

**Presentation on the  
Task Force on the Modernization of  
the State Personnel Management  
System**

**Chair Tisha Edwards, MSW, JD  
Secretary of Appointments**

**January 17, 2024**

**House Appropriations Committee**



# Task Force Charge

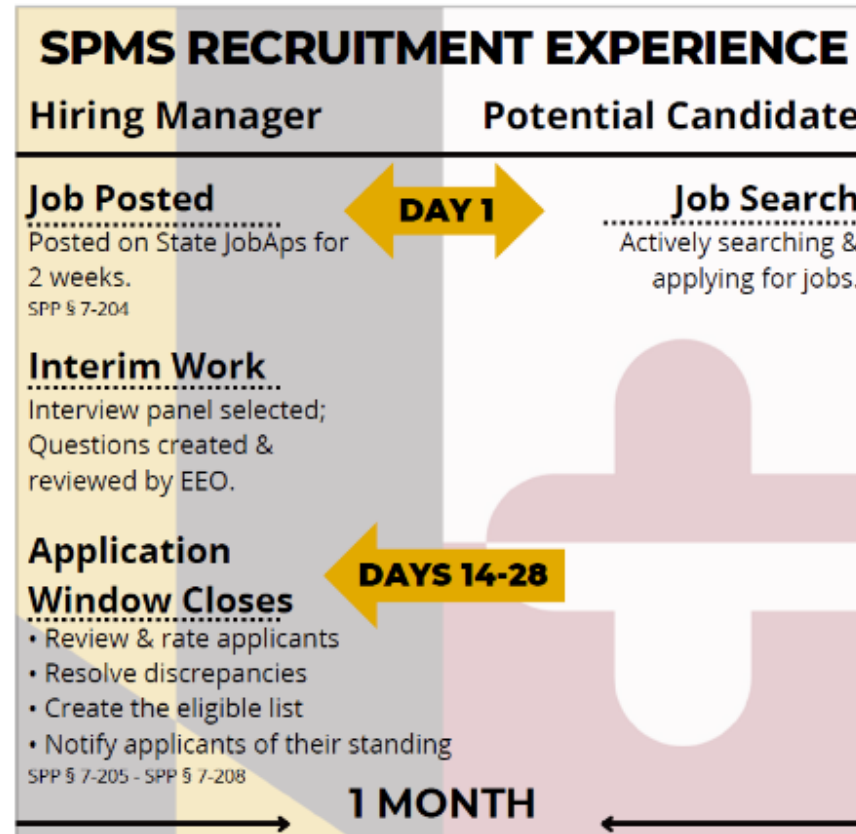
- 2023 *Joint Chairmen's Report* (JCR) requested the Department of Budget and Management (DBM) convene a task force to evaluate opportunities to modernize and improve recruitment, hiring and retention in the State Personnel Management System (SPMS).
- Task Force Meeting Goals
  - Improve the hiring process and applicant experience;
  - Pursue proactive recruitment strategies;
  - Improve job attractiveness;
  - Expand career ladders; and
  - Review job requirements.
- Task Force met 7 times from August 22nd to November 14th, 2023



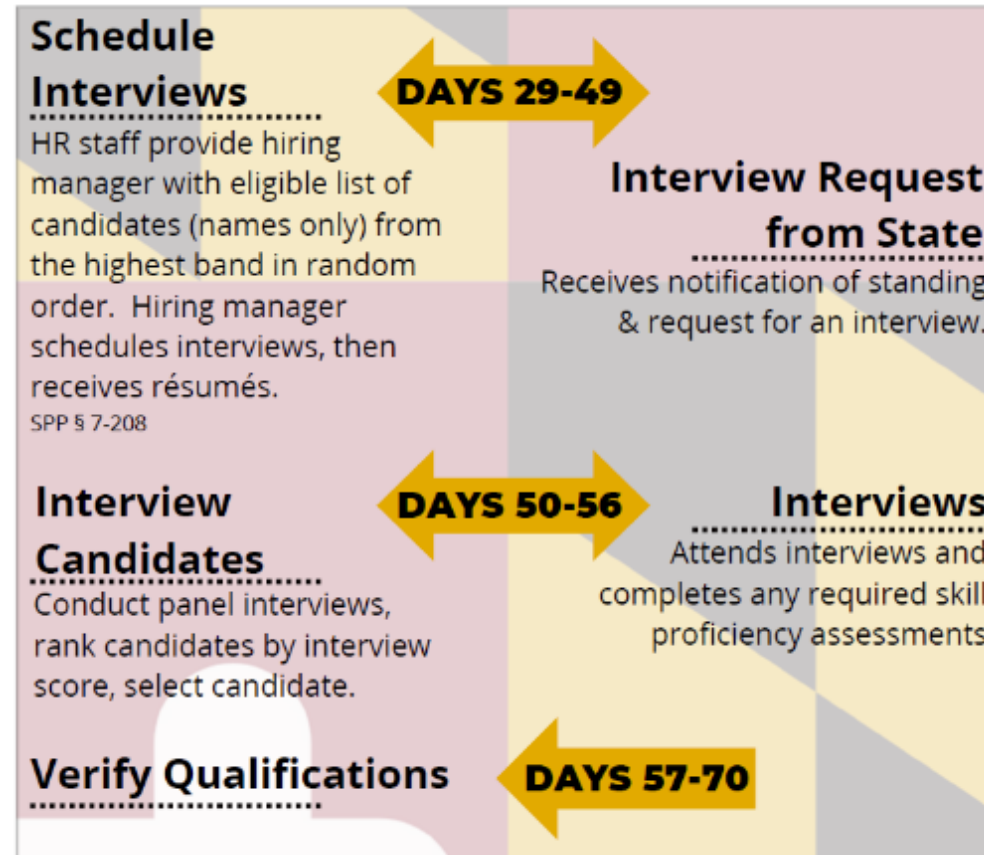
# Hiring Process Key Findings

- Process is labor intensive, lengthy, and difficult
- Few guidelines or best practices associated with hiring timelines
- No dedicated ownership over individual recruitments

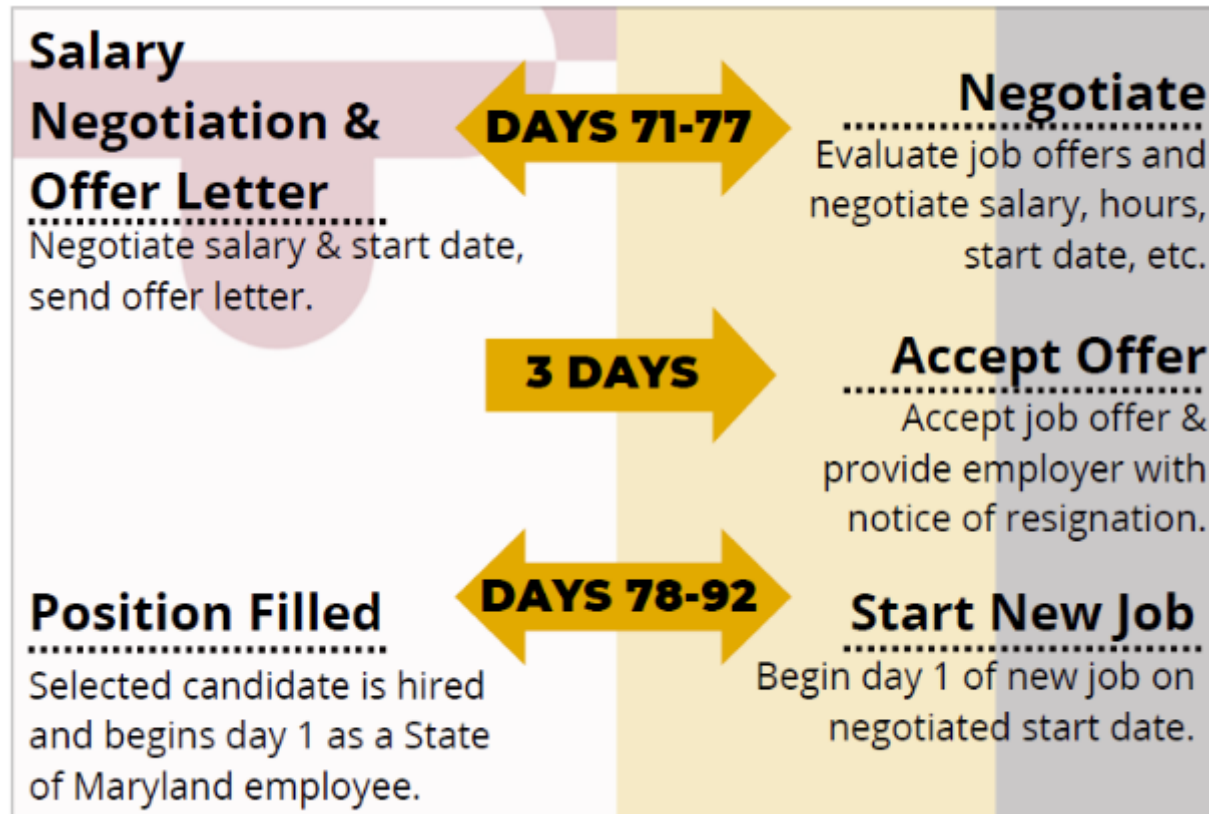
# Workflow Versus Candidate View



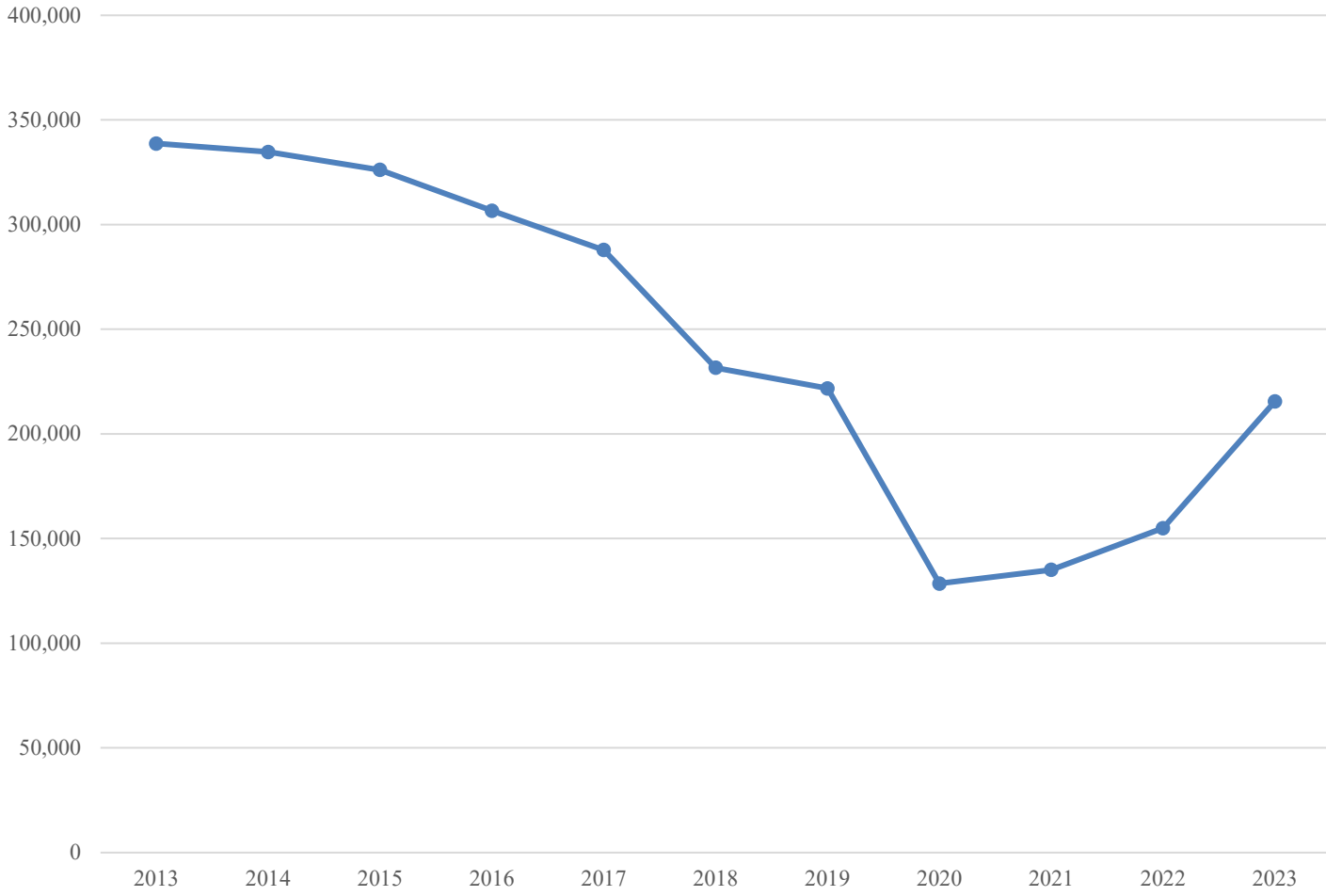
# Workflow Versus Candidate View



# Workflow Versus Candidate View



# Applications Received for SPMS Job Openings Calendar 2013 – Calendar 2023





# Applicant Experience Key Findings

- Applicants receive little to no communication during hiring process
- State does not proactively connect applicants to job openings
- State job titles and job openings are difficult to navigate





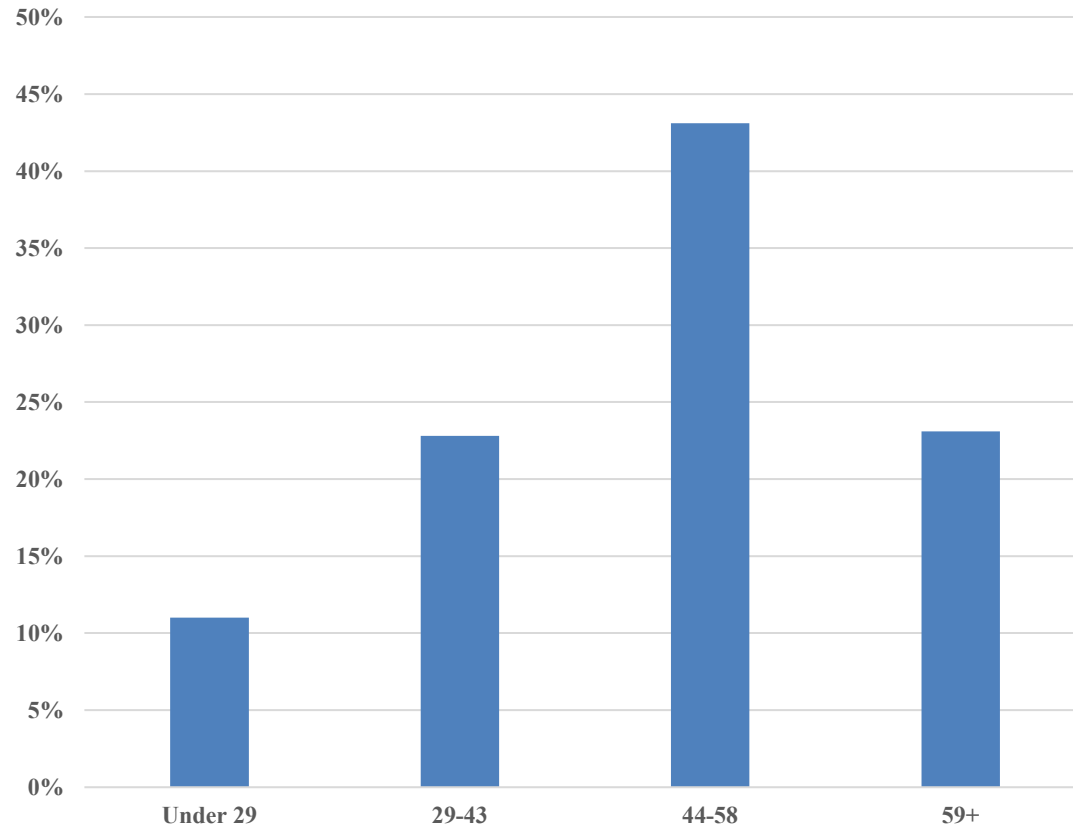
# Recruitment Strategies Key Findings

- Current efforts are not attracting young job seekers
- State agencies have limited options to use streamline hiring
- No dedicated funding in SPMS for activities or marketing

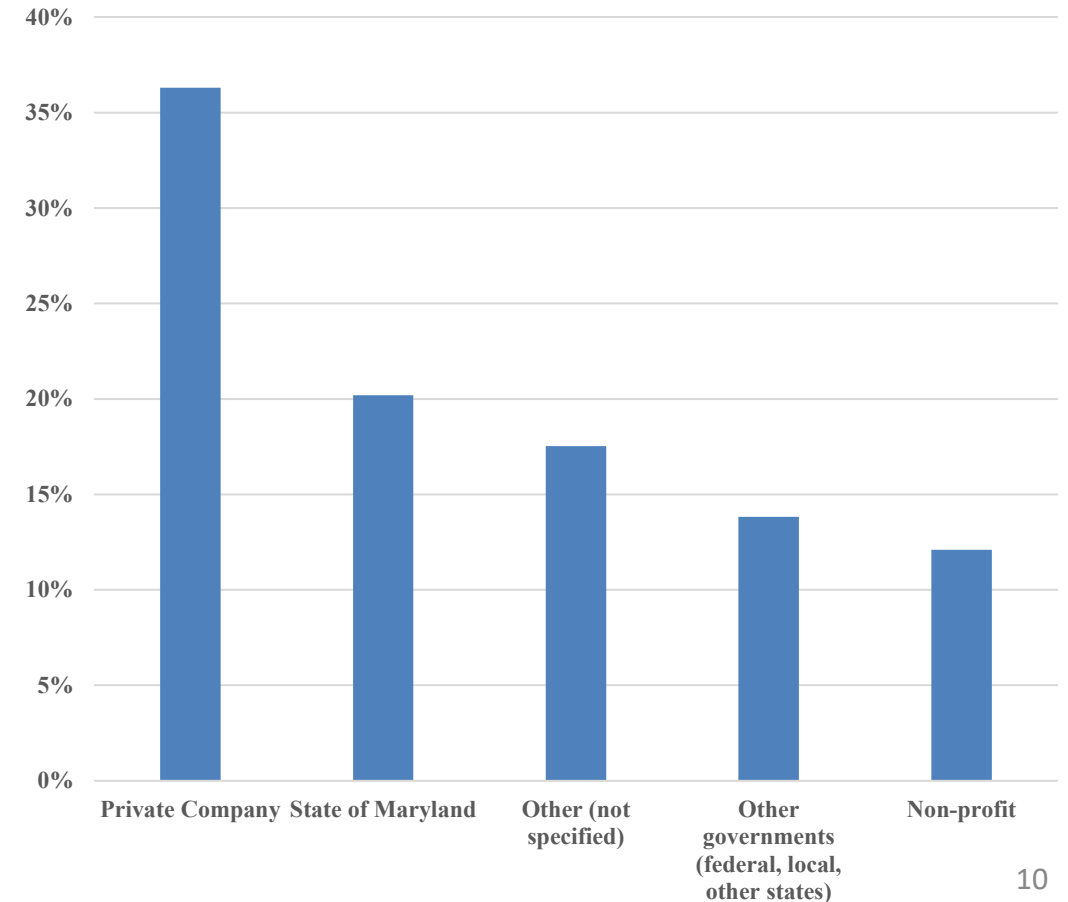
# Applicant Survey Information

## January 1, 2023 – October 5, 2023

% of Respondents by Age Demographic



% of Respondents by Current/Recent Employer

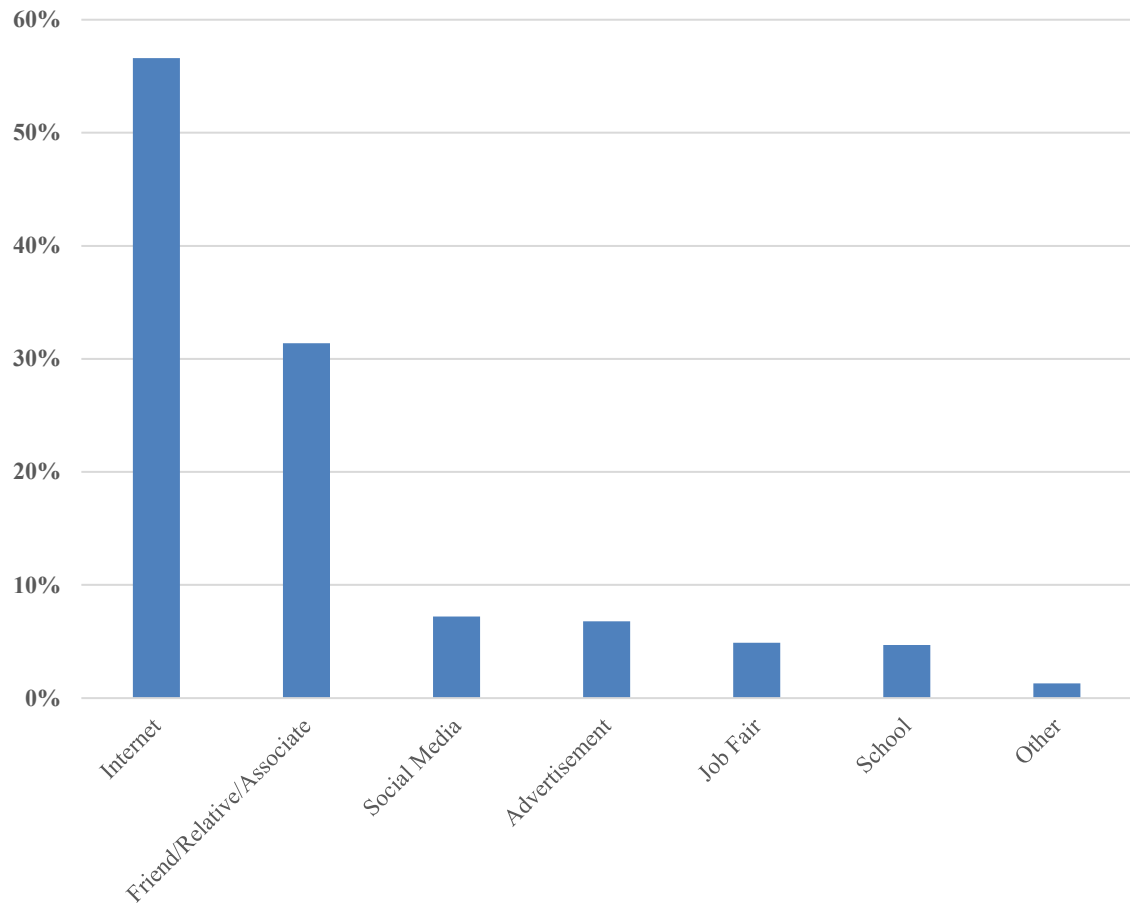


\*Reflects 1,859 total respondents

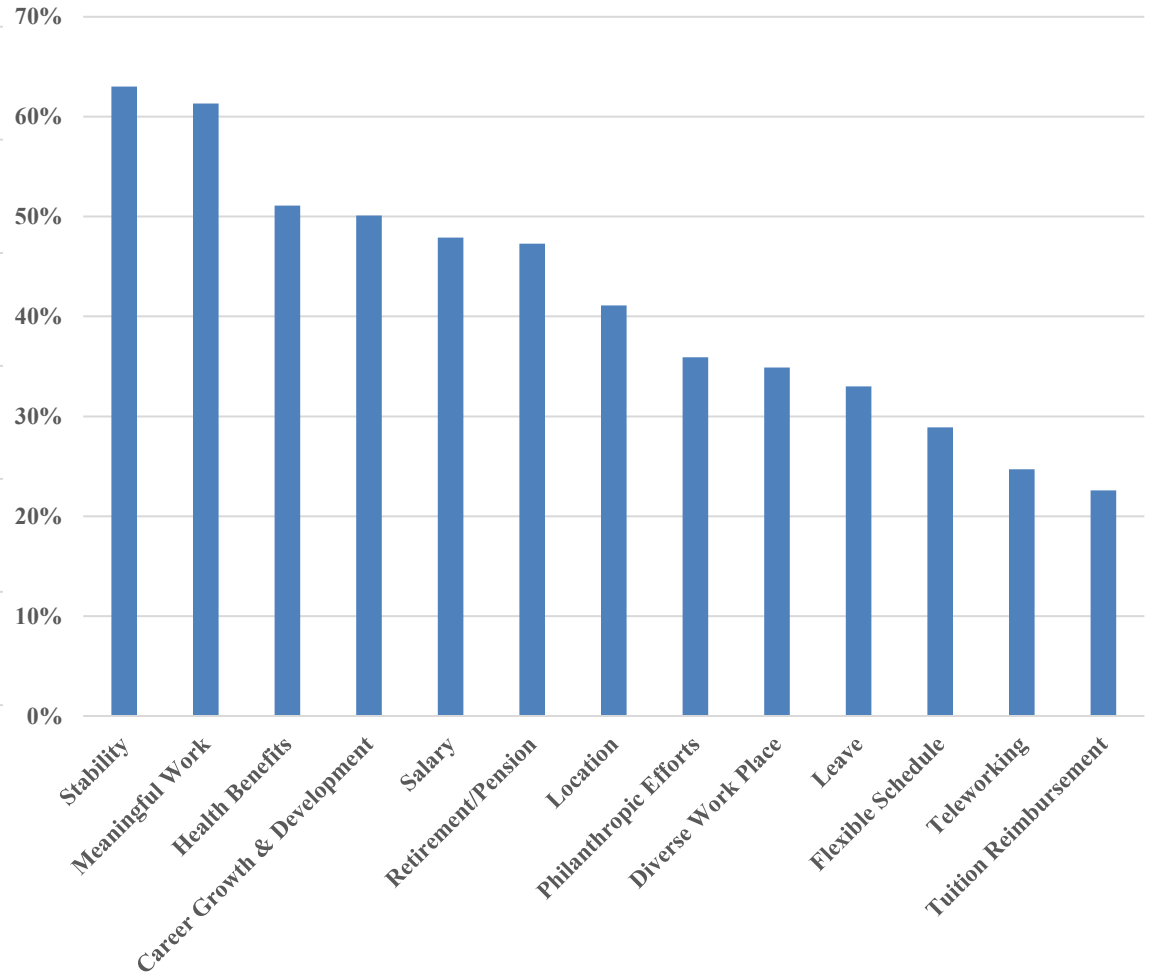
# Applicant Survey Information

## January 1, 2023 – October 5, 2023

Where Applicants Heard About State Employment



Why Applicants Were Attracted to the State



\*Reflects 1,859 respondents. Multiple answers were possible.



# Job Attractiveness Key Findings

- Job classifications are vague, uninspiring, and do not offer insight into the role
- Agencies use the same job classifications for totally different jobs, which is confusing
- Job postings are too wordy and do not highlight the benefits of State employment



# Career Ladders and Pathways

## Key Findings

- Certain jobs do not offer sufficient progression to encourage retention
- On-the-job training for entry-level jobs and talent pipelines are lacking



# Job Requirements Key Findings

- Degrees can act as obstacles
- Hiring managers experience lack of flexibility over job requirements



# Next Steps

- Educate staff and change the culture
  - Encourage continuous ratings of applicants
  - Improve communication with applicants throughout the process
  - Expand use of open/continuous job openings
  - Update job titles and position descriptions
  - Encourage promotion and reclassification to improve retention
- DBM Classification and Salary Activities
  - Continue to remove degree blockers
  - Expand career progressions
- Hire an Executive Director for the Office of Personnel Services and Benefits (OPSB)

# Task Force Membership

- Tisha Edwards, Secretary, GAO, *Chair*
- Serena McIlwain, Secretary, MDE
- Dianna Rosborough, Assistant Secretary of Administration, MDOT
- Cindy Kollner, Executive Director, DBM OPSB
- Erin McMullen, Chief of Staff, Office of the Deputy Secretary for Operations, MDH
- Rianna Matthews-Brown, Chief of Staff, Comptroller of Maryland
- Aaron Jacobs, Human Resources (HR) Director, LABOR
- Gwen Schindler, HR Director, MDA
- Tara Nelson, HR Director, DPSCS
- Denise Gilmore, Legislative Director, AFSCME Council 3
- Jerry Smith, President, MPEC
- Rosemary Wertz, Field Coordinator, AFT-Healthcare
- Joel Martinez, HR Director, Amazon
- Kimberly Prescott, President, Prescott HR, Inc.



# Questions?

- Raquel Coombs, Chief of Staff, DBM
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- Laura Vykol-Gray, Legislative Director, DBM
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Task Force Website

<https://dbm.maryland.gov/employees/Pages/TaskForce.aspx>