

**Task Force on the Modernization of the State  
Personnel Management System  
Meeting #6  
October 31, 2023**





# Remaining Meetings and Deadlines

- Tuesday, November 14<sup>th</sup>
  - Final Topic TBD
- Tuesday, November 28<sup>th</sup>
  - Final Meeting – Task Force report Review
- Tuesday, January 2<sup>nd</sup>, 2024
  - Task Force Report Due to Maryland General Assembly



# Today's Meeting

## Career Progressions and Job Titles

- Reminder: Meeting is being recorded
- Task Force Email: [SPMS.TaskForce@maryland.gov](mailto:SPMS.TaskForce@maryland.gov)
- Presentations
  - Paul Webb, Director of CAS; Jason Shrader, Deputy Director; Jennifer English, State Salary Admin. - DBM
  - Dianna Rosborough, Asst. Sec. of Admin; Lissette Smith, HR Director - MDOT
  - Logan Dean, Program Manager, Maryland Apprenticeship & Training - Labor



## **Presentation #1**

**Paul Webb, Director of Classification and Salary**

**Jason Shrader, Deputy Director**

**Jennifer English, State Salary Administrator**

**Department of Budget and Management**

**October 31, 2023**

# CLASSIFICATION AND SALARY OVERVIEW

Paul Webb, Director

Jason Shrader, Deputy Director

Jennifer English, State Salary Administrator

**Classification & Salary Division/OPS&B**



Maryland Department of  
Budget and Management

Secretary Helene Grady

# How do employees in the State Personnel Management System (SPMS) progress in their careers

- **By promotion:** Many employees are eligible for Non-Competitive Promotions (NCP) to higher-level classifications within their current classification series that offer a career progression from the trainee level to the full performance level of work. There are approximately 450 NCP classification series currently.
- **By providing employees with higher-level classification opportunities:** Many classification series offer opportunities for supervisory and managerial levels of work. In addition, there are also many opportunities for non-supervisory positions to function or perform at a lead, advanced or expert level of work.
- **By transfer:** State employees can transfer to other departments or agencies within the SPMS. Transfers can be a good way to gain new skills and experience.
- **By reclassification:** Agencies can request a reclassification or a job study if the current job duties and responsibilities of a position exceed the scope of its current job classification.



# CAS's Efforts to Review and Lower Minimum Qualifications (MQs)

- CAS has reduced and/or broadened the minimum qualifications for over 100 job classifications since January of 2023.
  - The division has done this by “expedited review” of requests to lower minimum qualifications that include:
    - Providing experience substitutions for a college degree,
    - Making reduction in the required years of experience, and
    - Adding new relevant job experience substitutions.
- Hard to fill classifications with high vacancy rates are a top priority in these efforts
- CAS' continued efforts are to evaluate trainee level classes that require multiple years of job experience in lieu of a college degree.
- CAS' on-going efforts are to remove artificial barriers to employment for all classes (e.g., eliminating unnecessary degrees or years of experience requirements).



# Shift Away From Classification Titles to Working Titles

In reviewing the duties and responsibilities of positions submitted to CAS for job study and their appropriate classifications, CAS is finding that more agencies are listing the positions' current class title and working or business title. The listing of a working title assists CAS in identifying similar positions within and outside the agency. In doing so, agencies are receiving a faster turn around time for the completion of their reclassification requests.

Also, the OPS&B's Recruitment Division, which works closely with the Classification Division, has already initiated the recruitment of State vacancies using the business or working title of a position.

CAS recently recruited for an HR Analyst Senior position that is assigned the function of a Salary Analyst. The job was advertised as a Salary Analyst, as this working title more appropriately identified to the job seeker the essential work of the position. In doing so, we were able to attract 32 candidates for this position with 22 being placed on the "Best Qualified Eligibility List. After a week of interviews, we were able to select a candidate obtaining the skill sets needed to perform this work.






# QUESTIONS?



**Maryland Department of  
Budget and Management**  
*Secretary Helene Grady*



**Presentation #2**  
**Dianna Rosborough, Asst. Sec. of Admin**  
**Lissette Smith, HR Director**  
**Maryland Department of Transportation**  
**October 31, 2023**



# Choosing Job Titles

October 31, 2023

**Dianna D. Rosborough**

**Assistant Secretary of Administration**

**Lissette Smith**

**Chief Human Resources Officer**

# Things to Consider When Choosing Job Titles

Choosing the right job title is an important part of the recruiting and hiring process. A job title is the first thing applicants see when they're searching for jobs. The job title could ultimately determine whether that perfect candidate clicks on your job posting or scrolls right on past it.

## 1) Pick a Job Title That Is Industry-Relevant

- Selecting a job title that already exists in a specific industry and is recognizable improves the applicant pool significantly.

## 2) Appeal to The Right Candidates

- Determine exactly how much experience you want your applicants to have and keep that in mind when choosing a job title. Research what other agencies are calling entry-, mid- and executive level positions, and follow suit.

## 3) Match the Job Title to Salary Expectations

- Avoid mismatching job titles and salary expectations. For example, if you're planning to offer a \$40,000 salary for your open position in business development, don't advertise the job as a Director of Business Development.

Job titles are meant to be meaningful, relevant, and clarifying. If you want to attract and retain the best talent, name jobs carefully and appropriately whenever possible.




At MDOT, we advertise open jobs as *“Working Titles”* and include the *“Classification Specification Titles”* in parentheses. See examples below:

- MTA, Assistant Chief Safety Officer – Rail Operations (Administrator V - 3184)
- MTA, Audit Manager (DOT Internal Auditor Program Supervisor)
- MTA, Catenary Lineman-Technician Rail (Repairman – Rail)
- MTA, Human Resources and Payroll Systems Integration Manager (DOT Executive IV)
- MTA, Talent Acquisition Manager (Administrator VI)
- SHA, Assistant Division Chief - Contracts and Procurement (Administrator V)
- SHA, Design Engineer/Project Reviewer (Transportation Engineer III)
- SHA, Disadvantaged/Minority Business Enterprise Coordinator (Administrator I)
- SHA, Mechanic (Heavy Equipment Maintenance Technician III)
- SHA, Resident Maintenance Engineer (Program Manager III)
- SHA, Utility Permit Inspector (Transportation Engineering Technician V)
- TSO, Deputy Director for Active Transportation and Micromobility (Administrator VII)
- TSO, Transportation Demand Management Planner (Administrator II)
- TSO, Washington Area Transit Director (DOT Executive IV)



Any  
Questions



**Presentation #3**  
**Logan Dean, Program Manager**  
**Maryland Apprenticeship & Training**  
**Maryland Department of Labor**  
**October 31, 2023**



# Maryland

## Apprenticeship Essentials for Employers

What is Apprenticeship,  
why it works, and how to  
get started in Maryland





# Apprenticeship 101: Advantages of Registered Apprenticeship



## Customizable Training

Employers have full freedom to build training programs that are both nationally-recognized and completely flexible to the employer needs. All with free assistance from apprenticeship experts.

Customized training helps improve **productivity, job safety**, and employee **succession planning**.



## Improved Retention

Registered Apprenticeship has been demonstrated to significantly increase retention for employees who start out as apprentices.

Baltimore County Police apprentices served with the Department for an average of **15 years** after completing their apprenticeship.



## Better Wage Outcomes

Workers who started as apprentices earn more on average than workers who never participated in Registered Apprenticeship.

Workers who completed Maryland Registered Apprenticeship programs in 2012 were found to have a median salary of **\$82,900**.

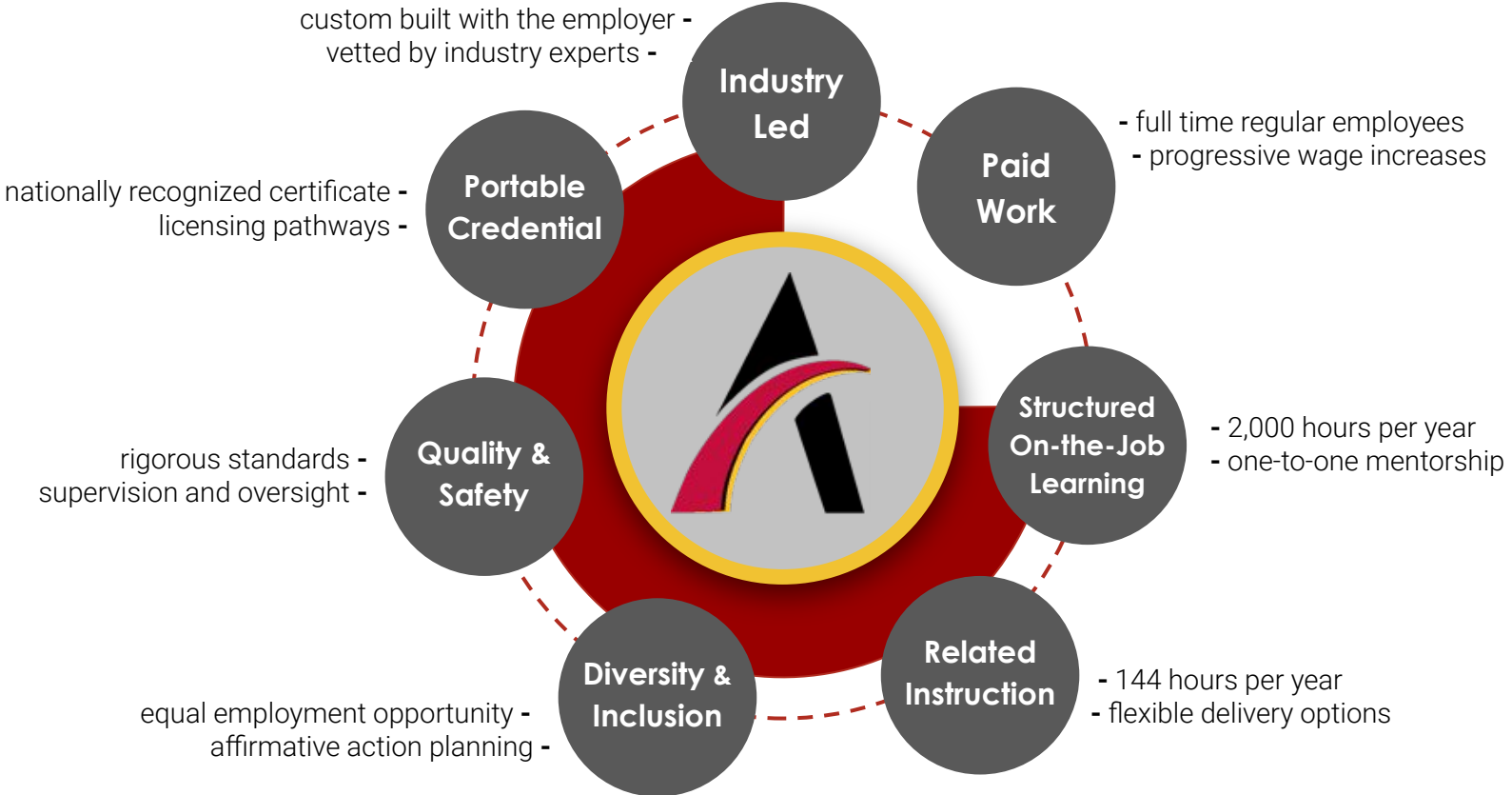


## Incentives and Support

Registered Apprenticeship programs are often eligible for State and federal tax credits, grant programs, and incentives which can help employers and sponsors offset the cost of training apprentice and administering the program.

Maryland employers can claim tax credits up to **\$15,000** per year.

# Apprenticeship 101: Components of Registered Apprenticeship



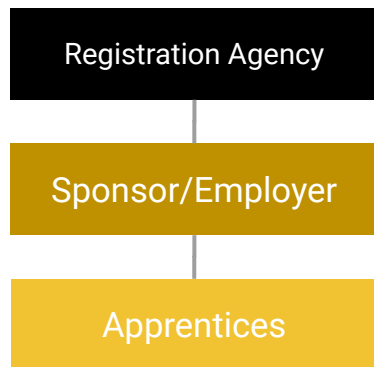
# Apprenticeship 101: Structuring a Program

## Individual Programs

The business who will employ the apprentices also sponsors and manages the program.

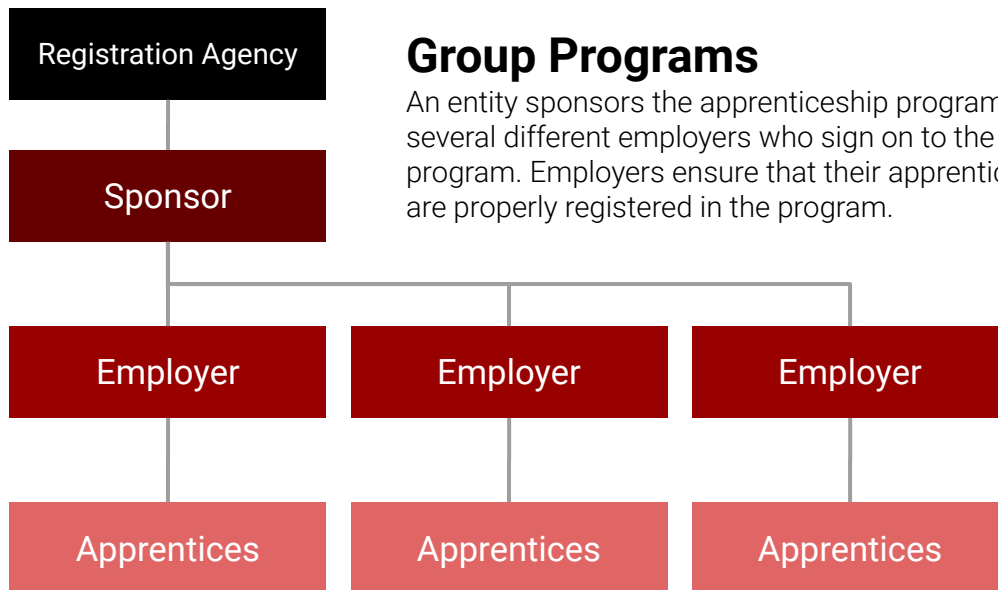
Individual sponsors will:

- Recruit & hire apprentices
- Submit apprenticeship agreements
- Coordinate Related Instruction
- Participate in program reviews
- Apply for incentives and credits



## Group Programs

An entity sponsors the apprenticeship program for several different employers who sign on to the program. Employers ensure that their apprentices are properly registered in the program.



### Examples of Group Program Sponsors:

- Community Colleges & Universities
- Union Joint Apprenticeship and Training Committees (JATCs)
- Industry associations and trade groups

# Apprenticeship 101: Apprenticeship Maryland Program (AMP)

Apprenticeship Maryland (AMP) is a youth apprenticeship program **for students**, designed to lead to sustained employment and further care-based education

- *Approved MD High School CTE pathway*
- *Begins summer or fall of junior or senior year*
- *450 hours of work-based training under the supervision of an eligible employer*
- *Concurrent Related Instruction*
- *Paid employment*

Employers are vetted and approved to ensure a safe and high quality work/learning environment.

Can be an entry point for both employers and students to explore apprenticeship.



# Apprenticeship 101: Launching a Program

## CONNECT TO A NAVIGATOR

Connect with an MD Labor Regional **Apprenticeship Navigator** to explore program options.

Navigators will help you review requirements and prepare a program for review and approval.

Navigators can connect you to local high schools for Youth Apprenticeship opportunities.

## GET APPROVAL

Programs are reviewed and vetted by industry and apprenticeship experts on the **Maryland Apprenticeship & Training Council (MATC)**.

Council review occurs every other month.

MATC approves both Registered Apprenticeships and Youth Apprenticeship (AMP).

## HIRE APPRENTICES

Once approved, the program can begin hiring, registering, and training apprentices.

**Apprenticeship Agreements** are submitted to MD Labor for “registration.”

Apprentice hiring is based on employer need, but new programs must hire at least one apprentice in their first year to remain active.

## PROGRAM REVIEWS

MD Labor staff will conduct periodic outreach for **technical assistance** and program reviews.

Program reviews ensure that the program is graduating apprentices in a timely fashion and meeting equal opportunity commitments.

# Fiscal Resources: Funds & Incentives that Support Apprenticeship

Program or Incentive	Per Apprentice Value	Annual Maximum	AMP Youth	1st Year	2nd - 4th Year	5th Year +
Maryland Apprenticeship Tax Credit	\$3,000	\$15,000	✓	✓	-	-
Sponsor Apprentice Incentive Reimbursement (SAIR)	\$2,500	-	-	✓	-	-
Maryland Business Works	\$4,500	\$40,000	-	✓	✓	✓
<b>SPECIAL POPULATIONS PROGRAMS</b>						
Registered Apprenticeship Cadet Program	\$2,000	\$10,000	-	✓	✓	✓
Fostering Employment Program	\$1,000	-	-	✓	✓	-

# Public Sector Registered Apprenticeship Innovation Fund

## About the Fund

Part of a federal Apprenticeship grant secured by the Maryland Department of Labor. Offers financial support to start new Registered Apprenticeship programs in Maryland's public sector.

### Eligible Expenses and Activities:

- Staffing costs for program development
- Reimburse the cost of apprentice instruction
- Reimburse staffing costs associated with on-the-job learning
- Purchase or develop curriculum
- Supportive services to help apprentices succeed

Maximum award per agency: **\$600,000**

## How to Apply

A solicitation will be released in late 2023. Applications for funds are accepted on a rolling basis. Award period ends June 2026, subject to funding availability.

Contact: **Logan Dean**, Program Manager  
Apprenticeship & Training  
Maryland Department of Labor

## Examples of Public Sector Apprenticeship:



### Bus Maintenance

MDOT MTA

Joint program with ATU Local No. 1300  
Instruction provided by CCBC



### Police Officer

MD Department of Natural Resources

Helped DNR increase recruit diversity  
In-house Related Instruction



### Stationary Engineer

Baltimore City Government

Joint program with  
AFSCME Local No. 44

# Questions?

**Logan Dean**, Program Manager  
Maryland Apprenticeship and Training  
Division of Workforce Development & Adult Learning  
Maryland Department of Labor

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# Closing

- Approve October 17<sup>th</sup> Meeting Minutes
- Next Meeting: November 14, 2023
- Feedback Survey
  - Recruitment strategies survey – sent October 30, 2023
- [SPMS.Taskforce@maryland.gov](mailto:SPMS.Taskforce@maryland.gov)