriers exist that may prevent employees from reaching their professional potential.

ERSC’s mission is to identify these barriers and develop innovative strategies that will ensure diverse representation among all employment levels. The racial, ethnic, and cultural diversity of our organization provides a wealth of perspectives. ERSC staff recognizes its customers and colleagues as individuals by developing relationships and by acknowledging and giving appropriate consideration to their varied perspectives. In addition, ERSC works to create growth and advancement opportunities for its employees.

ERSC pursues equitable practices by focusing on the following areas:

- Human resource activities
- Professional development and growth
- Communication
- Team building
- Customers and stakeholders
- Organizational leadership

Human Resource Activities:

| A. Strategy: Integrate equity into recruiting and hiring | |
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| <p>Goals</p> <ol style="list-style-type: none"> 1. Recruit and hire highly qualified candidates who possess the knowledge and skills to be successful, while reflecting the diversity within the community. 2. Establish diverse interview panels to reflect the diversity within the candidate pool. | <p>Implementation</p> <ol style="list-style-type: none"> 1. Discuss all ERSC job openings at staff meetings to provide an opportunity for ERSC staff to consider applying for the position or to refer candidates. Explore opportunities to recruit from diverse populations. Establish procedures for central administration to expose school-based personnel to learning opportunities as well as career growth and planning tools to ultimately lead to a career with ERSC. |

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| | <ol style="list-style-type: none"> 2. Select interview panels that contain a diverse group of staff members who represent various functional areas within ERSC. 3. Conduct interviews at a time that allows for maximum candidate participation. 4. Offer seminars to help employees prepare for ERSC positions. 5. Create flyers announcing position openings within ERSC to place in schools, bus depots, and other MCPS work locations. |
| B. Strategy: Integrate equity into new employee orientations | |
| <p>Goals</p> <ol style="list-style-type: none"> 1. Address the organization’s culture of respect and code of conduct. 2. Provide transparency in job specific expectations, competency, and requirements to be successful. | <p>Implementation</p> <ol style="list-style-type: none"> 1. Provide all new employees with an opportunity to meet with supervisors and managers of each functional team for orientation. 2. Provide all new employees with materials specific to the organization, the office, and their position. 3. Introduce new employees to ERSC’s vision, mission, and pillars of respect. 4. Supervisors provide continuous feedback during the probationary period so the new employee understands the expectations in order to be successful. |
| C. Strategy: Ensure equity in growth opportunities | |
| <p>Goals</p> <ol style="list-style-type: none"> 1. Provide equal opportunities for professional development and cross training experience. 2. Provide equal opportunities for staff to participate in meetings and on leadership teams, interview panels, and committees as additional professional development experience. | <p>Implementation</p> <ol style="list-style-type: none"> 1. Provide equal opportunities for all staff members to be part of focus groups when new initiatives are implemented. 2. Provide all staff members with equal opportunities to propose agenda items and/or lead all-staff meetings. |

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Professional Development and Growth:

| A. Strategy: Ensure Equity in Professional Development | |
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| <p>Goals</p> <ol style="list-style-type: none"> 1. Equitably adhere to and reinforce principles and requirements of current MCPS professional growth systems for all employees. 2. Encourage all employees to carefully assess, plan, and pursue their career objectives according to their interests and abilities. | <p>Implementation</p> <ol style="list-style-type: none"> 1. Supervisors work with their teams to complete their professional development plans in a timely manner. 2. Supervisors periodically meet with their team members to discuss their progress and assess any need for assistance. 3. Supervisors report progress on PDP to the Chief Financial Officer. 4. Explore professional development opportunities for all staff members in conjunction with the Office of Human Resources and Development including but not limited to mentoring and shadowing an expert. 5. Communicate professional development opportunities to all staff members. 6. Explore future opportunities for diversity and cultural sensitivity training. |

Communications:

| A. Strategy: Integrate equity into communications | |
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| <p>Goals</p> <ol style="list-style-type: none"> 1. Establish open and honest dialog with all levels of the office without regard to racial, ethnic, or cultural differences. 2. Establish a mechanism for all employees to offer their ideas and opinions. 3. Respect every employee’s opinions and suggestions by addressing and responding to them. | <p>Implementation</p> <ol style="list-style-type: none"> 1. Provide equal opportunity to all ERSC staff members to provide staff meeting agenda items. 2. Encourage all staff members to provide suggestions via the ERSC suggestion box. 3. Provide all staff members with opportunities to offer feedback on ERSC communication materials through debriefings. 4. Provide all staff members with timely communication, information, and training on new initiatives. |

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Team Building:

| A. Strategy: Enhance equity by effective team building | |
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| <p>Goals</p> <ol style="list-style-type: none"> 1. Include a diverse representation of staff on work teams and projects. 2. Increase knowledge of other ERSC work teams. 3. Share rationale for work teams and projects. | <p>Implementation</p> <ol style="list-style-type: none"> 1. Construct project and work teams to provide learning opportunity and cross training for staff. 2. Leadership offers cross training to enhance staff knowledge/understanding of other ERSC teams. |

Customers and Stakeholders:

| A. Strategy: Provide for equity in customer service | |
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| <p>Goals</p> <ol style="list-style-type: none"> 1. Treat customers with respect without regard to race, ethnicity, or other cultural differences. 2. Provide consistent and high quality customer service. 3. Provide an opportunity for customers to offer feedback. 4. Ensure that customers have access to accurate and timely ERSC information. | <p>Implementation</p> <ol style="list-style-type: none"> 1. Provide ERSC staff members with training on telephone customer service. 2. Provide ERSC staff members with up-to-date and timely training on new initiatives, system changes and challenges in order to provide high quality customer service. 3. All staff consciously consider diverse communication needs of ERSC customers. 4. Update ERSC website regularly to provide the latest accurate information to all MCPS staff. 5. Publish ERSC performance statistics on ERSC website. 6. Maintain customer satisfaction survey for customers to provide feedback. Regularly share survey results with ERSC staff. |

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Organizational Leadership:

| A. Strategy: Enhance equity by effective team building | |
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| <p>Goals</p> <ol style="list-style-type: none"> 1. Encourage all staff members to consider professional growth opportunities in leadership. 2. Mentor any employee who shows interest, potential, and ability to advance to leadership positions. 3. ERSC leadership understands the importance of cultural awareness and sensitivity. | <p>Implementation</p> <ol style="list-style-type: none"> 1. Leadership is available and approachable for professional growth discussions with staff. 2. Introduce leadership opportunities to all staff. 3. Encourage staff participation in leadership training programs. 4. Leadership team discusses upcoming positions and opportunities to give staff advancement opportunities. |

Measurements:

| B. Strategy: Enhance equity by effective measurement of progress | |
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| <p>Goals</p> <ol style="list-style-type: none"> 1. Increase diversity of staff at all levels 2. Improve customer service | <p>Implementation</p> <ol style="list-style-type: none"> 1. Conduct measurement of candidate pools. 2. Provide office diversity data as requested. 3. Use survey data to improve services. |