Task Force on the Modernization of the State Personnel System
Meeting #3

September 19, 2023

Reminders

- Meeting is being recorded
- Feedback Survey
  - Will be used for remaining meetings and final report

Task Force on the Modernization of the State Personnel Management System
September 19, 2023

G. Mark Townend
Director, Recruitment and Examination Division
Department of Budget and Management

September 19, 2023

The State's Key Priorities

- Fill vacancies with high quality applicants
- Prevent discrimination and adverse impact
- Reduce timeframes to hire
- Remove barriers to employment
- Deploy creative recruitment strategies
- Make job postings more attractive
- Recommend improvements to entry-level pathways

Recap of Identified Issues

- The State's required process is labor intensive and extends hiring timeframes
- Process does not allow flexibility to account for market changes, technology, or encourage the creativity of hiring managers to get to the most desired applicants
- Our job announcements are unappealing and lengthy
- The applicant website can be difficult to use
- The State's brand is not apparent
- The current applicant score and add preference process does not always result in the best candidates getting interviewed

Evaluation and Rating Requirements

- Application is rated against generic preset minimum qualifications. If minimally qualified the applicant receives a base score of 70 points
- Notify applicant if they are determined to be “not qualified”
- Review of training and experience or written exam for specific desired knowledge, skills and abilities can add up 30 points to base score
- The selection instrument must be reviewed and determined to be job related, reliable, and valid
- Credits in selection are applied
- Applicants are ordered by Layoff, Reinstatement, Transfer, DORS Certified, Veteran, Best, Better, or Qualified
- Applicants are randomized within the categories
- Once all steps are completed a Certified List is created

Preference in Selection (added to rating/test score)

State employees – One quarter point per year up to 20 years service (5 points max.)

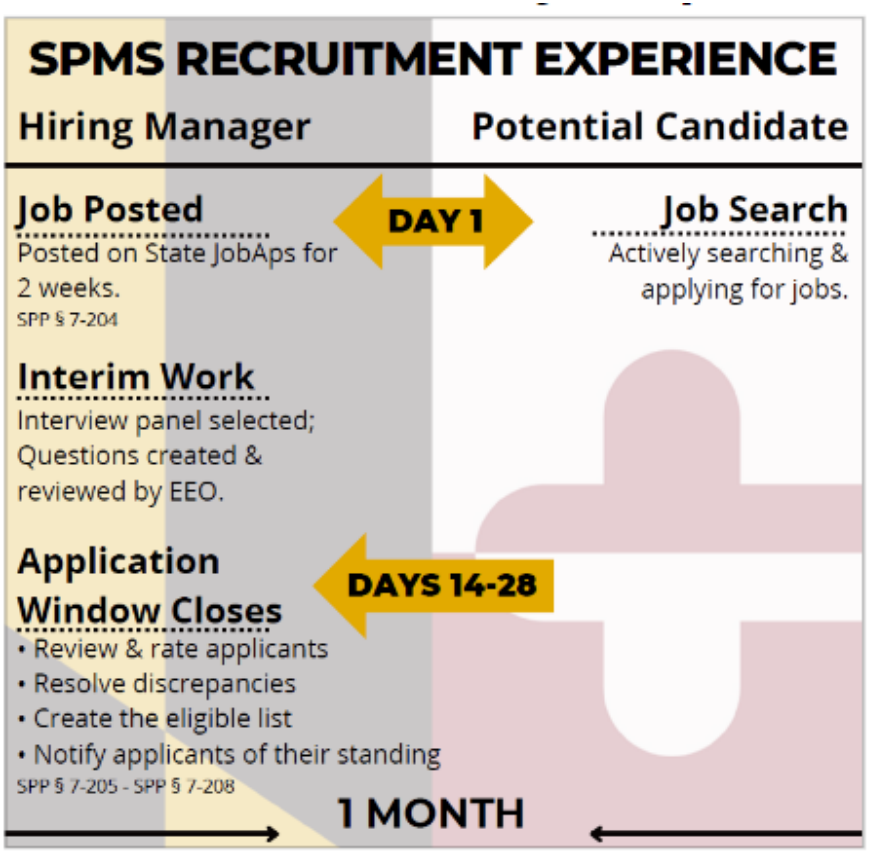
Veterans, and family members of *Service-connected Disabled* and family members of *Deceased Veterans* (10 points)

A *Former Prisoner of War* (12 points)

Host counties and adjacent counties with average *Unemployment Rate* more than 1.5 times the States unemployment rate (5 points), Host legislative districts in Baltimore City and adjacent legislative districts in which a *Juvenile Justice Center* is located (5 points)

Disability as defined by ADA (5 points)

Workflow Versus Candidate View



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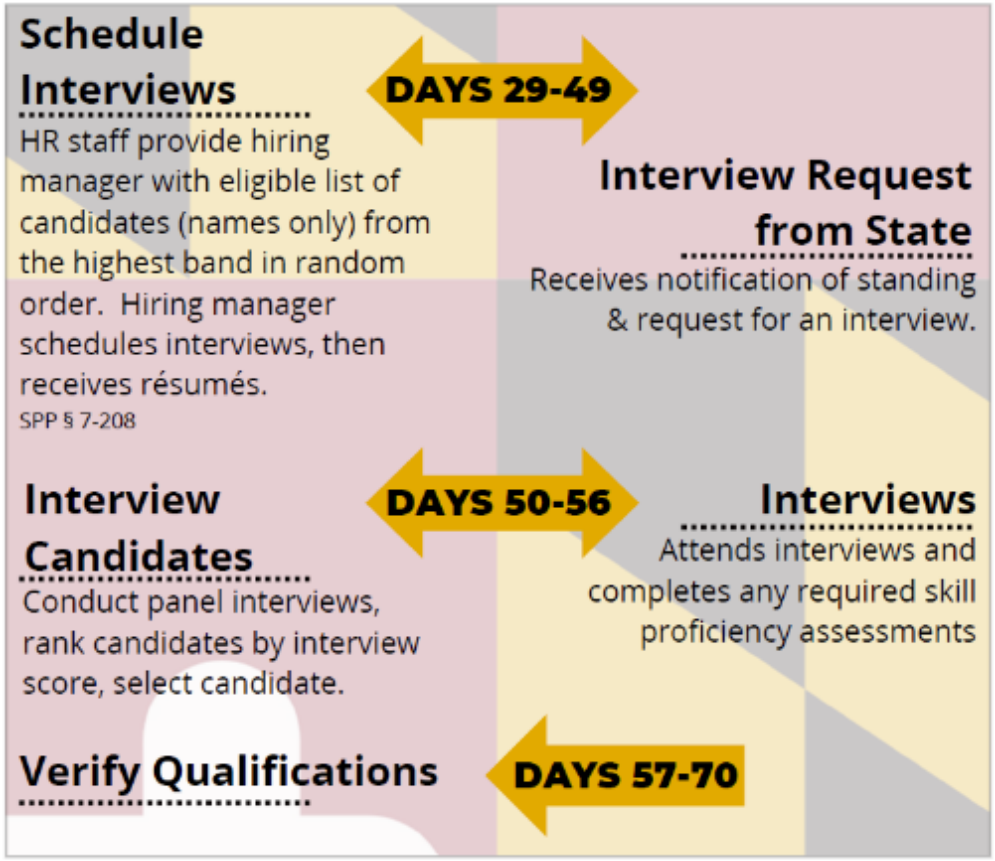

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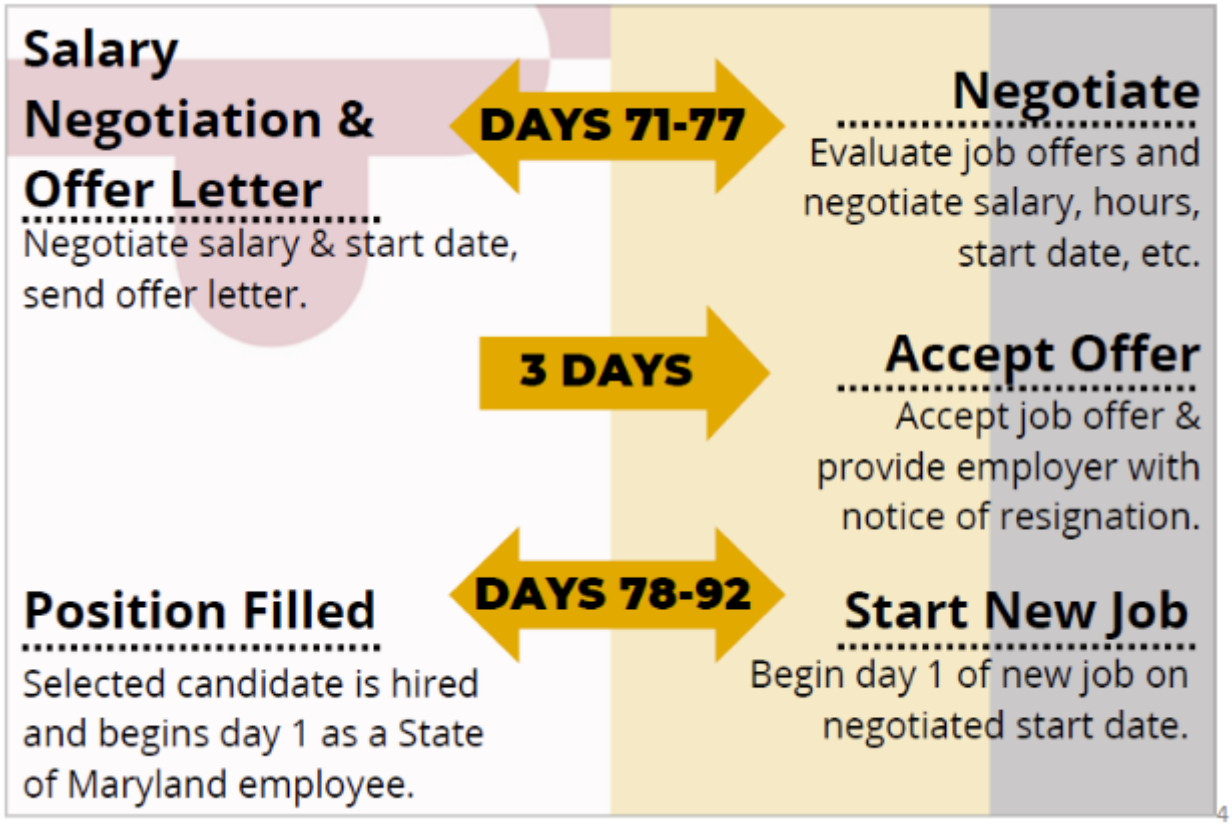
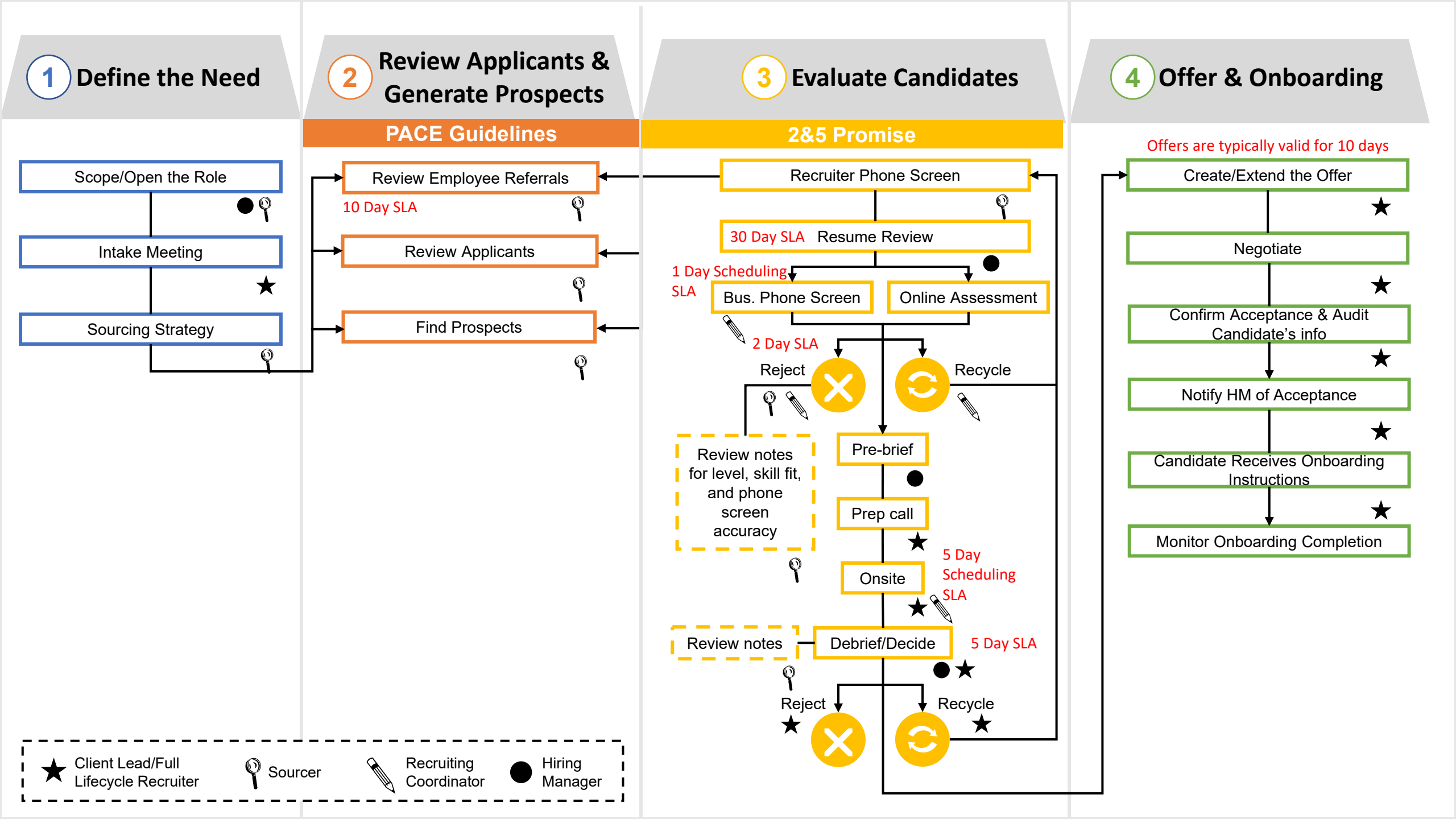
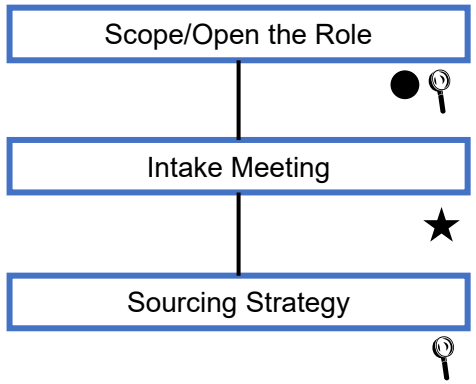


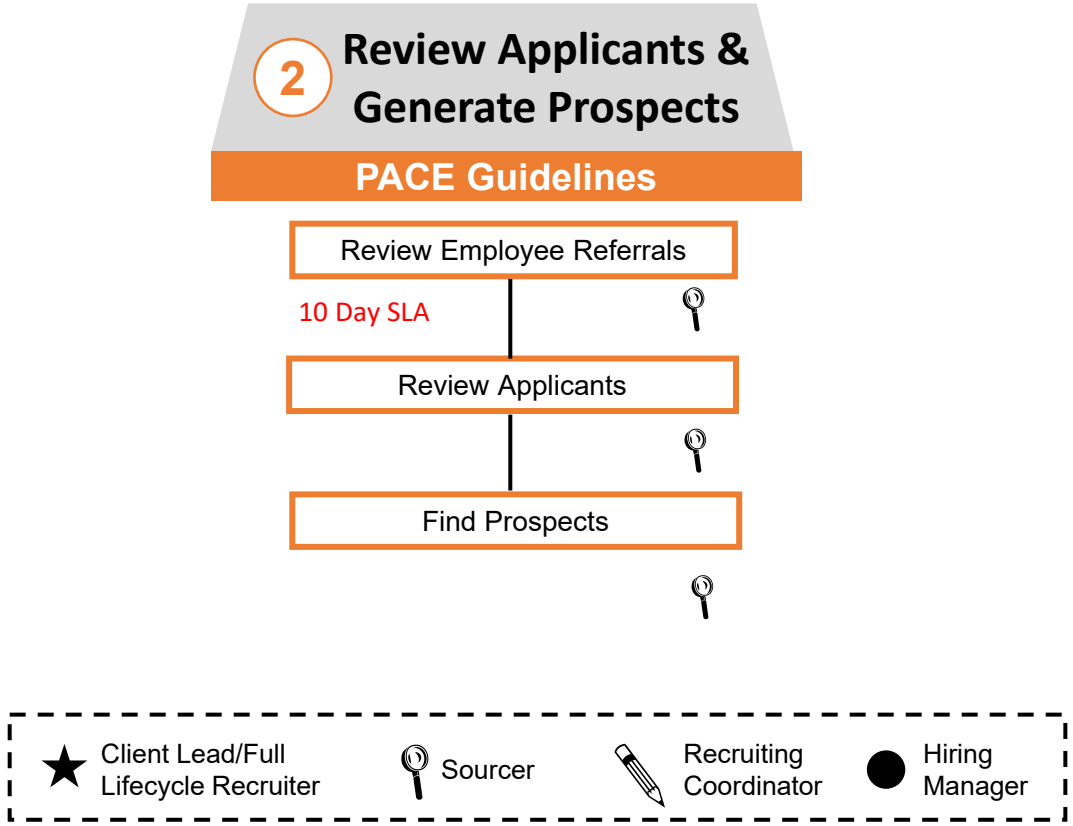
Task Force Member Presentation
Joel Martinez
Human Resources Director
Amazon

September 19, 2023


1 Define the Need
2 Review Applicants & Generate Prospects
3 Evaluate Candidates
4 Offer & Onboarding
PACE Guidelines
2&5 Promise
Offers are typically valid for 10 days
Scope/Open the Role
Intake Meeting
Sourcing Strategy
Review Employee Referrals
10 Day SLA
Review Applicants
Find Prospects
Recruiter Phone Screen
30 Day SLA Resume Review
1 Day Scheduling SLA
Bus. Phone Screen
Online Assessment
2 Day SLA
Reject
Recycle
Review notes for level, skill fit, and phone screen accuracy
Pre-brief
Prep call
Onsite
5 Day Scheduling SLA
Review notes
Debrief/Decide
5 Day SLA
Reject
Recycle
Create/Extend the Offer
Negotiate
Confirm Acceptance & Audit Candidate's info
Notify HM of Acceptance
Candidate Receives Onboarding Instructions
Monitor Onboarding Completion
Client Lead/Full Lifecycle Recruiter
Sourcer
Recruiting Coordinator
Hiring Manager

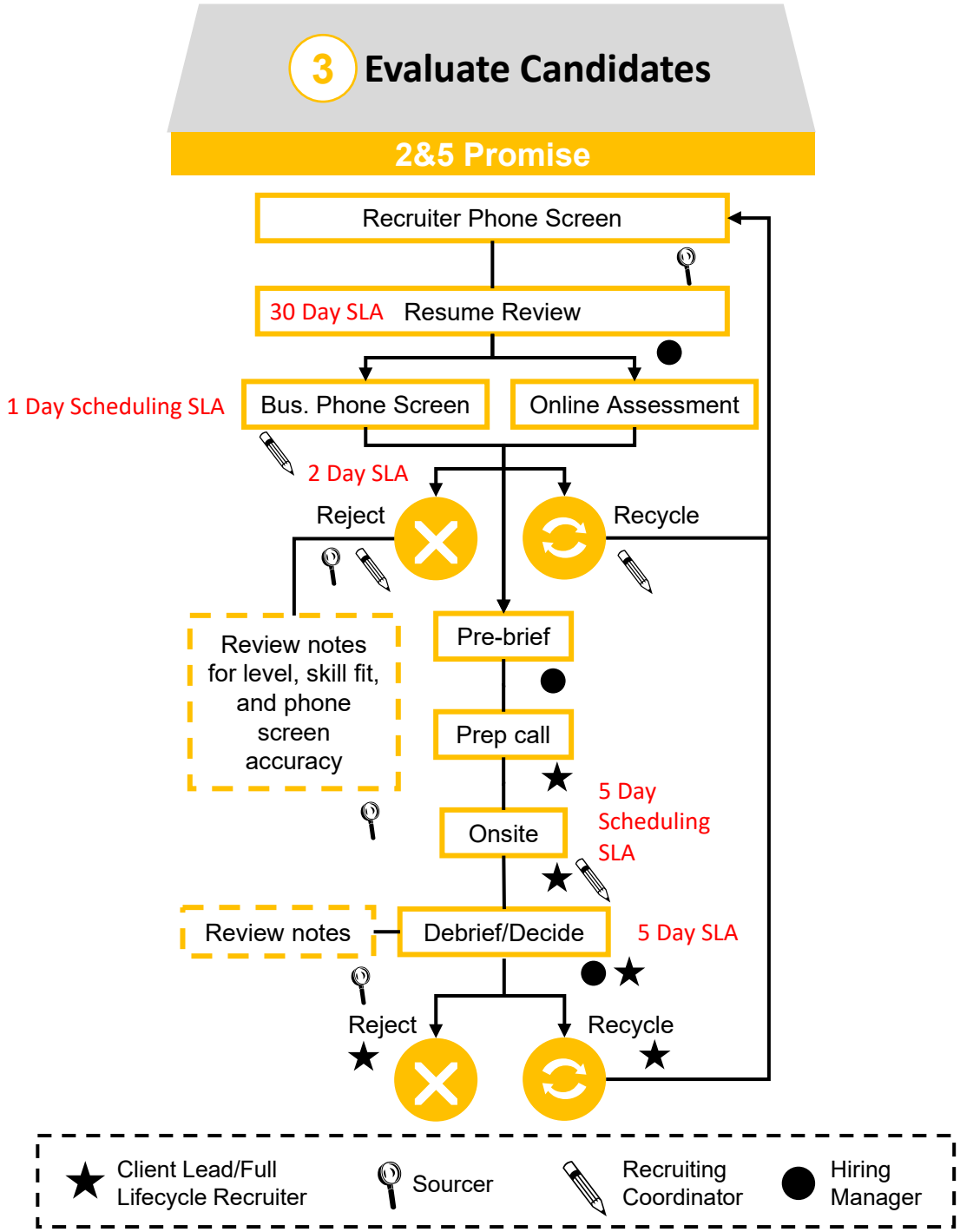
1 Define the Need





- There is a 10 Day SLA to review all employee referrals

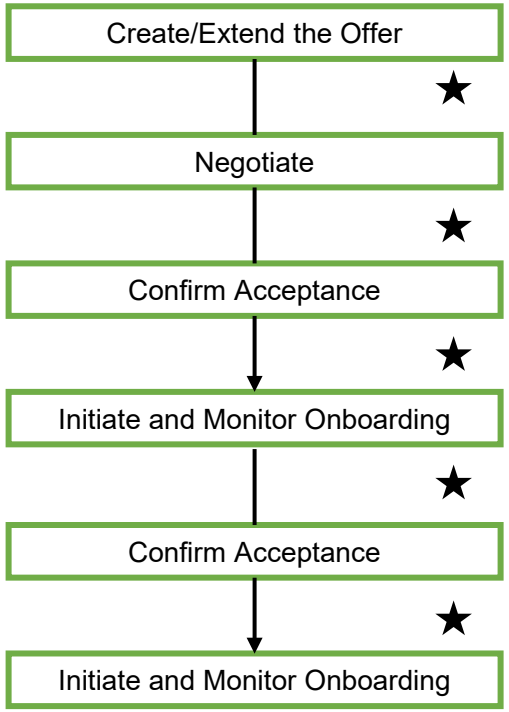
3 Evaluate Candidates



- There is a 30 Day SLA to review all applicants on a requisition.
- There is a 5 Day SLA to schedule an On-Site Interview.
- There is a 1 Day SLA to schedule a Phone Screen.
- There is a 2 Day SLA to provide phone screen outcomes.
- There is a 5 Day SLA to provide On-Site outcomes.

4 Offer & Onboarding

Offers are typically valid for 10 days



- Candidates will typically have 10 days to respond to an offer.

Task Force Member Presentation
Kimberly Prescott
President
Prescott HR, Inc.

September 19, 2023

Closing

- Approval of September 5th meeting minutes
  - Sent via email
- Four remaining meetings
  - October 3rd
  - October 17th
  - October 31st
  - November 14th
- Task Force Charge
  - Review of workflow and process
  - Proactive recruitment strategies
  - Methods to increase job attractiveness
  - Career pathways and job requirements