



Larry Hogan GOVERNOR

Boyd K. Rutherford LT. GOVERNOR

Charles Glass, Ph.D., P.E. EXECUTIVE DIRECTOR

**BOARD OF DIRECTORS
HUMAN RESOURCES COMMITTEE
MEETING MINUTES
April 20, 2022**

LOCATION: Conference/Video Call

TIME: 11:00 a.m.

DIRECTORS PRESENT: Marian Hwang, Esq. (Chair) (video)
Judge Frederic Smalkin (video)
Robert Witt (video)
Hiram Tanner
Charles Glass, Ph.D., P.E., Executive Director
Shelley Heller (video)

DIRECTORS ABSENT: None

OTHERS PRESENT: Sean Coleman, Esq.
Ellen Frketic
Pamela Fuller
Steven King (video)
Linda Brent (video)
Sheena Horton, MGT Consulting (video)
Casey Powers (IT) (video)

CALL TO ORDER

Ms. Hwang called the meeting to order at 11:00 a.m. Some Board members and staff participated via Zoom videocall; the remainder were present at Maryland Environmental Service (MES) Headquarters. The meeting was streamed live to the public via YouTube.

MINUTES

Ms. Hwang requested discussion or a motion for the approval of the February 15, 2022, and March 28, 2022, meeting minutes. There were no questions or comments. The minutes were unanimously approved.

Ms. Hwang acknowledged receipt of a letter dated March 14, 2022, from a former Agency employee regarding MES's compensation practices. At the time of the receipt, MES had already contracted to have a salary study conducted in April 2021. That study was completed in February 2022 and distributed to the Board earlier this month.

COMPENSATION STUDY – MGT Consulting Group

Sheena Horton (MGT Consulting Group) presented the Compensation and Classification Study to the Board members. After reviewing the objectives and methodology of the study, she presented the three proposed pay plans. The first consisted of 13 grades (each grade set 10% apart in pay), with a 38% pay range spread between the minimum and maximum salaries. It would cover the majority of Agency employees. The second plan (Executive Pay Plan) would cover the Managing Directors, Deputy Director, and Executive Director. The third plan (Operator-in-Training Pay Plan) has already discussed at a prior Human Resources Committee meeting.

Implementation of these proposed salary plans would occur over a two- to three-year period, with the initial goal to bring all employees' salaries up to at least the market minimum. MGT will provide ongoing support and will re-evaluate every other year. There were no questions or comments regarding the study. Ms. Horton left the meeting at 11:23 p.m.

HIRING AND COMPENSATION PRACTICES

Dr. Glass thanked MGT and MES staff for their commitment to completing the salary review for the full Agency. The first objective in addressing compensation will be to ensure all employees' salaries meet the minimum for their designated grade. Additional changes will be made over the next year. Dr. Glass stated that the recommendations made in the study are feasible for the Agency, and that a full evaluation will be completed every other year moving forward. Several questions were addressed regarding the timing of changes. The new salary structure can go into effect as soon as it is approved. HR can begin planning and processing changes to be implemented July 1, 2022, as soon as the updated structure is approved by the Board.

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Ms. Hwang asked for a motion for the Committee to recommend approval of the salary study (with implementation in FY23) to the full Board. Mr. Tanner made the motion to recommend referral to the full Board; Mr. Witt seconded. The motion passed unanimously.

Dr. Glass reported that he will respond to the former employee's letter with the help of the Committee, the Office of the Attorney General, and the Board. Judge Smalkin indicated he had already sent a short response acknowledging receipt of the letter. He felt a formal response should come from the Agency, not the Board.

Ms. Hwang suggested the Agency's HR Department should consider implementing a policy similar to the Governor's STAR (Skilled Through Alternative Routes) Initiative. The STAR program, announced by the Governor's office on March 15, 2022 lays out alternatives for qualified candidates who don't possess a four-year college degree to achieve employment.

ADJOURNMENT

Upon motion by Ms. Hwang, the meeting adjourned at 11:38 p.m.

Marian C. Hwang

MARIAN HWANG, ESQ.
HUMAN RESOURCES COMMITTEE CHAIR