

MDEStat Meeting

July 26, 2010



Shari T. Wilson, Secretary

Sue Battle-McDonald, Stat Director

Table 1: MDE Management Training Program Status as of 5/4/10

1	Number of employees in initial Skillsoft “pilot group”	45
2	Of the number in Row 1, number of employees who completed all Skillsoft training modules prior to the 3/31/10 expiration date for the first 45 “pilot group” licenses	31
3	Number of additional “second group” employees who also received Skillsoft licenses	12
4	Number of “second group” employees who withdrew from Skillsoft training program	1
5	Number of “second group” employees who had completed all Skillsoft training modules as of 4/30/10	0*
6	Total number of employees who had Skillsoft licenses as of 12/31/09	56 (45+12-1)
7	Number of MDE managers with no previous management training as of June 2009	72
8	Of the number in Row 7, number who have received Skillsoft licenses to date	25
9	Of the number in Row 8, number who completed all Skillsoft training modules by 3/31/10	16

*As communicated recently, these individuals were not told that the completion of the courses was mandatory.

Table 2: Mandatory Training for MDE Employees

Training Topic	Number Required to Have Training	Number of Employees Trained of Those Required to Have It		Target Completion Date
		5//12/10	6/24/10	
Substance Abuse	965	825	896	8/12/10
Domestic Violence	965	502	798	10/20/10
Progressive Discipline	229	219	230	6/22/10
Recruitment and Hiring	229	221	228	6/22/10
Sick Leave	229	223	229	6/22/10
PEP	229	223	229	6/22/10
EEO	229	87	195	6/22/10
ADA	229	175	226	6/22/10
Driver Improvement	As Needed	691	792	6/30/10
Travel (State Guidelines)	As Needed	129		Provided as Needed
Accountability (to include Contract Management Overview)			TBD FY 11	

Table 4: MDE Personnel-Related Initiatives

(Continued)

Initiative	June 2008 Status	Current Status	Plan and Timeframe for Evaluating Effectiveness/Success
<p>1. 2007 Recruitment and Retention Issue #1: Improving Coaching and Feedback Provided by MDE Managers. Proposed Actions: Provide training to managers, with an emphasis on:</p> <p>a. coaching and delegating</p>	<p>a. Coaching and Delegating: Currently evaluating on-line training provided by SkillSoft in a variety of business curricula, such as Leadership Development, Management, Human Resources, etc. Plan to deploy such training on a pilot basis by incorporating courses into ARMA's Leadership Development (Succession Planning) Project and evaluate the value/benefits of the training. Eventually will be mandatory for managers who didn't receive BCCC mgmt. training in 06.</p>	<p>This issue is being addressed via the "SkillSoft On-Line Management Training Program".</p>	<p>Sept. 2010</p>
<p>b. (modified) PEP process</p>	<p>b. PEP: Currently developing a plan to deploy training to new, first-line supervisors. Reviewing existing MDE PEP Policy and Procedures to determine if any changes are necessary to address comments received.</p>	<p>Revised guidelines are currently in development and will be finalized upon receipt of additional guidance from DBM.</p>	<p>Sept. 2010</p>

Table 4: MDE Personnel-Related Initiatives

(Continued)

Initiative	June 2008 Status	Current Status	Plan and Timeframe for Evaluating Effectiveness/ Success
2. 2007 Recruitment and Retention Issue #2: Good Fit Between Employee Skills and Job Requirements Proposed Action: Develop skills inventory database and panel to review reassignments for “best fit”.	The Pilot Leadership Development Project in ARMA will provide an initial review of the effort required to develop and maintain a skills inventory database. Target completion date for MDE-wide skills inventory is June 30, 2009 .	In September 2009, Ian Forrest and ASA presented the results of the ARMA Pilot LDP to senior staff and recommended rolling this effort out department-wide. Ian Forrest was reassigned to ASA as the full time manager of this effort. Shari announced the program to all employees on October 19th, 2009. Ian sent an email to all MDE employees on 1/11/10 announcing the program and applications for consideration were accepted from 3/1/10 through 4/9/10. A total of 82 applications were received and in June 2010, 41 were accepted by the Leadership Development Program Steering Committee to move forward in the Program. The projected start of this round of the LDP is September 1 2010.	c. TBD

Table 4: MDE Personnel-Related Initiatives

(Continued)

<p>3. 2007 Recruitment and Retention Issue #3: Improve Opportunities for Achievement and Recognition Proposed Actions: a. Enhance Employee of the Year/Service Awards events.</p>	<p>All done except recommendation for directors' awards, which is still under consideration, and cooperation with EIC, which is ongoing.</p>	<p>The process to select the EOY was revised and has been implemented for the selection of the CY 2009 EOY.</p>	<p>N/A</p>
<p>b. Recommend increasing the value of the awards (e.g., Group = \$15, Individual = \$300, Annual winner = \$3,000; Annual Nominees = \$2,000)</p>		<p>The FY 2010 budget language restricts the ability to pay cash for employee performance. Administrative Leave is currently used to award employees receiving EOQ nominations.</p>	<p>N/A</p>
<p>c. Rework/refresh "Secretary's Award" program.</p>		<p>Done</p>	<p>N/A</p>
<p>d. Recommend that each administration/special unit implement a "Director's Award" program, which recognizes good work – criteria TBD.</p>		<p>This proposal was presented to senior staff on June 9, 2009. The implementation is at the discretion of each Admin Director. Director award being done in ASA, but not in the rest of the administrations. Written criteria need to be developed.</p>	<p>TBD</p>
<p>e. Work with EIC to refine their focus and seek their input/action on these issues.</p>		<p>This action is ongoing.</p>	<p>N/A</p>

Table 4: MDE Personnel-Related Initiatives

(Continued)

Initiative	June 2008 Status	Current Status	Plan and Timeframe for Evaluating Effectiveness/ Success
<p>4. 2007 Recruitment and Retention Issue #4: Training and Professional Development</p> <p>Proposed Actions:</p> <p>a. Increase the value of tuition reimbursement to the State's maximum and target application to specific, priority areas, such as employees working out of class.</p>	<p>a. and b. Under consideration.</p>	<p>a. Secretary has approved increasing tuition reimbursement to the State maximum. Estimated cost is \$50,000 per fiscal year. The revised Tuition Policy and Procedures was implemented on 1/13/09.</p>	<p>August 2010</p>
<p>b. Implement service agreements to require a specific term of employment based on the number of credit hours that are reimbursed.</p>		<p>b. A draft Service Agreement proposal was provided to AG's office for review. After AG's review, the draft will be submitted to Executive Staff for review and then propose to discuss at future senior staff meeting. The AG's input is still pending. Target completion date is September 1, 2010</p>	<p>January 2011</p>
<p>c. Establish a centralized review process for all such needs so that priority areas can be accommodated and the necessary funds identified.</p>	<p>c. Under consideration. Target completion date July 1, 2008.</p>	<p>On hold due to staffing constraints.</p>	<p>TBD</p>

Table 4: MDE Personnel-Related Initiatives

(Continued)

Initiative	June 2008 Status	Current Status	Plan and Timeframe for Evaluating Effectiveness/ Success
<p>5. 2007 Recruitment and Retention Issue #5: Trust and Confidence in Managers</p> <p>Proposed Actions:</p> <p>a. Analyze the survey data to determine how employees addressed this issue.</p>	<p>a. Trying to get data from DBM. Steve will reiterate our request.</p>	<p>Presentation provided at Senior Staff meeting on 12/22/08. Reinforcement of 360 degree Supervisor Evaluation process and Supervisor Training requirements are aimed at addressing these concerns. OFP is responsible for receiving the feedback document and synthesizing the data and then providing this info to the supervisor's manager in time for the supervisor's PEP. OHR, in collaboration with OIMT, implemented an automatic notification to supervisors with 5 or more direct reports on December 4, 2009.</p>	<p>a. TBD</p>
<p>b. Provide training to managers on communication.</p>	<p>b. Hope to use SkillSoft, starting fall 08.</p>	<p>b. See response #1 a above.</p>	<p>b. See response #1 a above.</p>
<p>c. Provide training to managers on the PEP process.</p>	<p>c. Will address this issue through PEP training; see 1b above.</p>	<p>c. See response #1 b above.</p>	<p>c. See response #1 b above.</p>

Table 4: MDE Personnel-Related Initiatives

(Continued)

Initiative	June 2008 Status	Current Status	Plan and Timeframe for Evaluating Effectiveness/ Success
6. 2007 Recruitment and Retention Issue #6: Work-Life Balance	ASA 2008 summer worker will survey employees regarding CWW and teleworking, asking (among other things) whether they'd had requests denied. Survey results will be assessed to determine next steps.	<p>Received about a 32% response rate from employees who filled out survey. Presentation provided at Senior Staff meeting on 12/22/08. Recently, MDE responded to DBM's proposed Telework Policy and Procedures revisions. Once finalized, MDE will adopt the revised policy and develop procedures to address concerns on telework issues. Compressed workweek policy will be reviewed and amended as appropriate. Target date August 1, 2009.</p> <p>Effective July 1, 2009, the new State Teleworking Policy and Procedures were implemented. A Brown Bag training session was conducted on June 23rd and 3 additional training sessions will be conducted before July 1st. This training is mandatory for all MDE telecommuters after July 1st. Additional training will be offered in July 2009.</p> <p>Additional protocols for office staff on how to handle external calls for teleworkers is currently under development.</p> <p>Further review of building/office/core hours is currently underway with assistance from the OAG. In addition, due to the 2009 H1N1 flu virus Level II policy that was put into effect on September 17, 2009, ASA has requested that all eligible essential and COOP critical personnel (including senior staff) complete a teleworking agreement and plan in the event of the need to telework.</p>	TBD

Table 4: MDE Personnel-Related Initiatives

(Continued)

Initiative	June 2008 Status	Current Status	Plan and Timeframe for Evaluating Effectiveness/ Success
7. Make MDE's "jobs" web page, and MDE's online job listings, more appealing and user-friendly.	Initially expected completion by May 30. In meeting, OHR said this would be done by June 6.	As reported in response to Item #5 in the "Followup from June 3 MDEStat Meeting" memo, OHR is working with the Office of Communications (OC) and the Office of Information Management (OIMT) to implement enhancements to the various MDE webpages that contain information about how to apply for positions. "Great Reasons to Work for MDE" has been posted. Some proposed changes could not be implemented due to technical impediments, which OIMT is working to address. However, many of the proposed changes have been implemented and additional enhancements are being explored. Further enhancements will be made as part of the MDE Web Enhancement Project.	Ongoing

Table 4: MDE Personnel-Related Initiatives

(Continued)

Initiative	June 2008 Status	Current Status	Plan and Timeframe for Evaluating Effectiveness/ Success
8. Finalize “Recruitment and Hiring Policy and Procedures” and provide training	Approved policy announced and posted in April. OHR will begin mandatory training for hiring managers in June 2008, and complete it by September.	Training for the Recruitment and Hiring Policy & Procedures, as well as other training activities, was conducted on November 7, 2009 as part of our day-long intensive HR training for supervisors. Additional training will be provided in accordance with the established Training Calendar. See response to Item # 18, “Mandatory Training for MDE Employees” Table.	TBD

Table 4: MDE Personnel-Related Initiatives

(Continued)

Initiative	June 2008 Status	Current Status	Plan and Timeframe for Evaluating Effectiveness/ Success
9. Training coordination – ASA is developing a departmental training coordination function.	Underway.	Done	N/A

Table 4: MDE Personnel-Related Initiatives

(Continued)

Initiative	June 2008 Status	Current Status	Plan and Timeframe for Evaluating Effectiveness/ Success
10. Leadership Development (formerly “Succession Planning”) pilot project in ARMA. Ian Forrest handling.	Will develop recommendation to Secretary on dept-wide applicability by June 2008.	See response to #2 above.	TBD

Table 4: MDE Personnel-Related Initiatives

(Continued)

<p>11. Explore the possibility of paying referral bonuses for hard-to-fill positions.</p>	<p>Data pertaining to the recruitment for Engineers/Scientists will be gathered and analyzed after the implementation of the ASR on July 1, 2008. Decision about pursuing the referral option will be made by January 31, 2009</p>	<p>Susan sent out an e-mail to all MDE personnel requesting employee assistance on referrals, offering rewards such as lunch with Secretary, etc. Susan received about 20 responses that ASA is following up on. OHR is tracking any successful appointments that resulted in these referrals. None of the appointments to the new BPW PINs resulted from a referral by a current MDE employee.</p> <p>OHR is continuing to analyze the data pertaining to the recruitment for Engineers/Scientists after the implementation of the ASR on July 1, 2008 to determine if it supports submitting a request to DBM.</p> <p>Each Program defines the criteria for:</p> <ol style="list-style-type: none"> 1) Who may and may not earn the bonus, 2) The amount of the bonus, 3) How the payment is to be made, 4) The payroll procedures involved, 5) The Authority cited, and 6) Samples of the data required. <p>Per Ms. Penni Miller, Director of CAS at DBM, no specific criteria and/or guideline is available for an agency to use for the submission of such requests. A formal request would have to be sent to the Secretary of DBM for approval in order to establish one of the referenced Programs for Engineers and/or Scientists. An agency must certify that funds are available for this purpose. If the classifications are not agency unique, there may be an impact with other agencies. Ms. Miller noted that, as an alternative, we should look at hiring above base salary for such positions.</p> <p>It must also be noted that the FY 2010 budget language restricts the establishment of any such recruitment or retention bonus programs.</p> <p>Regulatory and Compliance Engineers (RCE):</p> <p>Since July 1, 2008, there were a total of 45 RCE vacancies, of which 33 have been filled (22 RCE I's, 6 RCE II's and 5 RCE III's). This includes the 23 new positions received via the BPW in June 2008 (10), January 2009 (3) and June 2009 (10). Of these 45 positions, 21 were filled at base salary. (See attached chart)</p>	<p>TBD</p>
---	--	--	------------

Table 4: below chart Part of Initiative 11

(Continued)

	<i>Hiring/ Sign-On</i>	<i>Recruitment/ Referral</i>	<i>Retention</i>
<i>Social Workers</i>	√	√	
<i>Nurses</i>	√	√	
<i>DHMH Registered Nurses (24/7 Facilities only)</i>			√
<i>Institutional Educators</i>	√	√	
<i>DJS Direct Care</i>	√		
<i>Psychologists</i>	√		√
<i>DPSCS Correctional Officers</i>	√	√	√

Table 4: MDE Personnel-Related Initiatives

<p>12. Develop a structured summer internship program. To help measure the success of the program, develop a plan for measuring the quality of interns' experiences. Provide a brief summary of the plan.</p>	<p>Orientation was conducted on May 23 and the key environmental issues seminars schedule was disseminated. ASA Summer student will serve as the liaison to the group of summer students. Students will be contacted regularly, and interviewed to determine the value of their experience at the conclusion of the program.</p>	<p>Most of the summer interns filled out a survey questionnaire on their experience at MDE. ASA has the data and is compiling it. Most data received back states that the interns had a great experience, liked their supervisors and wanted more meaningful work. In CY 2009, MDE had 55 summer students, including summer youth works, interns, summer student workers, and summer student technical workers. An ASA summer student technical worker managed the structured program, which included weekly seminars and some field trips. Overall, the CY 2009 summer student program was well received and successful. In planning for CY 2010, ASA will evaluate whether to continue MDE's participation in the YouthWorks Program. The YouthWork Interns' behavior and work ethics did not provide for a quality or productive work experience.</p>	<p>Done</p>
<p>13. Classification and Compensation Policy and Procedures</p>	<p>Draft to be sent to senior staff for review and comment in June 2008.</p>	<p>This initiative will be abandoned due to the recent announcement from DBM, and included in the FY 2010 Budget Bill, that MDE will not have any delegated classification authority after 7/1/09.</p>	<p>NA</p>

Table 5: MDE Employees Regularly Teleworking with Signed Telework Agreements as of June 30, 2010

Date	Number of Employees Recorded as Regularly Teleworking
October 09	58
January 10	89
April 10	92
July 10	96

Table 6: MDE Employees Working on Compressed Schedules as of June 30, 2010

Date	Number of Employees Recorded as Working on Compressed Schedules
January 10	21
April 10	104
July 10	104

Table 7: MDE Energy Consumption, KW/hr Reductions Compared to 06/07 Baseline

Goals (reductions from the 06/07 baseline): 5% by CY09 10% by CY10 15% by CY15						
	2006/7 Baseline	2008/9 Usage	Δ	2009/10 Usage	Δ	
September	447,300	459,900	+3%	397,600	-15%	
October	395,500	377,300	-5%	367,500	-11%	
November	317,800	308,000	-3%	280,000	-21%	
December	332,500	289,100	-13%	273,700	-13%	
January	349,300	296,100	-15%	280,700	-20%	
February	338,100	260,400	-23%	248,500	-27%	
March	339,500	290,500	-14%	267,400	-21%	
April	353,500	308,700	-13%	313,600	-11%	
May	381,000	330,400	-13%	336,700	-12%	
June	405,700	401,100	-1%			
July	451,500	406,700	-10%			
August	468,300	442,400	-6%			

Table 8: Overdue (30+ days) End-Cycle PEPs Due in FY10

Admin.	10/5/09	1/11/10	4/19/10	7/19/2010
ASA	4	8	4	8

Table 9: Number of Supervisors who supervise five or more people

Administration	Number of Supervisors who Supervise Five or More People	Number of Supervisors who Supervise More than Five People
Office of the Secretary	1	1
Administrative Services Administration	4	2
Water Management Administration	21	18
Science Services Administration	6	3
Land Management Administration	15	7
Air and Radiation Management Administration	16	7
Coordinating Offices (Communications, OIMT, OB, OLP, Emergency Response)	3	3
TOTAL	66	41

Table 10: Utilization of 360-Degree Process

	FY09	FY10
Number of Supervisors Evaluated	4	
Number of Forms Submitted	Provided by OFP	