

MDEStat Meeting

July 6, 2009



Shari T. Wilson, Secretary

Sue Battle-McDonald, Stat Director

Table 1: MDE Summer Interns 2007-2009

	Number of MDE Summer Interns
2007	36
2008	47
2009	55

Table 2: MDE Administration's with Managers that Supervise Five or more People

Administration	Number of Managers
ASA	3
OS/CO	5
ARMA	21
LMA	19
SSA	10
WMA	38
TOTAL	96

Table 3: Personnel Initiatives

Initiative	June 3, 2008 Status	7/1/09 Status Please include target completion dates for each task.	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>45 SkillSoft seat licenses have been purchased, which will allow us to roll out the new training in manageable phases in order to ensure that we successfully implement and then track results (and that we are satisfied with the training product). This on line training replaces the BCCC program that we used previously. The seat licenses are allocated as follows:</p> <p>OS/CO: 7 (5 of which are to be assigned to OIMT for extensive Desktop & Advanced training modules)</p> <p>ARMA: 10 (To support the Leadership Development Program)</p> <p>WMA: 10</p> <p>WAS: 8</p> <p>ASA: 5</p> <p>SSA: 5</p> <p>The Supervisory/Management Training Curriculum has been developed. ASA and OIMT staff provided five hands-on training sessions. As of December 4, 2008, all 45 of the designated program participants have been trained and are using the on-line training program. A memorandum was sent out to all of the training program participants on January 15, 2009 to reiterate the importance of the program and to encourage them to take full advantage of this valuable training opportunity. ASA is monitoring the utilization of the program by the program participants.</p> <p>ASA recently conducted a survey of the participants, which is at Attachment B. Skillsoft has been modifying its IT platform, which will be completed by mid-July. Following that, ASA will assess the status of each participant and followup to ensure timely completion of the curriculum.</p> <p>One employee left MDE who was participating reducing it to 44 licenses. ARMA purchased 12 more licenses bringing the total to 56 Skillsoft seat licenses as of July 1st.</p>	<p>a. December 2009</p>

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b. (modified) PEP process	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>Numerous ASA employees have attended recent “train the trainer” training on the new PEP form. As a result of the new requirements, ASA will have to develop guidance on the new behavior elements. The start of the PEP supervisor training took place as scheduled on November 7, 2008 as one component of day-long intensive HR training for supervisors. Since that date, a total of 272 supervisors have been trained on the revised process. There are only 4 remaining managers who need to attend this training. Another training session will be offered on June 17, 2009.</p> <p>As a result of the June 17th training session, 275 supervisors have received PEP training.</p>	b. January 2010

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<p>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”.</p>	<p>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.</p>	<p>Talent Assessment Survey questionnaires provided to the candidates that have expressed an interest in participating in the Leadership Development Project (LDP), in addition to the candidate’s supervisor and the supervisor’s supervisor. ARMA presented status at October 13, 2008 Senior Staff Meeting.</p> <p>According to ARMA, a skills inventory for the pilot succession planning project was completed in December 2006, which is probably out of date. ARMA recommends that MDE apply succession planning / leadership development department-wide, including a requirement to complete a skills inventory. ARMA has prepared a format for the skills inventory that can be emailed to everyone in the department to complete. It should be noted that the skills inventory completed in ARMA had about a 58% feedback rate from employees after three notifications. In other words 42% did not complete the requested form. Recently, ARMA recommended department-wide expansion of the LDP to Executive Staff.</p> <p>A presentation on the ARMA Pilot LDP to Executive Staff is scheduled for July 23, 2009.</p>	<p>c. TBD</p>

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<p>3. 2007 Recruitment and Retention Issue #3: Improve Opportunities for Achievement and Recognition</p> <p>Proposed Actions:</p> <p>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>a, b, and c are done.</p> <p>N/A</p>	<p>a., b. and c. 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>c. Rework/refresh "Secretary's Award" program.</p>			
<p>d. Recommend that each administration/special unit implement a "Director's Award" program, which recognizes good work – criteria TBD.</p>		<p>d. This proposal was presented to senior staff on June 9. 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 needs to be developed.</p> <p>(?)</p>	<p>d. January 2010 using Survey in 2009 TBD</p>
<p>e. Work with EIC to refine their focus and seek their input/action on these issues.</p>		<p>e. This action is ongoing.</p> <p>N/A</p>	<p>e. N/A</p>

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4. 2007 Recruitment and Retention Issue #4: Training and Professional Development Proposed Actions: 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.	a. and b. Under consideration.	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. <i>N/A</i>	August 2010/January 2011
		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. Target completion date July 1, 2009. <i>The AG's input is still pending.</i>	
b. Implement service agreements to require a specific term of employment based on the number of credit hours that are reimbursed.			
c. Establish a centralized review process for all such needs so that priority areas can be accommodated and the necessary funds identified.	c. Under consideration. Target completion date July 1, 2008.	On hold due to staffing constraints. <i>N/A</i>	January 1, 2010 TBD

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5. 2007 Recruitment and Retention Issue #5: Trust and Confidence in Managers Proposed Actions: a. Analyze the survey data to determine how employees addressed this issue.	a. Trying to get data from DBM. Steve will reiterate our request.	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. See Item # 5 in ASA's response to follow-up memo from May 4, 2009 MDEStat meeting.	a. TBD
b. Provide training to managers on communication.	b. Hope to use SkillSoft, starting fall 08.	b. See response #1 a above. N/A	b. See response #1 a above.
c. Provide training to managers on the PEP process.	c. Will address this issue through PEP training; see 1b above.	c. See response #1 b above. N/A	c. See response #1 b above.

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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 will be 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>	TBD

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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. N/A	Ongoing

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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 as part of our day-long intensive HR training for supervisors. Additional training will be provided in accordance with the CY 2009 Training Calendar. To date, 225 hiring managers have received training.	November 2009

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<p>9. Training coordination – ASA is developing a departmental training coordination function.</p>	<p>Underway.</p>	<p>This effort is focused solely on tracking Supervisor/Management Training efforts. <i>N/A</i></p>	<p>N/A</p>

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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. <i>N/A</i>	TBD

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11. Explore the possibility of paying referral bonuses for hard-to-fill positions.	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>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> <table border="1" data-bbox="898 472 1516 696"> <thead> <tr> <th></th> <th>Hiring/ Sign-On</th> <th>Recruitment/ Referral</th> <th>Retention</th> </tr> </thead> <tbody> <tr> <td><i>Social Workers</i></td> <td>√</td> <td>√</td> <td></td> </tr> <tr> <td><i>Nurses</i></td> <td>√</td> <td>√</td> <td></td> </tr> <tr> <td><i>DHMH Registered Nurses (24/7 Facilities only)</i></td> <td></td> <td></td> <td>√</td> </tr> <tr> <td><i>Institutional Educators</i></td> <td>√</td> <td>√</td> <td></td> </tr> <tr> <td><i>DJS Direct Care</i></td> <td>√</td> <td></td> <td></td> </tr> <tr> <td><i>Psychologists</i></td> <td>√</td> <td></td> <td>√</td> </tr> <tr> <td><i>DPSCS Correctional Officers</i></td> <td>√</td> <td>√</td> <td>√</td> </tr> </tbody> </table> <p>Each Program defines the criteria for: 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> <p>Per Ms. Penni Miller, Director of CAS at DBM, stated the following: 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. We would also have to 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>Regulatory and Compliance Engineers (RCE): Since July 1, 2008, there were a total of 22 RCE I, II or III vacancies, which includes the 9 in July 2008 and 4 in January 2009 via the BPW. Of these, 11 were filled (3 hired above base salary and none via a referral from a current employee) and 11 are vacant in various stages of recruitment. The RCE I, II and III eligible lists are developed on an "Open and Continuous" basis; since July 1, 2008, a total of 91 applicants were added to these lists.</p> <p>N/A</p>		Hiring/ Sign-On	Recruitment/ Referral	Retention	<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>	√	√	√	January 2010
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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.	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.	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. As of June 26, 2009, MDE has 55 summer students, including summer youth works, interns, summer student workers, and summer student technical workers. An ASA summer student technical worker is managing the structured program, which includes weekly seminars and some field trips.	Done

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13. Classification and Compensation Policy and Procedures	Draft to be sent to senior staff for review and comment in June 2008.	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. N/A	NA

Table 4: Expansion of On-Line Management Training Program

<i>Task</i>	<i>Target Date as of May 09</i>	<i>7/1/09 Status</i>
<i>Identify the number of MDE managers with no previous management/supervisor training.</i>	<i>6/1</i>	<i>72 managers/supervisors have had no formal training</i>
<i>Survey current participants with regard to the benefit of the courses offered in the program.</i>	<i>7/1</i>	<i>See survey results at Attachment B. 82% of respondents recommend expanding SkillSoft. 78% believe it will improve their leadership skills.</i>
<i>Identify funding for expansion of training program</i>	<i>7/15</i>	<i>OBF recommends that each Administration identify a funding source. Executive Staff to determine whether MDE will proceed.</i>
<i>Initiate procurement process to purchase additional training licenses</i>	<i>7/31</i>	
<i>Provide additional managers with access to training program, targeting those with minimal to no previous management/supervisor training</i>	<i>10/1</i>	

Table 5: Mandatory Training for MDE Employees as of 7/1/09

Training Topic	Number of Employees Required to Have Training	Number of Employees Trained as of 7/1/09	Target Date for Having All Employees Trained
Mandatory Training for All Employees			
Substance Abuse	885	835	12/31/09*
Domestic Violence	885	261	12/31/09
Mandatory Training for Supervisors			
Progressive Discipline	276	225	9/30/09*
Recruitment and Hiring	276	225	9/30/09*
Sick Leave	276	257	9/30/09*
PEP	276	275	9/30/09**

*previous target date was 6/30/09

**previous target date was 3/30/09 then changed to 6/30/09

Table 6: Medical Monitoring Compliance

	11/23/08	2/3/09	4/13/09	7/1/09
Number of participants	85	85	83	84
Number of participants who are up-to-date on required exams	76	80	83	83
Target date for having all participants up-to-date	1/23	2/10	NA	8/1/09 employee missed last 2 appoints.

*Table 7: MDE Energy Consumption, KW/hr,
May 14, 2009*

	2006/7	2008/9	Δ
September	447,300	459,900	+3%
October	395,500	377,300	-5%
November	317,800	308,000	-3%
December	332,500	289,100	-13%
January	349,300	296,100	-15%
February	338,100	260,400	-23%
March(revised)	339,500	290,500	-14%
April	353,500	308,700	-13%
May	381,000	330,400	-13%