

MDEStat Meeting

August 11, 2008



Attachment B/Table 1: Production Schedule for 2008 Enforcement and Compliance Report

Milestone	Due Date
1. Send e-mail to Enforcement Work Group reminding them to review 2007 report in preparation for 4/9 meeting	03/21/2008
2. Initial planning meeting with Enforcement Work Group to review 2007 report and gather suggestions for improvement.	04/09/2008
3. E-Text of 2007 report distributed to programs for review and rewrite	04/09/2008
4. Third quarter numbers due	04/30/2008
5. Fourth Quarter ends	06/.30/2008
6. Fourth Quarter and year-end totals due	07/31/2008
7. First draft text of 08 Report and 4 th quarter numbers due from programs	08/08/2008
8. Meeting with Bob Summers & Steve Pattison	TBD
9. Report Work Group Meeting for review and comments	08/18/2008
10. Second Draft consolidated text and numbers due from PCS	08/25/2008
11. Final draft with executive summaries due from administrations	09/08/2008
12. Review with Secretary	TBD
13. Final version to the printer	09/22/2008
14. Delivery to Legislature	10/01/2008

Table 2: OFP Training Programs

Mandatory Training Programs	
1. ADA (Americans with Disabilities Act) for Supervisors	<i>Required training for supervisors (271) New training program, currently being developed</i>
2. Fair Practices/EEO for Managers and Supervisors	<i>Required training for supervisors (271) New training program, currently being developed</i>
3. Substance Abuse (Conditions for Testing for Illegal Use of Drugs)	<i>Required training for all employees (853) 817 employees have taken the training</i>
4. Domestic Violence and the Work Place (Awareness, Rights, and Available Assistance)	<i>Required training for all employees (853) Records were not kept on the training in past years when it was offered by the Personnel Division</i>
Non-Mandatory Training Programs	
5. Progressive Discipline for Managers and Supervisors / Disciplinary Techniques	<i>Optional training for supervisors</i>
6. An Overview of ADA (Americans with Disabilities Act)	<i>Optional training for all employees</i>
7. Diversity - Communicating Across Cultures / Supervising a Diverse Work Force	<i>Optional training for all employees</i>
8. Sexual Harassment / Boundaries for Supervisor/Subordinate Relationships and Legal Ramifications	<i>Optional training for all employees</i>
9. Interviewing Guidelines	<i>Optional training for supervisors</i>
10. Dispute Resolution (How to Mediate Differences)	<i>Optional training for supervisors</i>

Table 3: FY08 MDE Contracts and Subcontracts

	Number	Dollar Value
all contracts	8161	\$7,224,647
all service contracts	130	\$3,198,417
service contracts that involve one or more subcontractors	3	\$2,320,000
subcontractors	6	\$580,000

Attachment G/Table 5: Contracts, MOUs, and Grants Management Strategies July 28, 2008 Draft

Task	Lead	Timeframe
Targeted Training <ul style="list-style-type: none"> • Consult with MDOT/SHA, Univ. Md and Governor's Grant Office to secure training expertise • Identify key personnel • Conduct training sessions • Send 3 MDE personnel to MDOT procurement and/or contract management training. 	ASA	July 2008 August 2008 Nov./Dec. 2008 Sept./Oct./Nov. 2008
Audit Plan <ul style="list-style-type: none"> • Identify universe of contracts/grants/MOUs • Rank based on risk • Prioritize audits to address risk ranking • Conduct audits based on risk assessment 	IAS	June 2008 September 2008 September 2008 FY 2009/2010
Technical Assistance <ul style="list-style-type: none"> • Meet with Admins. to explain documentation requirements • Provide technical expertise to resolve issues • Monitor Admins. Compliance with documentation requirements 	IAS	July/August 2008 July - October 2008 On-going
Consulting Services <ul style="list-style-type: none"> • Identify method to secure audit and contract management consulting services • Identify contract tasks and funding sources • Develop RFP and select vendor 	ASA/IAS	August 2008 December 2008 December 2008
Revise MS 22s & PEPs of Project Managers to ensure accountability	ASA/Admins	January 2009
Ongoing Training	ASA	TBD
Assess staffing needs	ASA	TBD

Attachment F/Table 6: MDE Personnel-Related Initiatives, Summer 2008

Initiative	June 3, 2008 Status	August 1 Status (please include all applicable target completion dates)	Plan and Timeframe for Evaluating Effectiveness/Success
<p>1. Recruitment and Retention Issue #1: Improving Coaching and Feedback Provided by MDE Managers. Proposed Actions: Provide training to managers, with an emphasis on:</p> <ul style="list-style-type: none"> a. coaching and delegating b. (modified) PEP process 	<p>a. Coaching and Delegating: Currently evaluating on-line training provided by SkillsSoft 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 SkillsSoft 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 next step is to advise the Admin Directors of their allocated number of seat licenses and to obtain their list of supervisory staff that will participate in this program. ASA is providing an analysis of the supervisory staff that previously had supervisory training, so that we first target those employees without any training that need it the most. We will then notify the respective employees and get them set up for implementation. We plan to have the vendor conduct hands-on training in late September. The seat licenses are allocated as follows: OS/CO: 7 (5 of which are to be assigned to OIMT for extensive Desktop & Advanced training modules) ARMA: 10 (To support the Leadership Development Program) WMA: 10 WAS: 8 ASA: 5 SSA: 5 Anticipate implementation by October 1.</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>On August 5, OHR staff will attend "Train the Trainer" training provided by DBM on the new streamlined PEP process. This information will be incorporated into the training program provided to all MDE staff, beginning in September.</p>	

Attachment F/Table 6: MDE Personnel-Related Initiatives, Summer 2008

Initiative	June 3, 2008 Status	August 1 Status (please include all applicable target completion dates)	Plan and Timeframe for Evaluating Effectiveness/Success
<p>2. 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 June 30, 2009.</p>	<p>Talent Assessment Survey questionnaires will be provided to the candidates that have expressed an interest in participating in the Leadership Development Project, in addition to the candidate’s supervisor and the supervisor’s supervisor. This information will be used as input to the Competency Analysis software module in order to develop a “gap analysis”.</p> <p>The Steering Committee developed to provide oversight to this process met on July 31.</p>	

Attachment F/Table 6: MDE Personnel-Related Initiatives, Summer 2008

Initiative	June 3, 2008 Status	August 1 Status (please include all applicable target completion dates)	Plan and Timeframe for Evaluating Effectiveness/Success
<p>3. Recruitment and Retention Issue #3: Improve Opportunities for Achievement and Recognition Proposed Actions:</p> <p>a. Enhance Employee of the Year/Service Awards events.</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>e. Work with EIC to refine their focus and seek their input/action on these issues.</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>d. This proposal was presented to senior staff on June 9. The implementation is at the discretion of each Admin Director.</p> <p>e. This action is ongoing.</p>	<p>d. N/A e. N/A</p>

Attachment F/Table 6: MDE Personnel-Related Initiatives, Summer 2008

Initiative	June 3, 2008 Status	August 1 Status (please include all applicable target completion dates)	Plan and Timeframe for Evaluating Effectiveness/Success
<p>4. Recruitment and Retention Issue #4: Training and Professional Development 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>b. Implement service agreements to require a specific term of employment based on the number of credit hours that are reimbursed.</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>a. Under consideration. b. Under consideration. c. Under consideration. Target completion date July 1, 2008.</p>	<p>a. Under consideration. b. Under consideration. c. Under consideration (?). Target completion date January 1, 2009.</p>	

Attachment F/Table 6: MDE Personnel-Related Initiatives, Summer 2008

Initiative	June 3, 2008 Status	August 1 Status (please include all applicable target completion dates)	Plan and Timeframe for Evaluating Effectiveness/Success
<p>5. Recruitment and Retention Issue #5: Trust and Confidence in Managers Proposed Actions:</p> <ul style="list-style-type: none"> a. Analyze the survey data to determine how employees addressed this issue. b. Provide training to managers on communication. c. Provide training to managers on the PEP process. 	<ul style="list-style-type: none"> a. Trying to get data from DBM. Steve will reiterate our request. b. Hope to use SkillSoft, starting fall 08. c. Will address this issue through PEP training; see 1b above. 	<ul style="list-style-type: none"> a. DBM provided the data on June 10. The analysis of the data is assigned to ASA's Summer Students. Anticipate results and recommendations to be completed by August 29. b. See response #1 a above. c. See response #1 b above. 	

Attachment F/Table 6: MDE Personnel-Related Initiatives, Summer 2008

Initiative	June 3, 2008 Status	August 1 Status (please include all applicable target completion dates)	Plan and Timeframe for Evaluating Effectiveness/Success
6. Recruitment and Retention Issue #6: Work-Life Balance	ASA 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.	The task is assigned to ASA's Summer Students. Anticipate results and recommendations to be completed by August 29.	

Attachment F/Table 6: MDE Personnel-Related Initiatives, Summer 2008

Initiative	June 3, 2008 Status	August 1 Status (please include all applicable target completion dates)	Plan and Timeframe for Evaluating Effectiveness/Success
<p>7. Make MDE's "jobs" web page, and MDE's online job listings, more appealing and user-friendly.</p>	<p>Initially expected completion by May 30. In meeting, OHR said this would be done by June 6.</p>	<p>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.</p>	

Attachment F/Table 6: MDE Personnel-Related Initiatives, Summer 2008

Initiative	June 3, 2008 Status	August 1 Status (please include all applicable target completion dates)	Plan and Timeframe for Evaluating Effectiveness/Success
8. Finalize "Recruitment and Hiring Policy and Procedures"	Approved policy announced and posted in April. OHR will begin mandatory training for hiring managers in June 2008, and complete it by September.	This training was delayed due to other priorities, such as the Sick Leave Policy & Procedures training. Training for the Recruitment and Hiring Policy & Procedures, as well as other planned training activities, will begin in September.	

Attachment F/Table 6: MDE Personnel-Related Initiatives, Summer 2008

Initiative	June 3, 2008 Status	August 1 Status (please include all applicable target completion dates)	Plan and Timeframe for Evaluating Effectiveness/Success
<p>9. Training coordination – ASA is developing a departmental training coordination function.</p>	<p>As of 5/28/08, 103 employees attended training on the Sick Leave Policy & Procedures, with another 20 scheduled to attend on 5/29/08. PEP training has been provided to 9 WAS employees this year. PEP training will be offered Department-wide starting 9/08. Additionally, the Office of Fair Practices has provided training in three areas: Americans with Disabilities Act (20 participants); Domestic Violence (11 participants); and Substance Abuse (152 participants).</p>	<p>ASA is developing a training tracking tool for all MDE supervisors and managers, with completion date expected mid August 2008.</p>	

Attachment F/Table 6: MDE Personnel-Related Initiatives, Summer 2008

Initiative	June 3, 2008 Status	August 1 Status (please include all applicable target completion dates)	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.	

Attachment F/Table 6: MDE Personnel-Related Initiatives, Summer 2008

Initiative	June 3, 2008 Status	August 1 Status (please include all applicable target completion dates)	Plan and Timeframe for Evaluating Effectiveness/Success
<p>11. MS Cap Analysis – Work with Admin Directors and key staff to assess ongoing impact on MDE operations & develop strategy to address issue.</p>	<p>Analysis and recommendations were provided to Secretary on April 14. Meeting was conducted on April 25. Additional information requested by the Secretary will be provided by May 30.</p>	<p>The additional information was provided to the Secretary for consideration. A request was forwarded to DBM to address priority positions. Other positions are still under consideration.</p>	

Attachment F/Table 6: MDE Personnel-Related Initiatives, Summer 2008

Initiative	June 3, 2008 Status	August 1 Status (please include all applicable target completion dates)	Plan and Timeframe for Evaluating Effectiveness/Success
12. 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	Same as previous response.	

Attachment F/Table 6: MDE Personnel-Related Initiatives, Summer 2008

Initiative	June 3, 2008 Status	August 1 Status (please include all applicable target completion dates)	Plan and Timeframe for Evaluating Effectiveness/Success
<p>13. 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>Same as previous response.</p>	<p>Students will be interviewed to determine the value of their experience at the conclusion of the program.</p>

Attachment F/Table 6: MDE Personnel-Related Initiatives, Summer 2008

Initiative	June 3, 2008 Status	August 1 Status (please include all applicable target completion dates)	Plan and Timeframe for Evaluating Effectiveness/Success
14. Classification and Compensation Policy and Procedures	Draft to be sent to senior staff for review and comment in June 2008.	Draft to be sent to senior staff for review and comment in August 2008. This change is the result of various vacation schedules, feedback from executive staff regarding working out of class and other competing priorities.	

Table 7: ASA, OS & CO Vacancy Summary

	4/22/08	5/30/08	7/3/08	8/6/08
Total positions vacant	15	16	17	16
Vacancies with DBM approval	6	5	11	11
Positions vacant more than 4 months	8	6	10	3
Positions vacant more than 6 months	3	5	6	6