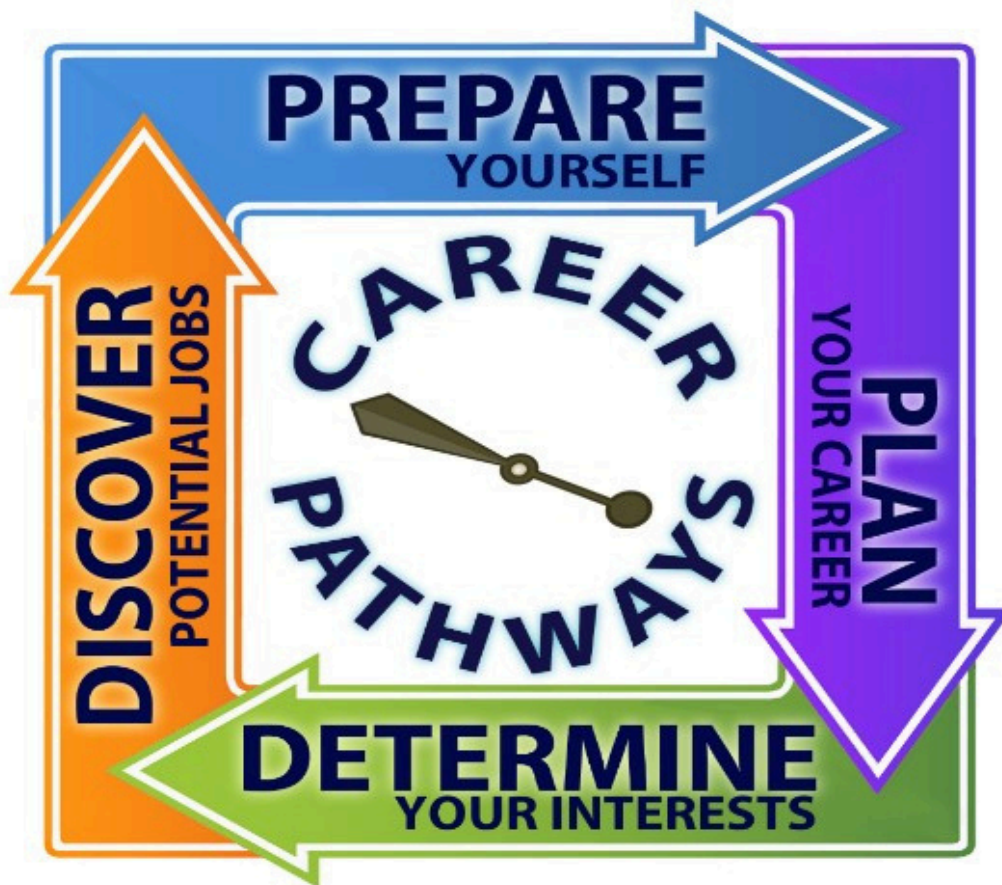


Career Pathways Program



Fiscal Year 2025

Information in this booklet was presented to stakeholders and Career Pathways Program participants on December 19, 2024. All information presented herein was accurate at the time of presentation. For current/updated news and information, please visit the Career Pathways Website.

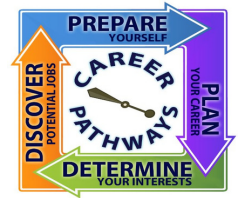
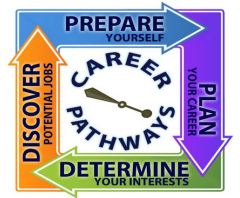


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- 7** The Career Pathways Team
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1

About Career Pathways



■ Background

The Career Pathways Program was established in 2014 to offer supporting services employees the opportunity to grow their career with MCPS. An extensive stakeholder workgroup conducted a deep dive into operationalizing the Program. Initial work included updating the career pathways website, creating additional pathways, and identifying resources. As a part of this work, the career pathways website, with a job search database, was designed for employees to access via the MCPS SharePoint site.

From 2015 to 2022, the Career Pathways Program was staffed with one Career Pathways Specialist to serve all 9,500 support staff. In 2019, MCPS and SEIU's desire to expand the program initiated a workgroup. Energy from MCPS and SEIU to expand the program initiated a workgroup on what expansion should look like and what data would be collected. SEIU contract language was introduced and incorporated into the collective bargaining agreement.

■ SEIU Contract Language

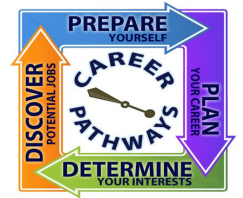
“...the Career Pathways program is intended to support SEIU Local 500 unit members to identify career goals and obtain training and direction to attain those goals. The Career Pathways Program will offer opportunities for employees to improve their knowledge and skills in content areas that will enable employees to reach their career goals, with programs and processes in place to support those objectives,” (Article 28, R).

“... the parties agree to the continuation of the joint committee on expansion of the Career Pathways program for support professionals and to further strengthen organizational commitment to the program... recommendations on how best to expand the program’s capacity to include the following:

1. Systemwide career development
2. Mentoring and onboarding
3. Leadership development
4. Coordinating professional development support and design
5. Evaluating evolving workforce needs
6. Collaborate to identify and remove barriers or obstacles preventing staff from participating in professional and career development,” (Article 4, J).

2

Program Mission & Goals



■ Mission

The Career Pathways Program, in the Department of Districtwide Professional Learning, works to facilitate the development of an organizational culture grounded in excellence, antiracism, equity and inclusion, and to reimagine and coordinate professional learning based on current research and best practices.

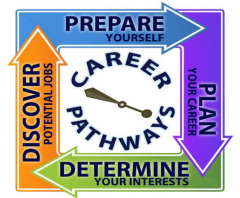
The Career Pathways Program's mission is dedicated to developing and supporting pathways that promote continuous professional learning, enhance instructional and leadership practices, and drive systemic change to ensure every student, staff member, and family experiences equitable and impactful educational outcomes

■ Program Goals

1. Increase awareness of, and engagement with, the MCPS Career Pathways Program, to make employees aware of existing services and resources to help them in their professional growth.
2. Increase employee retention through initiatives designed to increase employee engagement and satisfaction.
3. Provide enhanced leadership training and opportunities for supporting services employees to prepare future leaders of MCPS.
4. Promote a culture of learning and development, to compete with other businesses and reinforce MCPS as a premier employer in Montgomery County, MD.

3

Career Pathways Expansion Milestones

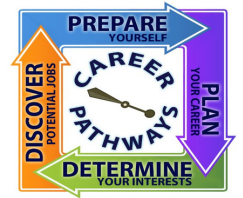


Initiatives to expand the Career Pathways Program were implemented beginning in the 2022-2023 fiscal year. Below is a timeline of past milestones for the Career Pathways expansion and planned milestones for the future.

<ul style="list-style-type: none"> • New Position Added 	Jul. 2022
<ul style="list-style-type: none"> • Team Fully Staffed • New Intake Data Process 	Sep. 2022
<ul style="list-style-type: none"> • Ambassador Program Launched • New Website 	Jan. 2023
<ul style="list-style-type: none"> • Mentoring Program Refresh 	Apr. 2023
<ul style="list-style-type: none"> • Leadership Program Launched 	Sep. 2023
<ul style="list-style-type: none"> • Moved to Districtwide Professional Learning 	Jul. 2024
<ul style="list-style-type: none"> • School Pop-ups Started 	Nov. 2024
<ul style="list-style-type: none"> • Standardization of PL for Supporting Services - Development 	FY25 Semester 2
<ul style="list-style-type: none"> • Standardization of PL for Supporting Services - Phase 1 Implementation • DMO Mentors in service centers 	FY26
<ul style="list-style-type: none"> • Standardization of PL for Supporting Services - Phase 2 Implementation • Expand Ambassador Program 	FY27

3

Career Pathways Expansion Milestones



Initiatives to expand the Career Pathways Program were implemented beginning in the 2022-2023 fiscal year. The sections below further explain the milestones.

■ New position

A Career Pathways Manager position was created and allocated to the team, increasing the Career Pathways team from one to two positions to meet the increasing career development and professional learning needs of support staff in MCPS. This increase has allowed for more programs and support.

■ Ambassador Program Launched

The Ambassador Program was established as a grass roots extension of the Career Pathways Program to supplement the work of the manager and specialist, provide on-site support for supporting services professionals, and to increase the capacity of employees through training and developing during their tenure as ambassadors.

The Ambassador Program went live in January 2023, with a kickoff meeting planned for new ambassadors on 01/19/23. There were 24 ambassadors- 15 from schools and 9 from offices/depots in the 2022-2023 school year. The first tenure would be eighteen months.

For the 2023-2024 school year, 24 ambassadors supported 43 locations and approximately 1,600 employees.

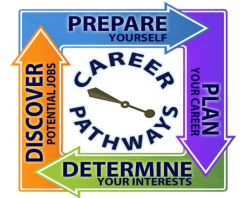
This program serves the dual purpose of building the ambassadors' capacity as they receive monthly training and individual coaching so that they develop skills to enhance their employment and experience with MCPS, directly impacting student learning, and providing “boots on the ground” career development support to our over 9,500 supporting services employees.

■ Leadership Program

This professional development program was designed as a component of the FY23 expansion to address the needs of employees looking to grow their careers and support a “Grow Your Own” initiative to develop current talent within MCPS and improve retention. Marketing for this program began in March 2023, and recruitment efforts began in April 2023. The program launched in FY24. Expansion plans include writing a next level for staff who have completed the initial cohort.

3

Career Pathways Expansion Milestones



■ Mentoring Program Refresh

The materials for the SEIU Mentoring Program, including the presentation, sign-up forms, and website, have been overhauled and improved. In April 2023, Career Pathways held information sessions to share news about the Mentoring Program and generate more interest in mentorship. Career Pathways envisions having a mentor available to represent each of the SEIU chapters so that, regardless of current position or future goals, employees can connect with a mentor who can support them in a meaningful and impactful way. As of December 2024, there are eight mentors representing four SEIU chapters.

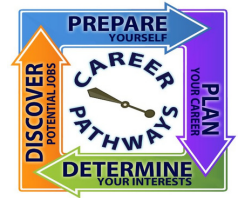
■ Career Pathways Training Assessment

The Career Pathways Program offers opportunities for employees to improve their knowledge and skills in content areas that will enable them to achieve their career goals. To do this through an anti-racist lens, Career Pathways has reviewed current professional learning courses offered through the SSPGS Training and Development with a lens of creating a safe space and retention of employees of color and ensuring culturally responsive learning environments for all students, especially those who are linguistically, racially and culturally diverse. The training assessment is in its final stages, and the Career Pathways Program Manager is preparing a report highlighting what training support professionals need to meet current and future work demands.

■ Career Pathways Intake Data

Employees interested in support from Career Pathways complete an intake form, and on the backend additional data is collected, including their race, SEIU chapter, position, location, and anticipated retirement date. This helps to capture the impact of the Career Pathways Program and to identify trends in employee needs for strategic planning.

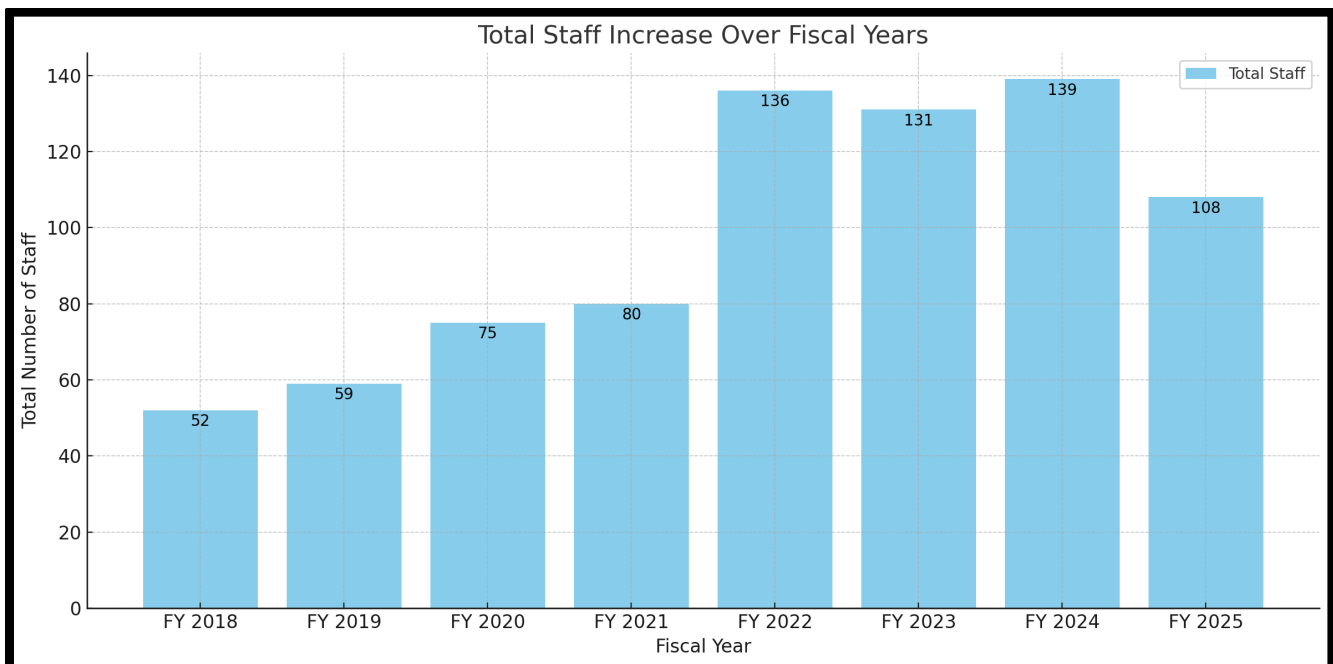
Keeping data on established relationships helps the manager and specialist to focus on the program's ROI, who the program is supporting, who is missing out on opportunities through Career Pathways and how improvements can be made for future growth of the program.



This section provides an overview of the direct services provided by the Career Pathways Program to supporting services employees. This is not an exhaustive list.

■ SEIU to MCEA Support, Teacher Pathways

The Career Pathways Program has been instrumental in expanding Higher Education Partnerships available to support staff and the intentional recruitment of support staff to attend informational sessions, apply to universities, complete their internship and program successfully, and then apply to MCPS as a teacher. Collaboration with the Higher Education Partnerships Instructional Specialist, who manages all partnership relationships, is crucial to address employees' interests and critical teaching shortages. We have seen a 151% increase in support professionals to teachers since this collaboration began in 2017. Career Pathways trains about 600 support staff a year on how to become a certified teacher in Maryland and how to interview for teacher positions. The chart below shows the increase in support staff who have become teachers with MCPS over the last few fiscal years.



The Career Pathways Program also provides professional learning opportunities tailored to the needs of our teacher interns including but not limited to training on resume writing, preparing for teacher interviews, and hot topics in education such as artificial intelligence.

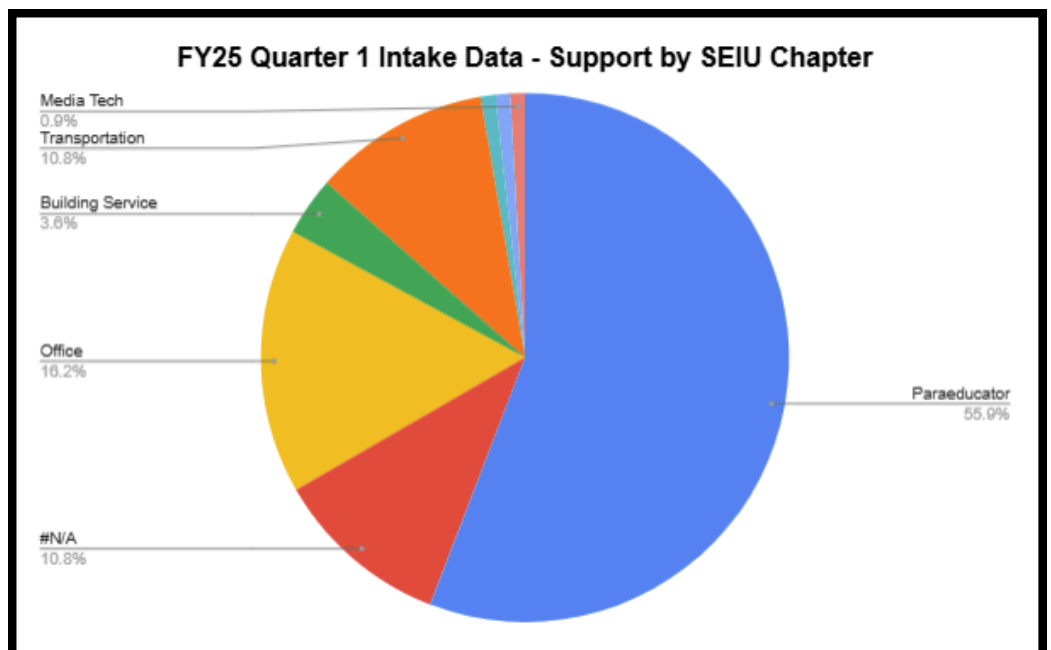


Services

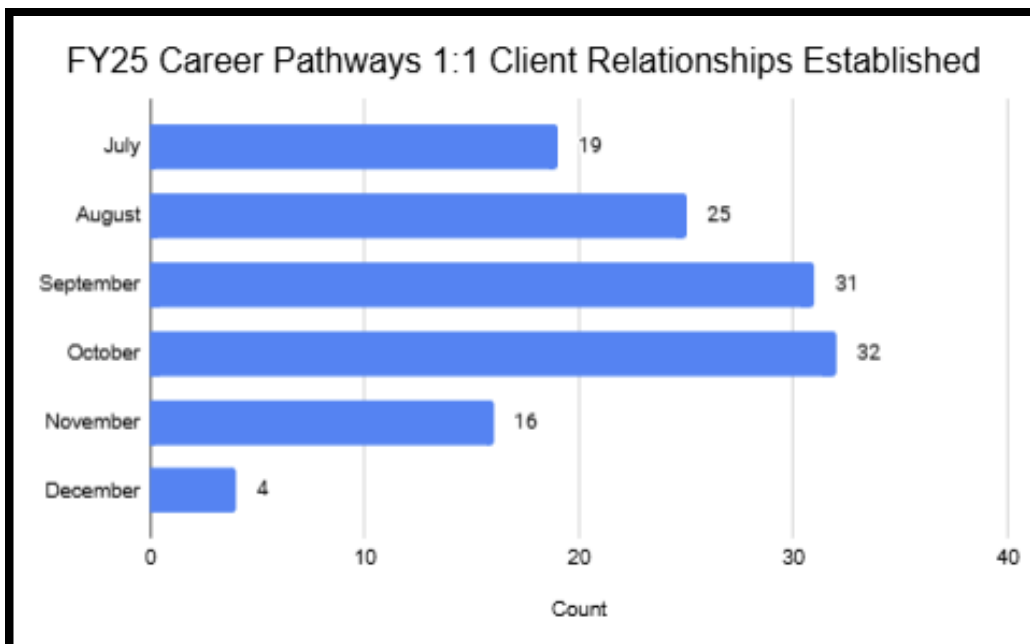
This section provides an overview of the direct services provided by the Career Pathways Program to supporting services employees. This is not an exhaustive list.

■ 1:1 Consultations

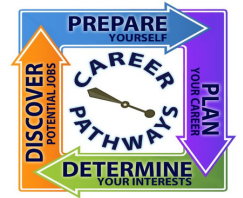
The Career Pathways Team meets with employees for 1:1, personalized career development consultations. Services provided include career coaching, goal setting and long-term career planning, resume writing and review, and interview prep.



N/A indicates non SEIU (subs, TPTs,)



Count of new client relationships established per month from July 2024 through December 13, 2024.



This section provides an overview of the direct services provided by the Career Pathways Program to supporting services employees. This is not an exhaustive list.

■ Professional Learning Opportunities

The Career Pathways Program offers professional learning on career development and special interest topics.

Professional Learning Opportunities include (but are not limited to):

- Grow Your Career with MCPS, PDO Course #92883
- Resume Writing, PDO Course #91979
- Getting the Job: Successful Interviewing Skills on Zoom, PDO Course #89409
- Interviewing for Success
- Introduction to Spanish for Front Office Staff, PDO Course #91980
- Deaf Culture and Communication Strategies, PDO Course #91981
- AI in Education for Teacher Interns
- AI in Education for Paraeducators
- How to Become a Teacher Webinar, PDO Course # 87524
- How to Interview for Teacher Positions in MCPS, PDO Course # 92879

Career Pathways also partners with different offices to provide professional learning opportunities tailored to the needs of different employee groups. Some sessions include:

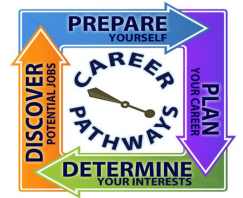
- DOT and Career Pathways Present: Grow Your Career with MCPS, PDO Course #92810
- Career Pathways and DOT Present: Introduction to Spanish, PDO Course #92926
- Paraeducator 101, PDO Course # 92957
- Paraeducator Hot Topics

375

Career Pathways has provided professional learning to approx. **375** employees as of December 13, 2024 for the 2024-2025 school year.

15

Career Pathways offers approximately **15** unique professional learning opportunities to support staff each school year.



This section provides an overview of the direct services provided by the Career Pathways Program to supporting services employees. This is not an exhaustive list.

■ Workforce Development Programs

The Career Pathways Program manages several employee programs including the Ambassador Program, Leadership Development Program, and SEIU Mentoring Program. Each program addresses a specific need and provides custom support to employees at all stages of their career with MCPS.

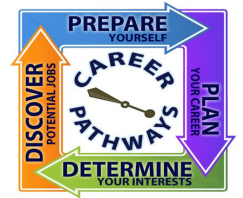


In addition to direct services, the Career Pathways Program also provides indirect supports including advocacy, cross-functional collaboration with other MCPS teams, work groups, and strategic planning. Below is a list of the committees and work groups in which the Career Pathways Team participates.

- SEIU Contract Negotiations
- Higher Education Partnerships
- Future of Work
- New Paraeducator Orientation
- Joint Labor Management Collaboration Committee (JLMCC)
- Administrative Secretaries PLC
- Parapalooza
- Para Labor Management Committee
- Work-Based Learning Committee
- Professional Learning Design for Supporting Services
- Joint Professional Learning Committee
- Supporting Services Professional Growth Systems (SSPGS) Implementation Team
- Supporting Services Training Corps (SSTC)
- Career Development and Educational Improvement Committee (CDEI)
- National Resource Center for Paraprofessionals (NRCP) Annual Conference

5

Workforce Development



■ Career Pathways Ambassador Program

Mission

The Career Pathways Program's Ambassador Program aims to empower MCPS support professionals and supervisors by providing them with timely and meaningful access to career development information and resources. Through this strategic initiative, we strive to raise awareness of the benefits of working for MCPS, foster professional growth for their current or future role, and support the career advancement of our dedicated staff.

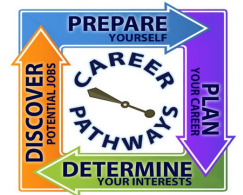
Vision

To cultivate a well-informed, engaged, and professionally fulfilled community of support professionals within MCPS, contributing to a dynamic and thriving educational environment.

Goals

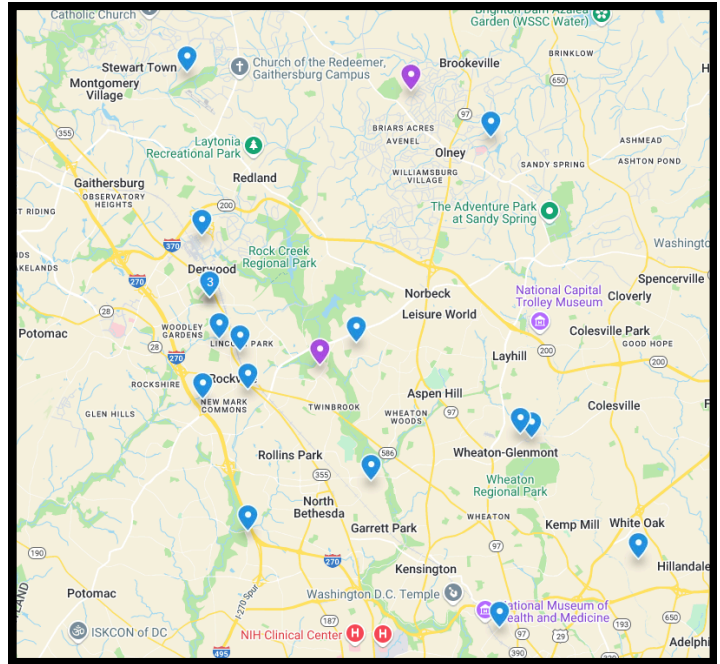
1. **Raise Awareness:** Increase knowledge and understanding of career development opportunities among MCPS support professionals and supervisors.
2. **Provide Resources:** Ensure timely and relevant access to career development resources and information.
3. **Foster Professional Growth:** Support the continuous professional development and career advancement of MCPS staff.
4. **Enhance Engagement:** Strengthen the connection between support professionals, supervisors, and the Career Pathways Program through active participation and communication.

Workforce Development



Career Pathways Ambassador Program - Service Area

The map shows MCPS facilities where an ambassador is currently assigned. Locations in purple indicate there is more than one ambassador at the location. Ambassadors can support multiple locations. This map shows the ambassadors' primary work locations.



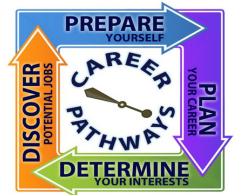
Career Pathways Ambassador Program - PL sessions

Ambassadors have the opportunity to attend monthly professional learning sessions to build their capacity to provide career development support to MCPS support professionals. Subject matter experts from around MCPS are invited to share their knowledge and experience with the ambassadors. Below is an overview of past and planned sessions for the FY25 year.

CAREER PATHWAYS AMBASSADOR PROGRAM					
FY25 CALENDAR OF EVENTS	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY
	09.24.24 Ambassador Kick-Off Meeting IN-PERSON 15 W. Gude Drive RM336 5-8 PM	10.22.24 SEIU VIRTUAL 4:30-6:30 PM	11.19.24 Strengths-Based Training VIRTUAL 4:30 - 6:30 PM	12.17.24 EAP VIRTUAL 4:30-6:30 PM 12.19.24 Ambassador/Leadership Crossover Event In-Person 8:00 AM - 4:00 PM	01.14.25 IN-PERSON 15 W. Gude Drive RM336 5-7 PM 1:1 coaching sessions available
	FEBRUARY	MARCH	APRIL	MAY	JUNE
	02.25.25 Involuntary Transfer Season VIRTUAL 4:30-6:30PM 1:1 coaching sessions available	03.25.25 Equity Initiatives Unit VIRTUAL 4:30-6:30PM 1:1 coaching sessions available	04.29.25 Higher Education Partnerships VIRTUAL 4:30-6:30 PM	05.20.25 Hot Topics VIRTUAL 5-7 PM	06.04.25 Ambassador End-of-Year Celebration IN-PERSON 15 W. Gude Drive RM336 5-7 PM

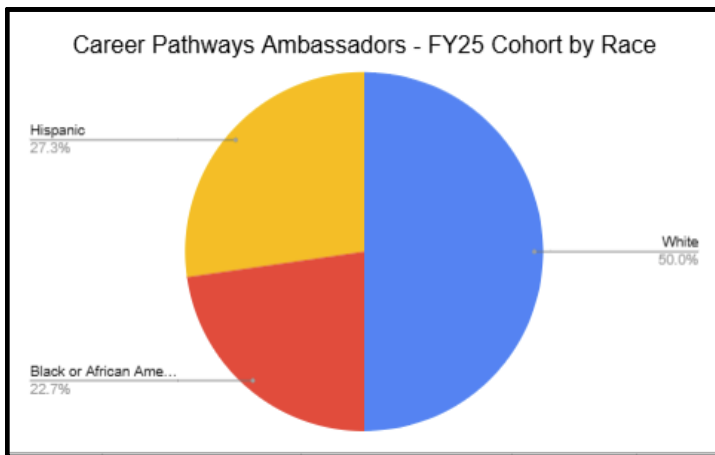
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Workforce Development

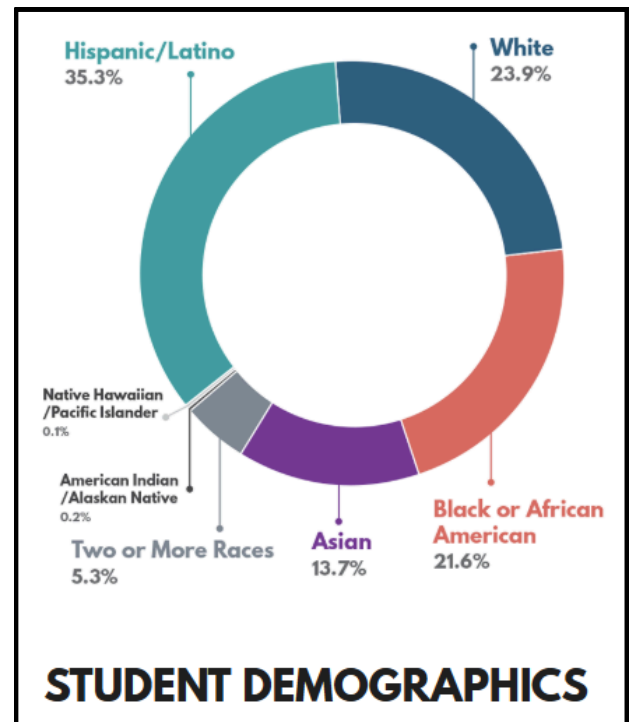


■ Career Pathways Ambassador Program - Demographics

The chart(s) show the FY25 Ambassador cohort demographics by SEIU Chapter, Years of Service, and Race.

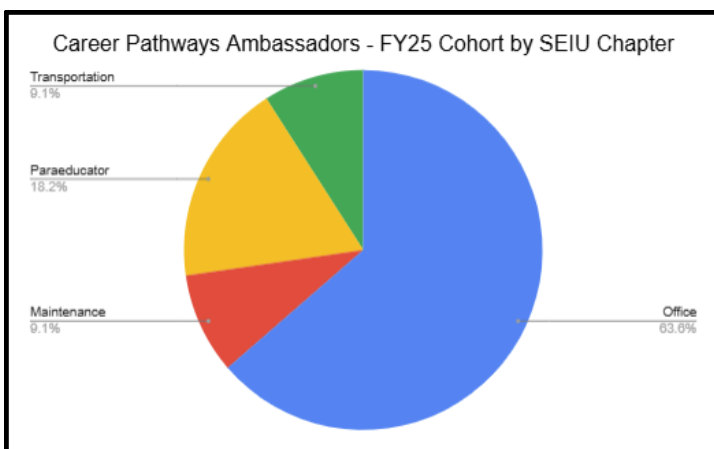


Side-by-side comparison of current ambassador demographics and student demographics. Specific efforts are being made to diversify the ambassador cohort.

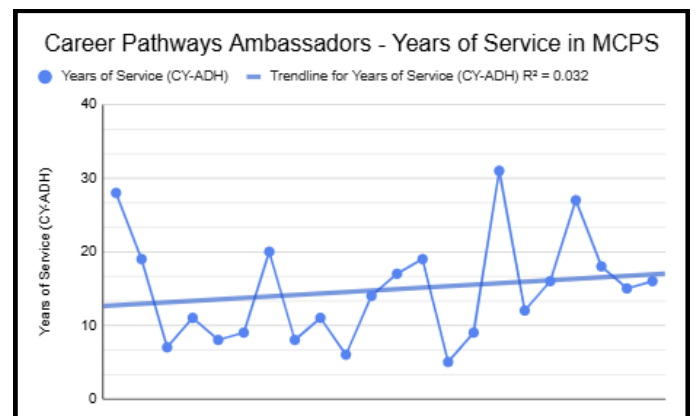


Student demographics from

<https://www.montgomeryschoolsmd.org/about/>



The FY25 Ambassador Cohort represents 4 of 8 SEIU chapters.



The minimum requirement to participate in the Career Pathways Ambassador Program is 5 years.

6

Workforce Development



■ Career Pathways Leadership Development Program

Mission

The Career Pathways Leadership Development Program aims to fill the gap in quality, comprehensive leadership training for supporting services employees. This program empowers Montgomery County Public Schools' supporting services employees to develop essential leadership skills, fostering a culture of continuous learning, growth, and professional advancement within the organization.

Vision

Our vision is to cultivate a thriving community of well-equipped leaders within Montgomery County Public Schools to promote and support a “Grow-Your-Own” culture, who drive excellence, resilience, and innovation, ensuring the district remains a premier work destination and educational leader in Maryland.

Goals

- **Enhance Leadership Skills:** Provide comprehensive training to develop core leadership competencies, resilience, and effective communication skills among participants.
- **Promote Professional Growth:** Support employees in setting professional goals, engaging in self-reflection, and adopting growth strategies to advance their careers.
- **Improve Professional Marketing:** Equip participants with the tools and knowledge needed to effectively market themselves, including crafting compelling cover letters, resumes, LinkedIn profiles, and honing interview skills.
- **Align with MCPS Core Competencies:** Deepen participants' understanding of the SSPGS core competencies and evaluation systems, preparing them for leadership roles within the district.
- **Increase Retention and Satisfaction:** Foster a supportive and engaging environment that enhances employee retention and satisfaction by investing in their leadership development and career progression.
- **Ensure Inclusivity and Accessibility:** Design the program to meet the diverse needs and skill levels of all support professionals, ensuring equitable access to leadership development opportunities.

6

Workforce Development



■ Career Pathways Leadership Development Program - Curriculum Overview

The leadership program offers a comprehensive curriculum designed to cultivate skills in leading self, leading others, and leading within one’s environment. Through a blend of assessments, readings, reflections, and group activities, participants will gain a deeper understanding of the MCPS supporting services core competencies and how these align with their roles, enabling them to better contribute to student success. By engaging in real-life scenarios, participants will develop and enhance their problem-solving abilities, while learning techniques for navigating and resolving difficult conversations in the workplace. The program also focuses on strategies for fostering equity and inclusion, as well as promoting a more supportive and collaborative environment. Throughout, participants will reflect on their personal growth, particularly in areas of authenticity and professionalism, and create a roadmap for their continued personal and professional development. This holistic approach ensures that participants not only become more effective leaders but also more self-aware and committed to long-term improvement.

Sample schedule of professional learning sessions for the year.

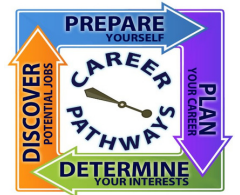
Session	Date/Time	Location*	Topic
Session 1	October 30, 2024 8:00 AM - 4:00 PM	850 Hungerford Dr. (CESC) Room: 162T	Personal and Professional Competencies
Session 2	November 21, 2024 8:00 AM - 4:00 PM	15 W. Gude Dr. (CTI) Room: Tred Avon (336)	Mindset/Lemonade
Session 3	December 19, 2024 8:00 AM - 4:00 PM	850 Hungerford Dr. (CESC) Room: Auditorium	Strengths-Based Leadership with Tre Gammage
Session 4	January 16, 2025 8:00 AM - 4:00 PM	15 W. Gude Dr. (CTI) Room: Tred Avon (336)	Dare to Lead
Session 5	February 20, 2025 8:00 AM - 4:00 PM	15 W. Gude Dr. (CTI) Room: Tred Avon (336)	Lemonade/Crucial Conversations
Session 6	March 19, 2025 8:00 AM - 4:00 PM	15 W. Gude Dr. (CTI) Room: Potomac Room (320)	Dare to Lead
Session 7	April 24, 2025 8:00 AM - 4:00 PM	15 W. Gude Dr. (CTI) Room: Tred Avon (336)	Leadership Case Study
Session 8	May 21, 2025 8:00 AM - 4:00 PM	850 Hungerford Dr. (CESC) Room: 162T	Leadership Project

■ Career Pathways Leadership Development Program - Perks of Participation

- Engage with employees across the organization to build cross-functional relationships
- Join a community of practice to learn and collaborate with peers
- Access unique program components like workshop tickets and guest facilitators
- Expand professional network by connecting with colleagues from various departments
- Receive a certificate of completion highlighting skills and leadership potential

6

Workforce Development

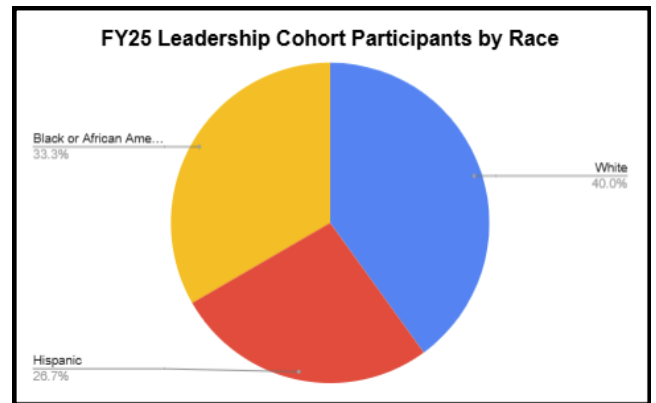


■ Career Pathways Leadership Development Program - Current Cohort Stats

Each year, a new cohort of MCPS support professionals applies to participate in the Leadership Program. The program is advertised to all support professionals in different roles in MCPS. The FY25 cohort has 15 participants.

Fiscal Assistant V
Trnsp Staffing Mgr
Paraeducator Spec Ed
Paraeducator Spec Ed
Tech Help Desk Specialist I
Fiscal Specialist II
Translation Specialist 21
Administrative Secretary I
Spec Position & Sal Admin
Accts Receivable Team Leader
Building Service Manager III
Paraeducator, Focus
School Financial Specialist
Paraeducator 10 mo
Bus Route Supervisor

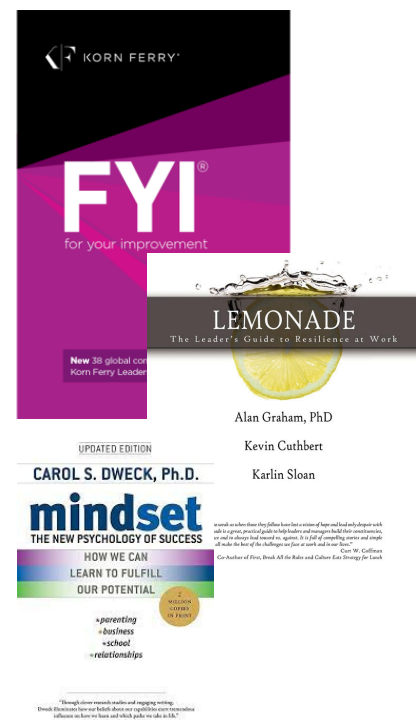
Roles held by participants in the FY25 cohort.



FY25 cohort by race.

■ Career Pathways Leadership Development Program - Materials Snapshot

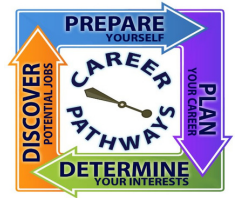
Landing page for Canvas Classroom



Some books used in the program

7

The Career Pathways Team



The Career Pathways Team has a combined 35 years of experience in MCPS and have worked in many different areas of the organization. The team uses their extensive experience in many different areas of MCPS to guide support professionals in achieving their career goals.

Nathalie Bourdereau

Career Pathways Program Manager



Heather Harman

Career Pathways Program Specialist



My name is Nathalie Bourdereau, and I am proud to serve as the Career Pathways Program Manager in the Office of Strategic Initiatives for Montgomery County Public Schools (MCPS). Before this role, I was the lead professional growth consultant in DPGS where I lead a team of 7 PGCs to help build the capacity of SEIU underperformers. I started MCPS as a special education paraeducator at the middle and elementary school levels. Over my 18 years with MCPS, I have found immense joy in supporting students, staff, and our school communities.

Nathalie has a Bachelors degree in Sociology/Psychology and a Masters in Human Resources and Development

With over 15 years of experience in MCPS, with roles including special education paraeducator, position and salary administration specialist, ERP trainer, and program specialist, Heather has built a strong foundation in supporting diverse employees and learners. During her time as a paraeducator, Heather earned her Intervener Certification from Utah State University, demonstrating her commitment to supporting students with unique needs.

Heather holds a Bachelor of Science in Business Administration with a specialization in Business Intelligence and is currently pursuing a Master of Science in Educational Leadership.

Ways to Connect

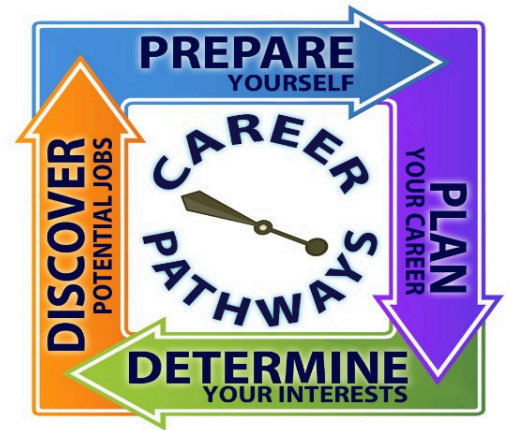
You can connect with us via email.

If you have employees who would benefit from our services, please have them complete the Career Pathways Intake Form.

The Intake Form is located on the Career Pathways Website

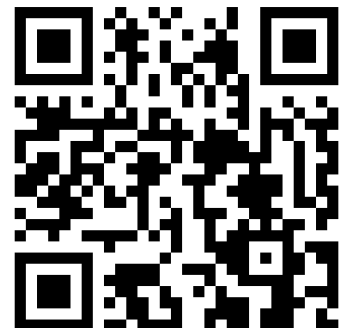
AND

Can be accessed using the QR code below:



Feedback

Have feedback or ideas? We would love to hear from you.



@ Nathalie_C_Bourdereau@mcpsmd.org
Heather_L_Harman@mcpsmd.org

 <https://bit.ly/47ErB0Y>

 850 Hungerford Dr.
Rockville, MD 20850

Fiscal Year 2025

Information in this booklet was presented to stakeholders and Career Pathways Program participants on December 19, 2024. All information presented herein was accurate at the time of presentation. For current/updated news and information, please visit the Career Pathways Website.