



Board of Directors Human Resources Committee Meeting

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September 20, 2023

12:30 p.m.

Agenda

Human Resources Committee Board Members

Robert L. Witt, II
Chair

Hon. Frederick N.
Smalkin

James H. Johnson, Jr.,
Ph.D., P.E.

Shelley Heller

Call to Order

Robert Witt

Approval of Minutes – June 15, 2023

Robert Witt

Compensation Administration Guidelines

Charles Glass

Sexual Harassment Policy (HR 11.02) update

Sean Coleman

Compensation Administration Guidelines

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JUNE 2023



Compensation Administration Guidelines



Table of Contents

04	INTRODUCTION AND COMPENSATION PHILOSOPHY
06	COMPENSATION PROGRAM GOALS
08	COMPENSATION PROGRAM COMPONENTS
12	POSITION DESCRIPTIONS
16	EMPLOYEE SALARY INCREASES
18	PERFORMANCE BASED COMPENSATION
20	COST OF LIVING SALARY ADJUSTMENTS
22	TEMPORARY PAY FOR ACTING CAPACITY
24	EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY, EQUITY, AND INCLUSION
26	OTHER COMPENSATION AND BENEFITS
29	MES RETIREMENT, HEALTH, AND FINANCIAL BENEFITS
30	APPENDIX – APPROVED MES CAREER LADDERS

Introduction & Compensation Philosophy

The Maryland Environmental Service (MES) is an agency of the State of Maryland that provides operational and technical services to protect and enhance the environment for the benefit of the people of Maryland. MES is a not-for-profit entity, providing cost-effective services primarily to State and county governmental clients. MES relies on fees for service to compensate employees and seeks to balance providing cost-effective solutions and services to our clients while attracting, retaining, and motivating talented employees committed to providing excellent service. In most cases having a talented workforce leads to cost savings that far exceed the expense to attract and retain that workforce. Our motto is, "Environmental Solutions for a Better Tomorrow." Maintaining a talented workforce is critical to achieving our mission.



MES recognizes the importance, contribution, and performance of its employees in pursuing, achieving, and supporting MES' activities, programs, and services. MES is committed to implementing compensation policies and programs which provide equitable classification of positions, competitive pay, and performance-based pay increases. MES is also committed to rewarding employees for their performance, skills, knowledge, and abilities through competitive pay, performance-based salary increases, a performance-based bonus program, tuition reimbursement, and opportunities for career-enhancing trainings and certifications.

It is our intention to develop our employees through learned skills, trainings, and certifications that will enhance our ability to retain employees and, enable MES staff to perform at a high level and enhance and protect the environment through innovative solutions to the region's most complex environmental challenges. MES recognizes that some employees may leave MES for challenges elsewhere, but they will be well-trained professionals capable of continuing services at a high level, hopefully still serving in the State of Maryland.

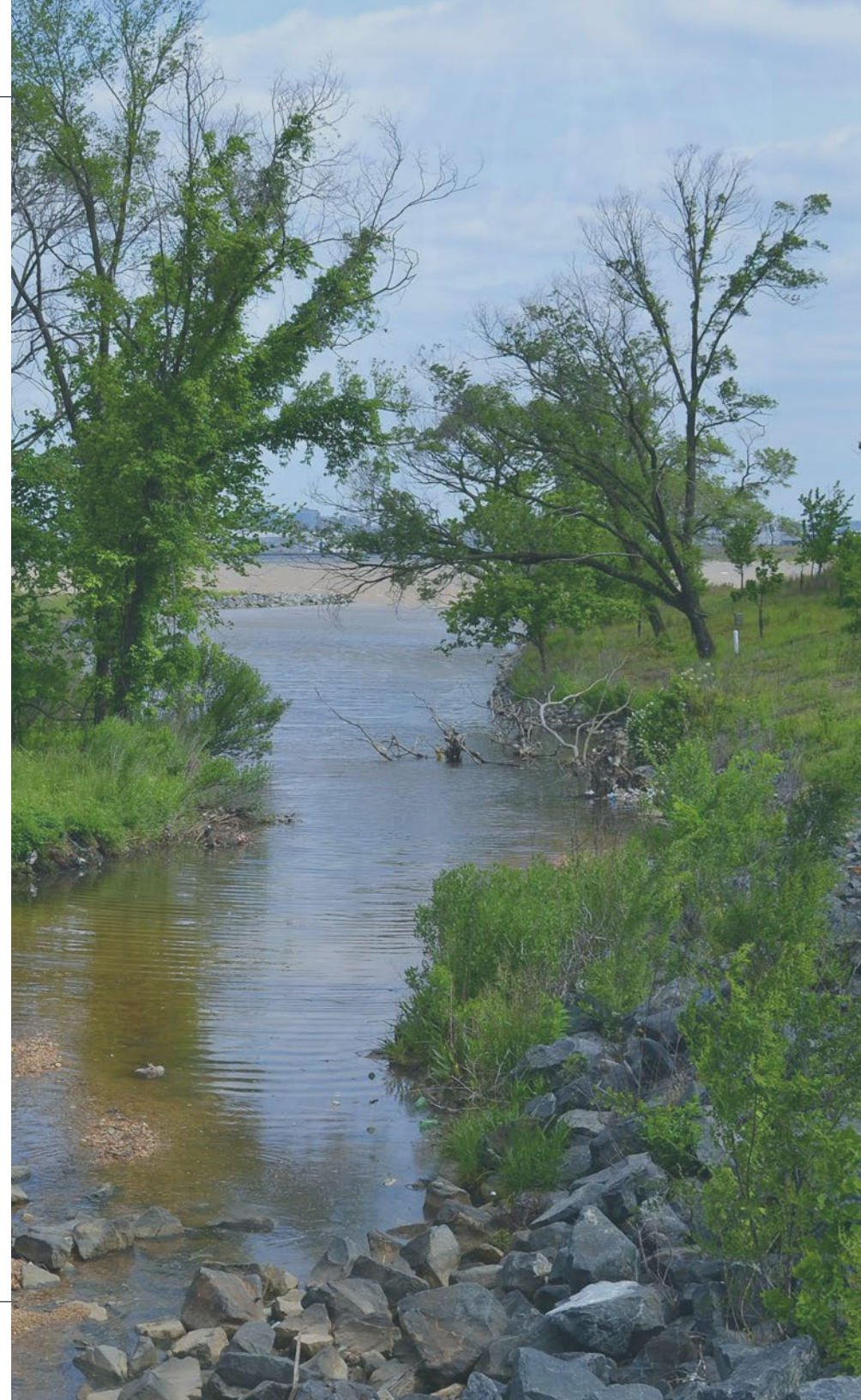
MES strives to deliver exceptional service to our clients and partners; however, we recognize that excellence is only achievable when we allow our people to be the best versions of themselves. That is why we invest in our employees, so our workplace can thrive.

Maintaining a talented workforce **is critical to achieving our mission**



Compensation Program Goals

This guideline lays out the components, processes, and detailed information about MES' salary and compensation administration programs. It is the responsibility and intention of the Executive Director and Board of Directors to administer compensation equitably, consistently, and fairly within MES, and to make modifications to these policies as necessary and appropriate. MES will compensate competitively, transparently, equitably, and in alignment with our mission and strategic goals.



MES desires to be competitive in its identified market in providing compensation and benefits to its employees.

The goals of MES' compensation plan are to:

1. Provide compensation at a level sufficient to recruit, develop, and retain qualified, talented, and motivated employees who provide quality services and outstanding customer service to best meet the needs of clients and citizens of the State of Maryland.
2. Establish compensation at levels which maintain internal equity among positions and individual employee salaries.
3. Demonstrate management's respect and appreciation for the efforts of all employees by providing performance-based compensation which consistently and equitably rewards positive performance, and contribution to MES' mission and experience.
4. Provide all employees with equitable compensation regardless of race, gender, age, or other protected classes.

To achieve these goals MES will:

1. Be competitive (with market rates of pay) while maintaining fiscal responsibility.
2. Evaluate and adjust pay ranges when warranted by changing economic and competitive factors as determined by biannual classification and compensation surveys.
3. Balance compensation, agency financial resources and customer needs.
4. Comply with applicable laws.

MES acknowledges that pay is not the only factor in recruitment and retention. MES will endeavor to provide employees with other benefits including savings, health and retirement benefits, health and wellness opportunities, tuition reimbursement, and appropriate trainings, certifications, and career development and advancement opportunities.

MES management will administer the compensation program and philosophy which will include components listed below and described in these administrative guidelines. Detailed information about classification and compensation policies, salary increases, promotions, and other important policies are provided in the sections that follow.



Compensation Program Components



Salary Administration

MES' administration of salary compensation is intended to ensure consistency within the agency practices while being competitive, fair and equitable, and balancing the agency's financial resources and client needs.

Salaries are established keeping in mind the compensation administrative guideline goals and philosophy, and are monitored and maintained in accordance with available financial resources, employee performance, equity, and market conditions. Salaries are based on structured and set position descriptions with established salary grades.

Salary Setting Considerations

Internal Review: To ensure understanding of MES' jobs, organizational structure, compensation and benefits plans, interviews and focus groups may be conducted with staff from some or all groups and levels of the organization. In addition, job descriptions will be carefully reviewed for accuracy to the work that is performed by the staff in those classifications. The information obtained will be reviewed to help develop the final compensation system, in combination with guidance and expertise from management and data gathered in market research during an external compensation study. At the same time, MES must balance the retention of talented staff to complete complicated environmental projects.

MES strives to deliver exceptional service **to our clients and partners**





Salary Setting Considerations (cont.)

External Compensation Study: This review includes a comprehensive analysis of the salaries of similar positions in MES' identified labor markets. The review may also include a comparison and analysis of fringe benefits of similar positions. The salaries of positions at MES will be compared to those gathered from the market research. This information will be reviewed by the Chief of Human Resources (HR) in consultation with Executive management to develop the biannual survey of the compensation system.

Other Considerations: MES is a public agency, providing services to many other public agencies and the private sector. In determining appropriate compensation for its employees, MES must also consider the affordability of its salary program to the clients for whom the agency provides its services.

Review of Salary Ranges

To ensure the continued soundness of the compensation plan, the Chief of HR will conduct an annual review of the classification structure and the internal relationships of positions to determine proper classification. The Board of Directors will be responsible for approving any recommendations for changes to the salary structure of the Agency. The salary card will be updated annually to reflect the maximum percentage approved by the board for performance-based compensation and other salary increases approved by the board. The Chief of HR may also recommend targeted salary adjustments to specific positions or salary ranges, in consideration of market conditions and internal equity. All salary card adjustments must be approved by the Executive Director.



Position Descriptions

Positions at MES are assigned job classifications that provide a general job description with position summary, job functions, responsibilities, education and experience, knowledge, skills, and abilities, and assigned salary grade. These job classifications are available on the MES intranet site. The job descriptions are flexible and are not intended to encapsulate every facet of the job or work.

All position descriptions will be reviewed annually by the supervisor and employee, preferably in conjunction with the annual performance review, to ensure they accurately reflect the duties, responsibilities, and requirements of the position. Supervisors will approve the position description for accuracy and immediately provide Human Resources proposed updates or changes as needed. A proposed modification to a position description shall not be effective until the Executive Director's approval.



Career Ladders

Many position classifications are grouped in series of increasing levels of experience, education, and job responsibilities. In keeping with the philosophy of the compensation administration guidelines, MES has developed structured career ladders to establish enhanced career paths based on education, training, certifications, and career growth opportunities. These career ladders are developed by the operating groups and reviewed and approved by the Chief of HR, Deputy Director, and Executive Director. The career ladders are then presented to the Board of Directors for approval prior to implementation. Approved career ladders are included in the Appendix and are intended to aid in attracting and retaining employees, strengthening agency teams, and minimizing agency vacancies.

Creation of New Classifications

Sometimes, MES may recognize the need for a new classification to be created to fill a need from growth in services, staffing needs, additional obligations, or other needs. The Chief of HR, in consultation with the appropriate Managing Director, will recommend any required new classifications. The immediate supervisor or Division Chief of the new position will develop a draft position description and the Chief of HR will be responsible for reviewing the classification. An appropriate salary range for the new classification will be determined by the Chief of HR in consultation with the supervisor of the new classification and in accordance with the compensation philosophy of the agency.

The Deputy Director and the Managing Director of Finance will review operational group positions. Overhead positions are approved by the Executive Director after presentation by the Deputy Director with a review by the Managing Director of Finance. The Executive Director will be responsible for approving the classification description.

We motivate & retain employees **committed to providing excellent service**





Filling Vacancies

Before the agency advertises a vacant position, the Chief of HR, in consultation with the Managing Director, will review the job classification for accuracy of the position description, duties, and responsibilities. The Chief of HR will also review and approve the position's advertised salary range.

When a vacancy occurs, MES employees may apply for the position if they meet the minimum qualifications for the position. If a current MES employee successfully interviews and is offered the position, and the position is in a higher grade level than the employee's current position, then the employee's new salary shall be set in the same manner as described below in Salary Increases.

Salary Grades and Structure

The compensation structure developed by MES establishes and maintains the overall structure of positions in an equitable and flexible manner. Positions are classified into salary grades based on the duties, responsibilities, and requirements of the position. The Managing Directors, in consultation with the Chief of HR, are responsible for determining the relative relationship of all of MES' positions, utilizing a consistent and equitable method. This process focuses on the level of responsibility and the educational and work experience required for the positions themselves and not on the individuals occupying them.

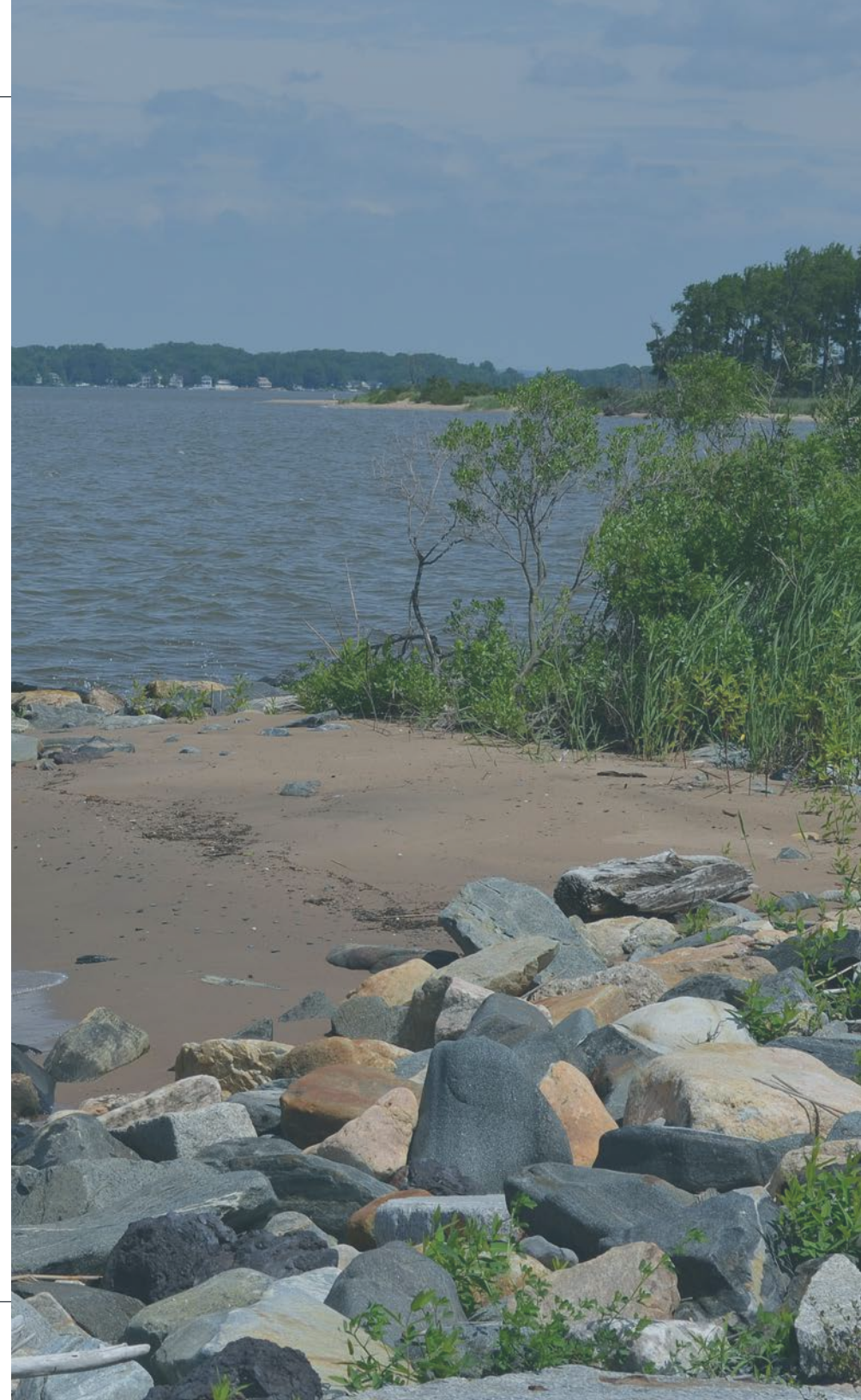
The salary card which lists the salary range for each grade is maintained on the MES intranet. To ensure the continued soundness of the compensation plan, the Chief of HR will conduct a biannual review of the salary card and structure. The Board of Directors will be responsible for approving any recommendations for changes to the salary structure of the Agency. Salary ranges may also be updated to recognize market competitiveness by an appropriate cost of living adjustment or other market adjustment linked to the consumer price index or other accepted inflation indicator.



Employee Salary Increases

Individual employee salary increases are limited to the following situations: performance-based compensation (PBC) in July, salary adjustments based on increased job duties, equity, or position reclassification in January, cost of living adjustments, promotion through competitive selection, or changes which result from a classification and compensation study.

When an employee is awarded a promotion to a higher grade, the salary increase will be awarded in an amount of at least 5% of the employee's current salary. Except for the unusual circumstances detailed below, salary increases shall not exceed 10% of the employee's current salary unless the grade change will not increase the employee's salary to an amount equal to the minimum of the new grade. In that situation, the salary increase will be an amount equal to the minimum salary range of the new grade.



A promotional salary increase will be recommended by the group's Managing Director and determined by the Chief of HR. There may be instances where a higher promotional salary increase may be recommended for approval by the Executive Director based on any of the following unusual circumstances:

- The grade levels and Fair Labor Standards Act of the new (promoted) position are not adequate in relationship to the position.
- The desired placement of the employee's current salary within the newly assigned salary range (see guidelines for "Establishing Pay Rates for New Hires & Internal Solutions" below).
- The current market rate of the new position.
- Situational position equity with respect to the salary relationship between supervisors and employees in a management chain as well as other staff in the classification.
- Availability of financial resources and/or recommendations from clients who will be supporting a position and have requested specific salaries to coincide with their needs.

Any increase, promotional or otherwise, is not guaranteed and is contingent on available funds and approvals. All salary increases must be within the current approved salary range for the position's grade.

If an employee accepts a position at a lower salary grade, the employee may be required to take a voluntary demotion, will not receive an increase to their base pay, and may be required to receive a reduction in base salary if their current salary does not fall within the salary range for the new position or if the position will have fewer responsibilities.

We invest in our employees, **so our workplace can thrive**



Performance Based Compensation

Performance Based Compensation (PBC) is an adjustment to the employee's base salary based on their performance. Performance information is taken from the annual performance review provided by the employee's supervisor. PBC may not be available each year and is subject to funding availability, employee performance, and approval by the Board of Directors.



Annual Salary Recommendations

Once per year pending funding availability, and market conditions, supervisors may recommend salary adjustments to an employee's base salary based on increased job duties, equity, and/or job reclassification based on meeting career ladder milestones including education, experience, skills, trainings, and certifications. The recommendations will be limited to a small percentage of employees and require approval of the group Managing Director, Deputy Director, and Executive Director. Increases shall follow the maximum salary increase requirements and criteria as stated above regarding promotions.

In consideration of salary increase recommendations, the following should be noted:

- The increase in job duties and responsibilities should be significant, in effect for an extended period, and permanent.
- Increase of salary due to equity should be the result of significant salary discrepancies in similar classifications with similar job responsibilities, education and/or experience.
- Meeting career ladder milestones is not an automatic increase. Other contributing factors are considered such as budget, other recent adjustments, and employee performance.



Cost of living Salary Adjustments

MES cost of living salary adjustments (COLA) typically follow but are not required to follow or be limited to State-approved COLAs. COLAs are an adjustment to the employee's base salary. Additionally, MES COLAs are reviewed and approved by the Board of Directors.

Compensation and Classification Study

To ensure that MES salaries and additional compensations are competitive with market groups, MES will employ an independent external expert firm to conduct a classification and compensation study on a biannual basis. Studies will include a comprehensive analysis of the salaries of similar positions in MES' identified labor market. The review may also include a comparison and analysis of fringe benefits of similar positions. The salaries of positions in MES will be compared to those gathered from the market research and this information will be reviewed by the Chief of HR in consultation with Executive management to develop the final compensation system.

The compensation and classification study shall include an evaluation of additional compensation above employees' salaries such as those described under Other MES Compensations and Benefits.



Establishing Pay Rates for New Employees

Pay rates for newly hired employees within an approved grade level will be recommended by a group's Managing Director and determined by the Chief of HR in accordance with the following guidelines:

- A position's recruiting salary will typically extend from the range minimum to the mid-point of the salary range.
- The selected candidate's salary offer will be within the range posted for the position and will reflect the individual's experience and qualifications.

In cases where circumstances warrant, the Chief of HR, after consultation and approval from the Executive Director, may grant approval to hire a selected candidate above the mid-point salary range. These circumstances include critical needs, geographical location, market fluctuations, and candidates possessing highly desirable qualifications and/or experience. More latitude will be given to billable positions that are deemed critical to a client's needs.

We allow our people,
**to be the best versions
of themselves**



Temporary Pay for Acting Capacity

Eligibility

In accordance with MES policy #HR 10.15, an employee may be designated to perform temporary duties in a classification for which the rate of pay is higher than that of the employee's classification for any of the following reasons:

- The absence of an incumbent for more than 10 continuous workdays for grades 1-4 and 20 continuous workdays for grades 5 and above.
- A vacancy.
- Unusual circumstances which necessitate assignment of duties at a higher level than that of the employee's classification.



Assignment Process

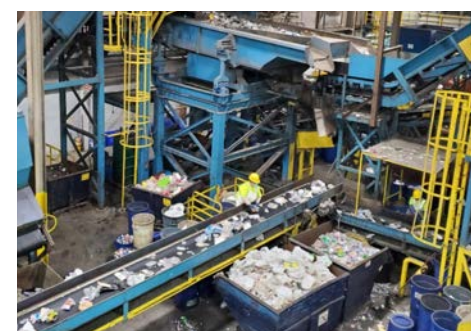
Once an employee meets the conditions for eligibility for temporary acting pay and upon consultation with the appropriate Managing Director, a supervisor shall complete a "Request to Designate an Employee in Acting Capacity" Form and forward it to the Managing Director for review and approval. The Managing Director shall submit the form to Human Resources which will then be forwarded to the Executive Director for authorization.

Upon authorization from the Executive Director, Human Resources will forward the approved form to payroll and a copy to the originating group. The group shall immediately notify the employee of the employee's acting capacity. Acting capacity pay will be reviewed by the appropriate Managing Director and Human Resources every 90 days. The appointment of acting capacity will not guarantee the employee a promotion or preferred treatment. At the end of the acting capacity assignment, the Managing Director will notify the Human Resources Division and Payroll to ensure that an overpayment does not occur.

Temporary Compensation

The amount of the acting capacity pay shall be the amount which the employee would be paid if the employee had been permanently promoted to the higher classification unless otherwise provided by law or MES policies. Payment for acting in a higher classification shall be made as follows:

- Between grades 1 and 4, additional compensation shall be paid for the period in excess of 10 continuous workdays.
- For grades 5 and above, additional compensation shall be paid for the period in excess of 20 continuous workdays.
- An employee will be compensated at the employee's normal rate of pay for the days worked in an acting capacity prior to meeting continuous days requirement.



Equal Employment Opportunity & **Diversity, Equity, & Inclusion**

MES has an established policy to foster a diverse, inclusive work environment where all employees are valued and respected. MES is committed to demonstrating equity and inclusion in our personnel actions including hiring, training, compensating, mentoring, coaching, promoting, disciplining, sustaining, and retaining a well-qualified, fully-engaged diverse team.



As an agency of the State of Maryland, MES administers and enforces State and federal equal employment opportunity laws and policies and promotes a work environment free of any unlawful discrimination, harassment, and retaliation; and assists in the building of a well-diversified workforce for employees and applicants.

MES implements an interview process that includes diverse panels of interviewers to strengthen the overall MES organization performance and recruit and develop diverse talent at all levels of MES, improving the overall hiring process to encourage a more diverse workplace. Additionally, all salary decisions shall be fair, equitable, and not based on race, gender, age, sexual orientation, religion, or nationality.

We reward employees,
**for their performance,
skills, & knowledge**



Other MES Employee Compensation & Benefits

MES supports other forms of compensation for the benefit of employees and in keeping with MES' goal to provide compensation at a level sufficient to recruit, develop, and retain qualified, talented, and motivated employees to provide outstanding customer service.



BEST Program

Subject to available funds and Board approval, MES will use the BEST (Building Excellence and Success Together) program to compensate employees annually. BEST and BEST Plus incentive pay are based on available funds and organizational and individual performance and therefore, the amount of these increases will vary from year to year, depending on the factors approved by the Board of Directors for the BEST Program. BEST and Best Plus incentive pay do not increase an employee's base pay.

Tuition Assistance

MES supports employees who wish to continue their education to secure increased responsibility and growth within their professional careers. In keeping with this philosophy, MES has established a tuition assistance program under MES Policy # HR 8.01 for expenses incurred through accredited institutions of learning.

The Managing Director of each group in consultation with the Human Resources Division will approve an employee's program of study for accreditation purposes. Since this is a voluntary program, employees must take the initiative to apply for and participate in this assistance program. Qualification and participation are subject to evaluation by MES. The tuition assistance program is intended to enhance employee knowledge and skills relative to their current position or to prepare the employee for career advancement within MES.

Participation in the program will not guarantee promotion or preferred treatment for assignments. The Chief of HR will be responsible for the administration of the tuition assistance program and will ensure that the program operates within the stated policy.





MES retirement, **Health, & Financial Benefits**

MES supports employees with competitive health and financial retirement benefits to compensate employees above a base salary. These benefits include:

- Health Insurance with choice of medical plan and prescription, dental, vision, and life and disability insurance options, along with flexible spending accounts.
- 401K retirement savings program with generous agency match.
- Paid vacation, personal, and sick leave.
- At least ten paid holidays per year.
- Retired long-term employee medical cost reimbursement.

Board-Approved Career Ladders

Electrician Career Ladder

Electrician Trainee

Historic Grade: 1

New Grade: 2

Education: High school or equivalent

Experience: None

Substitution for Experience: N/A

Training/Certification for Advancement: Entry level

Electrician Apprentice (Junior Electrician)

Historic Grade: New

New Grade: 3

Education: High school or equivalent

Experience: 18 months applicable

Substitution for Experience: N/A

Training/Certification for Advancement: 2 technical classes or certifications or enrollment in apprenticeship program

Electrician (Electrician I)

Historic Grade: 2

New Grade: 4

Education: High school or equivalent

Experience: 3 years applicable

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: 2 technical classes or certifications and MES Management or Supervisory Training recommended

Senior Electrician (Electrician II)

Historic Grade: 3

New Grade: 5

Education: High school or equivalent

Experience: 5 years applicable

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Enrollment in a program to obtain Journeyman certification; MES Management or Supervisory training recommended

Lead Electrician (Electrician III)

Historic Grade: 4

New Grade: 6

Education: High school or equivalent

Experience: 7 years applicable experience and 2 years supervisory experience (directly or indirectly)

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Journeyman certification

Senior Lead Electrician (Electrician IV)

Historic Grade: 6

New Grade: 8

Education: High school or equivalent

Experience: 9 years applicable experience and 4 years supervisory experience (directly or indirectly)

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Master Electrician license

Master Electrician (Electrician V)

Historic Grade: New

New Grade: 10

Education: High school or equivalent

Experience: 12 years applicable experience and 5 years supervisory experience (directly or indirectly)

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: N/A

Engineering Career Ladder

Assistant Engineer

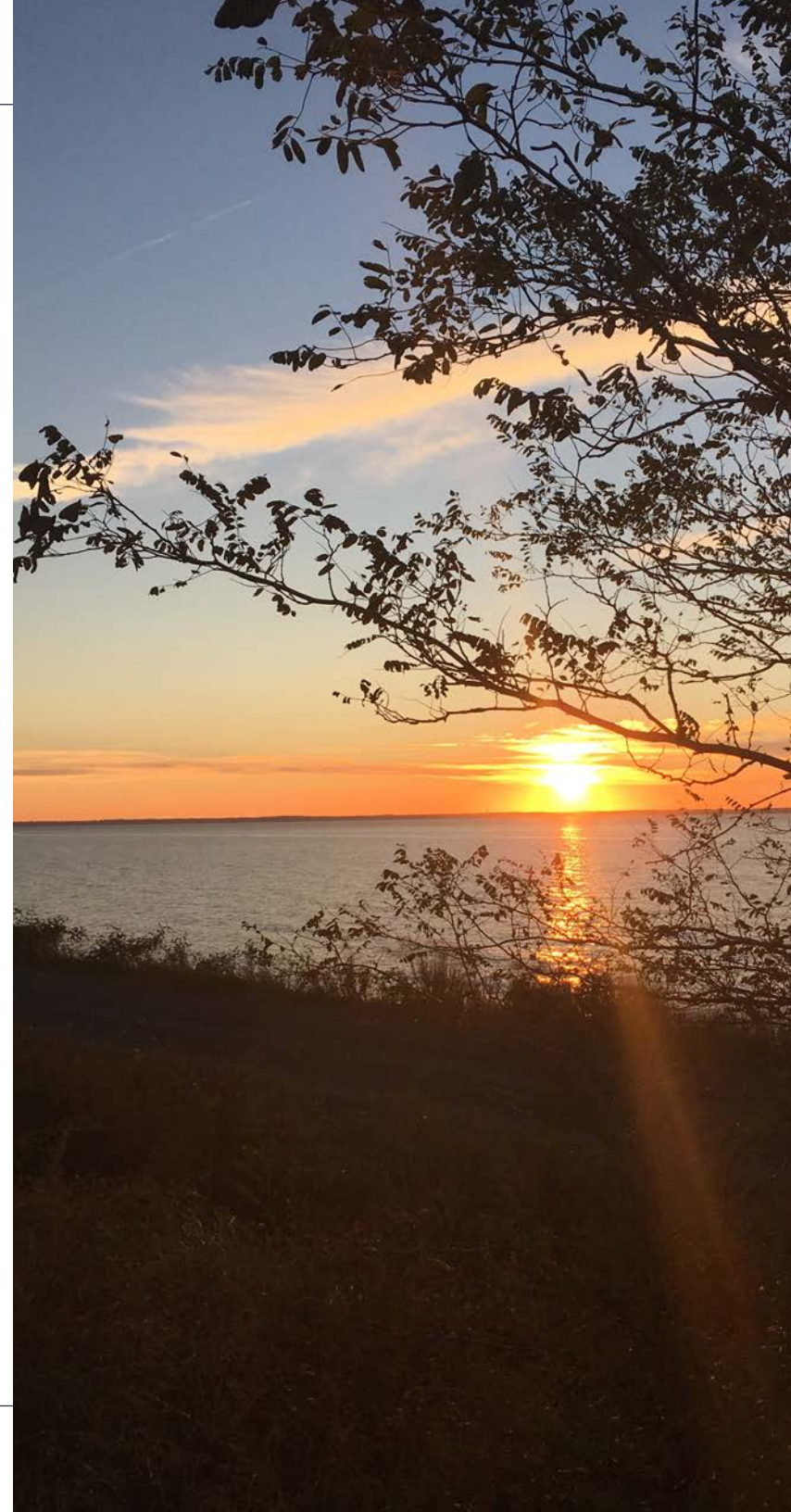
Grade: 6

Years of Experience: 0

Professional Development Hours for Advancement: 16

Additional Requirements: N/A

Increase: N/A



Associate Engineer

Grade: 7

Years of Experience: 2

Professional Development Hours for Advancement: 32

Additional Requirements: N/A

Increase: Up to 10%

Associate Engineer II

Grade: 8

Years of Experience: 4

Professional Development Hours for Advancement: 48

Additional Requirements: N/A

Increase: Up to 10%

Project Engineer

Grade: 9

Years of Experience: 6

Professional Development Hours for Advancement: 64

Additional Requirements: 2 years of project lead/engineering oversight

Increase: Up to 10%

Project Engineer II

Grade: 10

Years of Experience: 8

Professional Development Hours for Advancement: 80

Additional Requirements: 1 year supervising staff;
3 years project lead/engineering oversight

Increase: Up to 10%

Senior Engineer

Grade: 12

Years of Experience: 10

Professional Development Hours for Advancement: 96

Additional Requirements: 4 years managing staff

Increase: Up to 10%

Section Chief, Engineering

Grade: 12

Years of Experience: 10

Professional Development Hours for Advancement: 96

Additional Requirements: 5 years managing engineering projects and supervising staff

Increase: Up to 10%

Environmental Specialist Career Ladder

ES Trainee

Grade: 3

Minimum Qualifications: Bachelor's degree and valid driver's license

Required Licenses, Registrations, Certifications, Trainings & Continuing

Education: 1

Salary Increase: N/A

Required Experience: None

Environmental Specialist

Grade: 4

Minimum Qualifications: Bachelor's degree (advanced degree may substitute for experience) and valid driver's license

Required Licenses, Registrations, Certifications, Trainings & Continuing

Education: 3

Salary Increase: Up to 10%

Required Experience: 1 year

Senior Environmental Specialist

Grade: 5

Minimum Qualifications: Bachelor's degree (advanced degree may substitute for up to 2 years of experience) and valid driver's license

Required Licenses, Registrations, Certifications, Trainings & Continuing

Education: 5; May include MES Supervisor Training Class or equivalent

Salary Increase: Up to 10%

Required Experience: 3 years, including 1 managing projects and staff leadership

Senior Environmental Specialist II

Grade: 6

Minimum Qualifications: Bachelor's degree (advanced degree may substitute for up to 2 years of experience) and valid driver's license

Required Licenses, Registrations, Certifications, Trainings & Continuing Education: 7; May include MES Supervisor Training Class or equivalent

Salary Increase: Up to 10%

Required Experience: 4 years, including 1 managing projects and staff leadership

Lead Environmental Specialist

Grade: 7

Minimum Qualifications: Bachelor's degree (advanced degree may substitute for up to 2 years of experience) and valid driver's license

Required Licenses, Registrations, Certifications, Trainings & Continuing Education: 9; May include MES Manager Training Classes or MES Supervisor Training if not taken previously

Salary Increase: Up to 10%

Required Experience: 5 years, including 2 managing projects; may require 2 years supervising staff

Senior Lead Environmental Specialist (Technical)

Grade: 8

Minimum Qualifications: Bachelor's degree (advanced degree may substitute for up to 2 years of experience) and a valid driver's license. A master's degree is preferred.

Required Licenses, Registrations, Certifications, Trainings & Continuing Education: 11; MES Supervisor and Management Training Classes should already be completed

Salary Increase: Up to 10%

Required Experience: 6 years, including 3 managing projects; may require 3 years supervising staff

Assistant Section Chief – Environmental

Grade: 9

Minimum Qualifications: Bachelor's degree (advanced degree may substitute for up to 2 years of experience) and a valid driver's license. A master's degree is preferred.

Required Licenses, Registrations, Certifications, Trainings & Continuing Education: 13; MES Supervisor and Management Training Classes should already be completed

Salary Increase: Up to 10%

Required Experience: 6 years, including 4 managing projects and supervising staff





Section Chief – Environmental

Grade: 10

Minimum Qualifications: Bachelor's degree (advanced degree may substitute for up to 2 years of experience) and a valid driver's license. A master's degree is preferred.

Required Licenses, Registrations, Certifications, Trainings & Continuing Education: 15; MES Supervisor and Management Training Classes should already be completed

Salary Increase: Up to 10%

Required Experience: 8 years, including 5 managing projects and supervising staff

Equipment Operator Career Ladder

Equipment Operator Trainee

Current Grade: 2

Proposed Grade Change: N/A

Education: High School or Equivalent

Milestone Skills/Achievements: Limited experience with heavy construction equipment is acceptable. Experience with light equipment such as farm tractors, warehouse forklifts, skid-steers, etc. is preferred.

Training/Certification for Advancement: Heavy Equipment Operator Training.

Equipment Operator

Current Grade: 3

Proposed Grade Change: N/A

Education: High School or Equivalent

Milestone Skills/Achievements: Must demonstrate proficiency with at least one type of heavy equipment. Must demonstrate working knowledge of the essential maintenance checks on multiple types of equipment including accessing compartments, hydraulic fluid levels, engine oil, coolant, grease points, etc.

Training/Certification for Advancement: Maintain a Heavy Equipment Operator Training Certification and specialized equipment certifications that are applicable to the position at hand.

Senior Equipment Operator

Current Grade: 4

Proposed Grade Change: N/A

Education: High School or Equivalent

Milestone Skills/Achievements: Same Skills as Equipment Operator with proficiency with at least 2 types of heavy equipment if applicable. Must demonstrate the ability to work independently to execute job tasks.

Training/Certification for Advancement: Maintain a Heavy Equipment Operator Training Certification and any other applicable specialized equipment certifications.

Lead Equipment Operator

Current Grade: 6

Proposed Grade Change: 5

Education: High School or Equivalent

Milestone Skills/Achievements: Same Skills as Senior Equipment Operator with proficiency with at least 2 types of heavy equipment. Must demonstrate the ability to work independently to execute job tasks and direct, train, and mentor subordinate equipment operators.

Training/Certification for Advancement: Maintain a Heavy Equipment Operator Training Certification and any other specialized equipment certifications.

Field Operations Supervisor

Current Grade: 5

Proposed Grade Change: 6

Education: High School or Equivalent

Milestone Skills/Achievements: Experience with all facility equipment including site specific, specialized machinery. The ability to read and execute plans and interpret construction specifications. demonstrate sound leadership and communication skills.

Training/Certification for Advancement: Attend MES Supervisory Training within 6 months or the earliest available training if training is not offered within 6 months. Complete OSHA 10-hour General Industry Training Class.

Operations Manager

Current Grade: 7

Proposed Grade Change: N/A

Education: High School or Equivalent

Milestone Skills/Achievements: Demonstrate effective management, leadership, and communication. Proficiency with MES procurement policy. Experience with promoting subordinate staff and effective/judicious progressive disciplinary actions when necessary.

Training/Certification for Advancement: Attend MES supervisory training within 6 months or earliest available training if training is not offered within 6 months. Complete basic course on Excel, other Microsoft programs, and Workday. Obtain and maintain industry specific training or certifications related to assigned facility. Performs reports accounting for hours, materials, equipment use and other site requirements.

Senior Operations Manager

Current Grade: 8

Proposed Grade Change: N/A

Education: High School or Equivalent

Milestone Skills/Achievements: Same as Operations Manager. With more experience.

Training/Certification for Advancement: Attend MES Supervisory training within 6 months or earliest available training if training is not offered within 6 months. Complete intermediate course on Excel, other Microsoft programs, and Workday. Obtain and maintain industry specific training or certifications related to assigned facility. May develop and perform operating training programs. Complete OSHA 30-hour General Industry Training.

Lead Operations Manager

Current Grade: 9

Proposed Grade Change: N/A

Education: High School or Equivalent

Milestone Skills/Achievements: Same as Senior Operations Manager with increase in the number of overall staff or increase in facility size, complexity, or production.

Training/Certification for Advancement: Attend MES Supervisory Training within 6 months or earliest available training if training is not offered within 6 months. Complete intermediate course on Excel, other Microsoft programs, and Workday. Obtain and maintain industry specific training or certification related to assigned facility. Demonstrate understanding of budget processes, tracking, and work planning.

Senior Manager, Operations (Senior Lead Operations Manager)

Current Grade: 10

Proposed Grade Change: N/A

Education: High School or Equivalent

Milestone Skills/Achievements: Same as Lead Operations Manager plus successfully managing multiple projects/sites. Takes active role in budget development with project managers.

Training/Certification for Advancement: Demonstrate prior training or attend MES manager training within 6 months or earliest available training if training is not offered within 6 months Complete intermediate course on Excel, other Microsoft programs, and Workday. Obtain and maintain training and certifications related to assigned facility.



Mechanic Career Ladder

Mechanic Trainee

Historic Grade: 1

New Grade: 2

Education: High school or equivalent

Experience: None

Substitution for Experience: None

Training/Certification for Advancement: Entry level

Mechanic

Historic Grade: 2

New Grade: 4

Education: High school or equivalent

Experience: 3 years installation, repair, and maintenance of equipment

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 approved training or licensing courses, or certifications

Senior Mechanic

Historic Grade: 3

New Grade: 5

Education: High school or equivalent

Experience: 5 years installation, repair, and maintenance of equipment

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 additional approved training or licensing courses, or certifications

Lead Mechanic

Historic Grade: 4

New Grade: 6

Education: High school or equivalent

Experience: 7 years installation, repair, and maintenance of equipment

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 additional approved training or licensing courses, or certifications. Certifications are preferred.

Senior Lead Mechanic

Historic Grade: 5

New Grade: 7

Education: High school or equivalent

Experience: 8 years installation, repair, and maintenance of equipment

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 additional approved training or licensing courses, or certifications. Certifications are preferred.

Maintenance Supervisor

Historic Grade: 5

New Grade: 6

Education: High school or equivalent

Experience: 7 years installation, repair, and maintenance of equipment including 3 years supervisory experience

Substitution for Experience: Bachelor's Degree in Industrial or Mechanical Engineering for 4 years of experience or accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 additional approved training or licensing courses or certifications (certifications preferred) and supervisory, management or other type of staff or project management course

Senior Maintenance Supervisor

Historic Grade: 6

New Grade: 7

Education: High school or equivalent

Experience: 8 years with operation and maintenance groups at power generating facilities including 5 years supervisory experience

Substitution for Experience: Bachelor's Degree in Industrial or Mechanical Engineering may be substituted for 4 years of experience or accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 additional approved training or licensing courses or certifications (certifications preferred) and 1 additional supervisory, management, or other type of staff or project management course

Lead Maintenance Supervisor

Historic Grade: 7

New Grade: 8

Education: High school or equivalent

Experience: 10 years installation, repair, and maintenance of equipment plus 7 years supervisory experience

Substitution for Experience: Bachelor's Degree in Industrial or Mechanical Engineering may be substituted for 4 years of experience or accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 additional approved training or licensing courses or certifications (certifications preferred) and 1 additional supervisory, management, or other type of staff or project management course

Senior Lead Maintenance Supervisor

Historic Grade: 8

New Grade: 9

Education: High school or equivalent

Experience: 12 years installation, repair, and maintenance of equipment plus 9 years supervisory experience

Substitution for Experience: Bachelor's Degree in Industrial or Mechanical Engineering for 4 years of experience or accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: Successful completion of at least 2 additional approved training or licensing courses or certifications (certifications preferred) and 1 additional supervisory, management, or other type of staff or project management course

Manager, Mechanical Projects

Historic Grade: 7

New Grade: 8

Education: High school or equivalent

Experience: 11 years installation, repair, and maintenance of equipment plus 7 years of supervisory or management experience

Substitution for Experience: Accredited vocational school with a major in a related field for up to 3 years of experience

Training/Certification for Advancement: N/A

Water/Wastewater Operator Career Ladder

Operator

Grade: 2

Requirements: High school diploma or GED; 4 CSUS courses completed

Licenses: Valid driver's license; must hold 2 Operator Certifications or have passed 2 certification exams for facilities assigned

Experience: 3 years operator experience

Increase: 5%

Senior Operator

Grade: 3

Requirements: • High school diploma or GED
• 4 CSUS courses completed • Complete „Manage for Success“ CSUS course
• Complete MES Supervisor Management Training Class (or equivalent) within 12 months

Licenses: • Valid driver's license • Hold 3 Operator Certifications or have passed 3 certification exams (2 must be one of the following: T3,T4, W3, W4, W5, WA, I5 or I6) • May be required to hold superintendent certification

Experience: 4 years operator experience

Increase: 5%

Lead Operator

Grade: 4

Requirements: • High school diploma or GED
• 5 CSUS courses completed, and Complete „Manage for Success“ CSUS course • Previously complete MES Supervisor Management Training Class (or equivalent) • Maintenance Education Requirement – Mechanical Course

Licenses: • Valid driver's license
• Hold 4 Operator Certifications or have passed 4 certification exams (2 must be one of the following: T3,T4, W3, W4, W5, WA, I5 or I6)
• May be required to hold superintendent certification

Experience: 5 years operator experience

Increase: 5%

Senior Lead Operator

Grade: 5

Requirements: • High school diploma or GED • 6 CSUS courses completed, and Complete „Manage for Success“ CSUS course • Previously complete MES Supervisor Management Training Class (or equivalent)

• Maintenance Education Requirement – Mechanical and Electrical Courses

Licenses: • Valid driver's license • Hold 4 Operator Certifications (2 must be one of the following: T3,T4, W3, W4, W5, WA, I5 or I6) • Superintendent Certification – Water & Wastewater

Experience: 6 years operator experience

Increase: 5%

Environmental Systems Supervisor

Grade: 6

Requirements: • High school diploma or GED • 6 CSUS courses completed, and Complete „Manage for Success“ CSUS course

• Previously complete MES Supervisor Management Training Class (or equivalent) • Maintenance Education Requirement – Mechanical and Electrical

Licenses: • Valid Driver's License • Hold 4 Permanent Operator Certifications (2 must be one of the following: T3,T4, W3, W4, W5, WA, I5 or I6)

Experience: 5 years operations experience and 1 year as Lead/Sr. Lead Operator.

Increase: Percent increase will be determined based on experience and candidate's qualifications



Compensation Administration Guidelines

MARYLAND ENVIRONMENTAL SERVICE

JUNE 2023





Policy #: HR-11.02
Policy Category: *Personnel Policies*
Department Responsible: *Human Resources*
Effective Date(s): 11/18/2021
Board of Directors Approval: 11/18/2021
Last Edit: ~~10/20/2022~~9/28/23

EQUAL EMPLOYMENT OPPORTUNITY SEXUAL HARASSMENT POLICY

I. SCOPE AND PURPOSE

To define the Service policy prohibiting Sexual Harassment in the Workplace.

II. POLICY STATEMENT

The Maryland Environmental Service (the “Service”) has zero-tolerance for all forms of discrimination. Sexual Harassment is a form of illegal sex discrimination, which is strictly prohibited by this Policy and applicable law. The Service is committed to full compliance with all Federal, State, and local laws, policies and guidelines that prohibit sexual harassment including but not limited to: Title VII of the Civil Rights Act of 1964, Title 20 State Government Article, Annotated Code of Maryland, and Executive Order 01.01.2007.16, Maryland Code of Fair Employment Practices.

The Service recognizes the impact sexual harassment has on the workplace and does not tolerate sexual harassment in the workplace. The Service will take prompt action to correct any unwanted or unwelcomed forms of sexual harassment.

III. DEFINITIONS

- A. Sexual Harassment is defined as conduct which need not be severe or pervasive, that consists of unwelcome sexual advances, requests for sexual favors, or other conduct of a sexual nature when (1) submission to the conduct is made either explicitly or implicitly a term or condition of employment of an individual; (2) submission to or rejection of the conduct is used as a basis for employment decisions affecting the individual; or (3) based on the totality of the circumstances, the conduct unreasonably creates a working environment that a reasonable person would perceive to be abusive or hostile. Sexual harassment may be verbal (sexual innuendos, threats, jokes, sexual propositions, or suggestive comments, etc.); non-verbal (making suggestive or insulting noises, leering, whistling, or making obscene gestures, or displaying sexually explicit or offensive pictures or other illustrations, etc.); or physical (touching, pinching, brushing the body, assaulting, or any other contact of a sexual nature).
- B. Sexual harassment can occur in a variety of circumstances, including but not limited to the following: I. The victim, as well as the accused, may be of any gender. The victim does not have to be of the opposite gender. The accused may be an employee’s direct supervisor, a supervisor in another division, a co-worker,

or a non-employee. The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.

C. Sex-based offensive behavior in the workplace is prohibited by law. Even if the behavior may be tolerated by some individuals outside of the workplace, it will not be tolerated within the workplace. The ignorance or intentions of the harasser are irrelevant.

D. There are two types of Sexual Harassment:

- **Quid Pro Quo** – (this for that) when submission to or rejection of the harassing behavior becomes a basis for an employment decision, i.e., promotion/demotion, salary increase or other term/condition of employment.
- **Hostile Work Environment** - when the alleged harasser creates an intimidating and/or offensive work environment including subjection to unwelcome advances, requests for sexual favors, verbal/non-verbal or physical harassment of a sexual nature. The “hostile environment” must be sufficiently severe or pervasive to alter the conditions of the victim’s employment or create a work environment that is reasonably perceived as hostile or abusive.

IV. POLICY

See Item II above.

V. PROCEDURES

A. Filing a Complaint

1. An employee who wishes to raise a complaint of sexual harassment or sex discrimination should first inform the offender that their behavior is unwelcomed. If the victim is uncomfortable confronting the harasser, the victim should discuss the complaint with their Supervisor, Manager, or the Service’s Equal Employment Opportunity Officer (“EEO Officer”). If an employee’s immediate supervisor is the alleged harasser, the employee should report the incident/conduct to the Service’s EEO Officer or other Service management representative.

2. The complaint must be filed within the following time limits:

a. An internal complaint must be filed in writing, with the EEO Officer within ~~30 days after the complainant first knew or reasonably should have known of the violation~~ two years after the alleged violation that is the basis for the complaint. External complaints of harassment may be filed with the Maryland Commission on Civil Rights (MCCR) within 2 years, or The Equal Employment Opportunity Commission (EEOC) within 300 days.

b. The written complaint must contain the following information:

- full name, address, and contact information of the complainant.
 - the full name, title, and department information of the person(s) against whom the complaint is made;
 - a clear concise statement of facts containing the alleged act(s) of harassment;
 - names of any/all witnesses, if applicable; and
 - signature of the complainant and date of the complaint.
- c. After a complaint is received, the complaint shall be investigated by the EEO Officer to determine whether a violation has occurred. The Service's Executive Director or designee shall issue a written decision within 30 calendar days of receipt of the complaint. The EEO Officer may request that the parties waive the 30-day requirement if additional time is needed to interview witnesses, obtain documentation, and complete the investigation. The Office of the Statewide Equal Opportunity Coordinator may be consulted to assist with the investigation, if necessary.

B. Confidentiality

1. All complaints shall be discussed and investigated in a confidential manner.
2. An employee who files a sexual harassment complaint or cooperates in the investigation of such complaints shall be protected against retaliation.

C. Reporting

1. Supervisors and Managers must report any act of sexual harassment to the Service's EEO Officer and take corrective action and remedy for the complainant. All employees, supervisors and managers shall cooperate fully by furnishing information and documentation relevant to the investigation of the complaint.
2. The complainant shall be informed of his/her right to pursue their allegations with the MCCR or the EEOC, whether satisfied or dissatisfied with the outcome of the investigation, and shall be informed that the Service will make every reasonable effort to handle the complaint in a manner that protects the confidentiality of all parties.

D. Findings and Conclusion

1. Upon conclusion of the investigation, if it is determined that sexual harassment occurred, the Executive Director or designee shall determine the appropriate corrective action and remedy for the complainant. If it is found that no sexual harassment occurred, the complainant and management shall be informed in writing.

2. If it is determined that sexual harassment occurred, the EEO Officer will follow-up with the Complainant and other individuals implicated in the investigation to ensure that no further incidents have occurred, and no retaliatory actions have been taken, and that appropriate corrective actions have been taken. Follow-up efforts should be documented by the Service.

VI. RELATED POLICY AND PROCEDURE LINKS

Links

VII. REVISION HISTORY

Version	Date of Change	Section	Description of Change
.001	11/18/21	Full Document	Initial adoption of new policy format
.002	10/20/22	III. Definitions	Updated definition to reflect SB450 (2022)
<u>.003</u>	<u>9/20/23</u>	<u>V Procedures</u>	<u>Time limit to file internal complaint (HB309, 2023)</u>