PRINCE GEORGE'S COUNTY GOVERNMENT
OFFICE OF MANAGEMENT AND BUDGET

MEMORANDUM

DATE: April 26, 2023

TO: Josh Hamlin
             Director of Budget and Policy Analysis Division

THRU: Stanley A. Earley Director   *aH for SHE*
             Office of Management and Budget

FROM: Shawn Stokes, Director
             Office of Human Resources Management

RE: Second Round FY 2024 Proposed Budget Responses

1. Collective Bargaining:
    a. What is the current status of the collective bargaining process? Are negotiations for FY 2024 – FY 2026 CBAs under way?

        The FY 2023-2024 collective bargaining process has concluded, and the agreements have been submitted to Council for action. Agreements for FOP 112 and IAFF-Civilians need to be scheduled for final reading. Currently, as it relates to the upcoming FY 2024-2025 collective bargaining cycle, OHRM has commenced preparations including preparation meetings with the County's Chief Negotiator, meetings with the identified vendor for modeling contract costs, identification of bargaining units' management teams, development of negotiations training and training dates, and development of standardized proposals form to fully strategize proposal points.

    b. What resources (OHRM employees, contractors, etc.) are dedicated to support the collective bargaining negotiations process?

        The Director of OHRM provides oversight of the CBA process for the County, the Deputy Director provides daily oversight of the administration of labor relations. The program is supported by a Labor Relations Specialist, Chief Negotiator (vendor), Financial Analysts (vendor), trainer and subject matter expert (vendor). Additionally, various OHRM employees support negotiation activities and provide their subject matter expertise on defined collective bargaining topics. As we draw closer to actual negotiations, temporary staffing will be added to support administrative aspects of negotiations such as scheduling rounds, keeping notes, and tracking proposals.

c. What are the key factors and impediments in ensuring timely contract negotiations?

While all parties are doing their best to reach conclusion in a timely fashion, we all experience impediments and time delays in the actual review and decision-making as proposals may be reframed or revised. Changes in the initial proposal requires review, discussion, costing, and determination of effect from both sides. Moreover, strategized considerations may have to be discarded, revised, or adapted to meet the reframed proposal. These activities take time. Additionally, delaying time is a tried-and-true practice usually used by bargaining units to get the compromises they are seeking. Moving forward, we will work with our bargaining units on developing better timeframes for exchanges to reduce the untimeliness of the overall CBA process.

2. Recruitment, Examination and Classification

a. Out of 24 full-time authorized positions for the Talent Management Division, how many are assigned to the Recruitment, Examination and Classification subdivision?

Seventeen (17) out of the 24 full time positions are in the Recruitment, Examination and Classification subdivision.

b. How many Recruitment, Examination and Classification positions are currently filled? positions are currently filled.

Thirteen (13) of the 17 positions are currently filled.

c. Please list all the recruitment tools currently utilized by the Office to fill vacant positions.

The following tools are used to source candidates:

- **County website**
- **Free and paid job boards (LinkedIn, GovernmentJobs.com, Indeed.com, Industry Specific Job Boards)**
- **Job fairs**
- **Staffing agencies**
- **Executive search firms**
- **Industry associations**
- **Internal applicants/current employees**

The following tools are used in the recruitment process:

- **Service Level Agreement (SLA) - Effective October 31, 2022**
  Maintaining open and regular communication with our agency client partners is essential. The <u>Service Level Agreement</u> is a highly effective tool that allows us an opportunity to improve our partnerships and better manage expectations and workloads by establishing clear and measurable guidelines.

- **Job Announcement Form: To reduce the length of time in the recruitment process, OHRM implemented a Job Announcement Form (JAF) to collect all information necessary to post the job. The Agency HRL works with the hiring manager to complete the JAF prior to entering the requisition in NEOGOV and upload the JAF to the requisition. Once the OHRM Talent Acquisition Analyst receives the requisition, they will use the completed JAF to create the announcement, eliminating the repetitive review of the draft announcement and reducing the time to post a position.**

- **NEOGOV Applicant Tracking System: NEOGOV's applicant tracking system for government HR assists us once candidates have applied to work in the County, we use Insight's auto-screening tools to identify the best candidates quickly. Then, generate and manage a ranked eligible list of candidates and use it to share with the agency hiring manager about who they might like to interview. NEOGOV also assists in automatically screening candidates based on minimum qualification requirements (using candidate answers to job-specific questions), drastically reducing the time required to screen the hundreds of applications we might receive. We also use our government applicant tracking system to customize scoring rules and weights and rank candidates based on things like:**
  - **The Agency's screening protocols**
  - **Tests and assessments**
  - **Interview performance**

  NEOGOVs candidate self-service portal makes your recruiting process more efficient by streamlining applicant and HR communications. Applicants can sign into this self-service portal to check on the status of their application, monitor where they are in the hiring process, view emails we or the send in their job seeker inbox, and access a complete application history for all jobs they've applied to.

d. Does the Office evaluate the effectiveness of various recruitment tools? If yes, how?

Yes, OHRM has seen an increase in the sources of how applicants find and apply for jobs. In comparison of sourcing data from 2018 to now, we have seen that candidates are no longer merely finding the job on our career page; they are now finding our job postings and converting to hires from other sources similar to LinkedIn due to our sourcing of candidates.

Additionally, OHRM continues to work toward providing more streamlined and effective processes. To that end, over the last year, OHRM has implemented new recruitment processes to reduce the time-to-fill further by reducing the time in OHRM processes and in individual agencies by developing accountability points, and guidelines to support the hiring process and using NEOGOV to post and hire people into positions. We can see the impact and effectiveness because since FY 2021 we have seen a substantial decrease in time-to-fill as outlined below:

Fiscal Year	Avg Number of Days to Fill a Vacant Position	Percent Change
FY 2019	152	
FY 2020	158	+4%
FY 2021	136	-14%
FY 2022	112	-18%
FY 2023 As of 4.20.2023	104	-7%

3. Is there data on how many employees were hired in FY 2022 and FY 2023 YTD broken down by each agency (at least for the General Funded positions; preferably for all positions)? If yes, please provide a copy.

   The tables below provide hire information by agency for full-time and part-time permanent and probationary employees in FY 2022 and FY 2023 YTD. The data does not include County employees that transferred to positions within the County or Limited Term Granted Funded (LTGF).

FY 2022 Hires by Agency	
Agency	**Hires**
Board of Elections	7
Board of License Commissioners	2
Department of Corrections	18
Department of Family Services	3
Department of Health	19
Department of the Environment	37
Fire-EMS Department	52
Housing and Community Dev	13
Office of Central Services	14
Office of Community Relations	8
Office of Finance	7
Office of Homeland Security	34
Office of Human Resources Mgmt.	18
Office of Information Tech	5
Office of Law	7
Office of Management & Budget	3
Office of the County Executive	3
Office of the Sheriff	13
Office of the States Attorney	25
Permitting Inspections Enforce	30
Police Department	65
Prince Georges Circuit Court	23
Prince Georges County Council	21
Prince Georges Orphans Court	1
Public Works & Transportation	22
Grand Total	**450**

FY 2023 Hires by Agency	
Agency	**Hires**
Administrative Charging Commit	2
Board of Elections	2
Board of License Commissioners	4
Department of Corrections	13
Department of Family Services	2
Department of Health	16
Department of Social Services	4
Department of the Environment	43
Ethics and Accountability	1
Fire-EMS Department	65
Housing and Community Dev	7
Office of Central Services	20
Office of Community Relations	9
Office of Finance	8
Office of Homeland Security	23
Office of Human Resources Mgmt.	23
Office of Human Rights	2
Office of Information Tech	6
Office of Law	6
Office of Management & Budget	4
Office of the County Executive	9
Office of the Sheriff	6
Office of the States Attorney	36
Permitting Inspections Enforce	30
Police Department	80
Prince Georges Circuit Court	33
Prince Georges County Council	32
Public Works & Transportation	20
Soil Conservation District	1
Grand Total	**507**

4. Is there data on how many employees left the County government in FY 2022 and FY 2023 YTD broken down by each agency (at least for the General Funded positions; preferably for all positions)? If yes, please provide a copy.

    The tables below provide separation and retirement information by agency for full-time and part-time permanent and probationary employees in FY 2022 and FY 2023 YTD.

Number of Separations and Retirements by Agency - FY22			
Agency	Retirements	Separations	Total
Board of Elections	0	3	3
Board of License Commissioners	0	1	1
Department of Corrections	24	41	65
Department of Family Services	2	5	7
Department of Health	14	35	49
Department of Social Services	0	2	2
Department of the Environment	14	36	50
Fire-EMS Department	43	31	74
Housing and Community Dev	6	4	10
Office of Central Services	6	13	19
Office of Community Relations	4	11	15
Office of Finance	1	3	4
Office of Homeland Security	1	24	25
Office of Human Resources Mgmt.	2	11	13
Office of Information Tech	1	3	4
Office of Law	2	10	12
Office of Management & Budget	2	4	6
Office of the County Executive	0	5	5
Office of the Sheriff	17	23	40
Office of the States Attorney	5	34	39
Permitting Inspections Enforce	9	30	39
Police Department	68	53	121
Prince Georges Circuit Court	5	40	45
Prince Georges County Council	3	20	23
Public Works & Transportation	19	27	46
Grand Total	**249**	**469**	**717**

Number of Separations and Retirements by Agency - FY23 YTD			
Agency	Retirement	Separation	Grand Total
Board of Elections	2	6	8
Board of License Commissioners	0	3	3
Department of Corrections	15	36	51
Department of Family Services	2	3	5
Department of Health	8	16	24
Department of Social Services	1	2	3
Department of the Environment	5	21	26
Ethics and Accountability	0	1	1
Fire-EMS Department	17	14	31
Housing and Community Dev	3	5	8
Office of Central Services	6	12	18
Office of Community Relations	0	4	4
Office of Finance	3	2	5
Office of Homeland Security	2	36	38
Office of Human Resources Mgmt.	0	22	22
Office of Human Rights	0	1	1
Office of Information Tech	0	3	3
Office of Law	0	10	10
Office of Management & Budget	0	4	4
Office of the County Executive	1	5	6
Office of the Sheriff	19	12	31
Office of the States Attorney	1	24	25
Permitting Inspections Enforce	2	16	18
Police Department	37	44	81
Prince Georges Circuit Court	4	33	37
Prince Georges County Council	7	18	25
Public Works & Transportation	9	19	28
Soil Conservation District	0	2	2
Grand Total	**144**	**374**	**518**

5. Following up on the response to the *FY 2024 First Round Budget Review Question No. 11-e*, for some agencies, the number of PSI investigations conducted in CY 2022 is lower than the number of vacancies these agencies have (specifically for the Department of Corrections, Police Department and Office of the Sheriff).

    a. To help interpret the information correctly, please explain to what extent the number of PSI investigations conducted is a reflection of PSI capacity versus the number of qualifying applicants there are to process. For example, if the Department of Corrections, as of March 2022, had 141 vacancies and as of March 2023 they have 215 vacancies while a total of 83 PSI investigations were made in CY 2022 (significantly less than the number of vacancies).

        The number of background investigations conducted by PSI are not an accurate reflection of its capacity. While only 83 investigations were completed in CY 2022, there are several factors to be considered that impact background investigations. Candidates for positions in public safety are evaluated to ensure they meet the minimum qualifications for the position and are subject to preliminary screenings prior to initiation of a background investigation. Many candidates are dispositioned and "fail-out" of the minimum qualification process before making it to the background investigation process.

        Does the Office have a sufficient number of PSI investigators?

        The current number of background investigators is sufficient based on the number of candidates and expected recruitments.

6. Workforce diversity

    a. Does the Office retain data on employee diversity for each agency?

        Yes, the data is maintained in our Human Resources Information System.

    b. If so, please provide a breakdown of employee diversity across all County agencies.

        Please find the data by Agency below for full-time and part-time merit and LTGF positions:

Department	American Indian/Alaskan Native	Asian	Black or African American	Hispanic /Latino	Native Hawaiian /Pacific Islander	Two+ Races	White	Unidentified	Grand Total
Administrative Charging Commit	-	-	2	-	-	-	1	3	6
Board of Elections	-	1	22	2	-	-	1	1	27
Board of License Commissioners	-	-	16	3	1	-	2	3	25
Department of Corrections	1	2	358	23	1	-	38	8	431
Department of Family Services	-	-	70	1	-	-	4	2	77
Department of Health	-	2	300	27	2	-	30	4	365
Department of Social Services	-	-	89	16	-	-	7	45	157
Department of the Environment	2	9	183	10	3	-	79	1	287
Ethics and Accountability	-	-	4	-	-	-	-	-	4
Fire-EMS Department	7	13	351	34	7	2	626	7	1,047
Housing and Community Dev	2	-	79	1	1	-	4	5	92
Office of Central Services	2	4	129	7	5	2	55	3	207
Office of Community Relations	-	-	34	5	-	-	2	4	45
Office of Finance	-	-	32	4	-	-	18	7	61
Office of Homeland Security	1	3	102	8	-	-	74	2	190
Office of Human Resources Mgmt.	1	1	45	5	-	-	8	-	60
Office of Human Rights	-	-	5	3	-	-	4	-	12
Office of Information Tech	-	6	46	2	3	-	5	3	65
Office of Law	-	1	30	1	-	-	7	7	46

Office of Management & Budget	1	-	16	-	-	-	2	2	**21**
Office of the County Executive	-	-	37	-	-	-	5	6	**48**
Office of the Sheriff	1	6	215	25	5		50		**302**
Office of the States Attorney	-	2	111	9	2	1	61	6	**192**
Permitting Inspections Enforce	-	16	174	11	6	3	51	12	**273**
Personnel Board	-	-	-	-	-	-	2	-	**2**
Police Accountability Board	-	-	3	-	-	-	-	-	**3**
Police Department	3	63	818	180	5	4	680	-	**1,753**
Prince Georges Circuit Court	-	1	150	6	1	1	37	4	**200**
Prince Georges County Council	1	3	92	13	1	1	18	12	**141**
Prince Georges Orphans Court	-	-	4	-	-	-	2	1	**7**
Public Works & Transportation	2	7	233	16	5	1	54	4	**322**
Soil Conservation District	-	1	5	-	-	1	8	-	**15**
Grand Total	**24**	**141**	**3,755**	**412**	**48**	**16**	**1,935**	**152**	**6,483**

    c. Does the Office track data on diversity of new hires?

Yes, diversity information of new hires (if self-reported) is captured in NEOGOV.

7. Does the Office have data on County versus non-County employees? If the data is available, please provide the data broken down for all County agencies (at least for General Funded positions, ideally for all positions).

The County uses SAP Human Capital Management (HCM) to manage personnel data, payroll and benefits for County employees, including temporary categories of Limited-Term Grant Funded (LTGF) and 1000 hours. No SAP HCM data is available on the number of Contractors, State employees, Temp Agency employees, or other categories of non-County employees working in County agencies.

8. Following up on the response to the *FY 2024 First Round Budget Review Question No. 28*, please confirm what type(s) of disability and injury on the job benefits are reflected in the table. Are Worker's Compensation benefits excluded from the data provided in response to question No. 28? What specific categories are included in the calculation for employees receiving disability or injury on the job benefits?

Workers' Compensation is a program under the oversight of the Office of Finance. OHRM does not hold, nor did it include any data related to workers' compensation. The previously provided chart reflected the number of employees, at that current time, receiving disability leave (DL) compensation under the County's disability leave program. When an employee is approved for DL, they are placed in either category of non-duty status or light duty status. In all aspects, 1.) leave payments are calculated based upon the employee's pay rate, and 2.) an employee is eligible for up to the minimum of 180 days relating to the injury, whether consecutive or intermittent. Dependent upon duty status or the governance of a CBA, minor aspects of the program will vary but not significantly. For example, an employee on light duty will receive up to four hours of DL pay each time the employee is absent from work to attend a follow-up appointment or treatment relating to the injury. On the other hand, an employee on no duty will receive a full day of compensation, when fully incapacitated due to the workplace injury.

9. What role does the Office play in risk management and ensuring that County employees are well trained to prevent common injuries that happen on the job, especially for agencies that have a number of employees who file Workers' Compensation and disability claims?

Please refer to the response in Question #8 as it relates to workers' compensation. OHRM works daily with agency Risk Coordinators to properly administer the Disability Leave program and assist in identifying trends for remediation and refresher training by agency Safety Officers.

10. Please fill in the table below showing vacancies distribution between various Divisions of the Office.

Staffing	Administration	Talent Management	People Operations	Employee and Labor Relations	Benefits, Pension and Retirement Services
FY 2023 Authorized Positions	9	24	12	7	18
FY 2023 Actual Filled Positions	9	20	11	7	14
FY 2023 Vacant Positions	0	4	1	0	4
FY 2023 Vacancy Rate	0%	21%	8%	0%	22%

11. Classification studies

    a. Based on the Staff Review discussion, the Office contracts out classification studies, which typically look at a single classification/class of work throughout the County government. Please edit this statement if necessary.

    There are three main types of classification studies:

        1. **Position Review: A study of a position's duties to determine the most appropriate classification.**
        2. **Occupational Study (Classification Specification Update): A study of an existing class current duties, responsibilities, and required knowledge and abilities and salary analysis.**
        3. **New Classification Request: After approval of the business justification from the Chief Administrative Officer, a study of newly identified duties, responsibilities, and required knowledge and abilities to develop the appropriate classification, specification, and salary.**

    The office currently contracts out Classification Specification updates and New Classification Requests.

12. Please list all classification studies completed in FY 2021, FY 2022 and FY 2023.

Fiscal Year	Classification	Action Taken	Status
FY 2021	Refuse Collection Inspectors	Classification Specification Update	Complete
FY 2021	Equipment Operators	Classification Specification Update	Complete
FY 2022	Position Reviews	43 Position Audits (Individual Position Reviews) for various agencies	Complete
FY 2023	Police Chief	New Class Creation/Update	Complete
FY 2023	Assistant Chief of Police	New Class Creation/Update	Complete
FY 2023	Fire Chief	New Class Creation/Update	Complete
FY 2023	Deputy Chief, Fire	New Class Creation/Update	Complete

a. Which studies are currently underway?

Fiscal Year	Classification	Action Taken	Status
FY 2022	Psychologist Series	Updating the class of work to new Maryland State standards	Final Stages
FY 2022	Counselor Series	Updating the class of work to new Maryland State standards	Final Stages
FY 2023	County Attorney	Classification Specification Update	In-Progress
FY 2023	Engineer 1-5	Classification Specification Update	In-Progress
FY 2023	Assistant State's Attorney (1-8)	New Classification Request	In-Progress

b. Which classification studies are planned for FY 2024?

Classification
Public Safety Emergency Call Taker I-III
Public Safety Communications Operations Supervisor
Public Safety Dispatcher I-III
Administrative Specialist (Level 1-4)
Administrative Assistant (Level 1-4)
Administrative Aide (Level 1-4)
General Clerk (Level 1-4)
Investigator

13. Siena Police Classification Study

a. Please provide a copy of the Siena Police Classification Study.

See Attachment A, the study titled *Prince George's County Police Department Promotion System Recommendations* (updated August 2022).

b. What changes have been implemented as a result of the Siena Police Classification Study to date? What changes are expected to be implemented in FY 2024?

Recommendation	FY 2023	FY 2024	Non-Implementation Justification
Make use of the 2022 testing list for a reasonably extended period	In progress	TBD	Usage of the list is defined by the bargaining process and will be addressed through the collective bargaining process
Use a current thorough job analysis when developing future selection and promotion tests.	Completed	N/A	The new testing vendor will conduct a job analysis for each rank prior to the promotional examinations.
Future tests should continue to shift from static formats that focus on memorization of knowledge to dynamic formats that place more emphasis on the use of that knowledge.	In progress	Recommendation will be shared with testing vendor and implemented accordingly.	The next competitive promotional examination is anticipated for April 2024.
Continue to implement the full assessment process for all candidates		Recommendation will be shared with testing vendor and implemented accordingly.	The next competitive promotional examination is anticipated for April 2024.
Maintain the change to appropriate modern testing approaches for all competitive ranks.	Completed	This has been the practice	The next competitive promotional examination is anticipated for April 2024.
Change to appropriate approaches for the non-competitive ranks.	Completed	Completed/In progress	The POFC and Corporal promotions are based on time-in-grade and past performance appraisal. The Corporal classification will be reassessed to clearly identify distinguishing characteristics (i.e., acting Sergeant – supervisor or team lead)
Use valid and fair scoring systems on assessments		Recommendation will be shared with testing vendor and implemented	The next competitive promotional examination is anticipated for April 2024.

Design scoring systems that focus on key behaviors	Completed	Recommendation will be shared with testing vendor and implemented	The next competitive promotional examination is anticipated for April 2024.
Focus assessments on common core competencies of a given rank.	Completed	In progress	The test is designed to focus on patrol units (not specialty units)
Make proper use of assessors.	Completed	In progress	
Shift candidate response format (audio responses vs video response, where appropriate)	Completed	In progress	
Monitor the appeals process		In progress	Update the appeals process and examine the impact
Focus strongly on protecting exam security	Completed	In progress	A mix of County Police and external SMEs
Address the test preparation problem (implementation of policies)	Ongoing	In progress	More discussion on this recommendation is needed between Police and OHRM
Implement diversity monitoring	In progress	In progress	PGPD is collaborating with the Office of DEI on a range of initiatives to include promotions
Vendor selection and management	In progress	In progress	The County is finalizing the procurement process for a new vendor
Resources to implement promotion processes	In progress	In progress	Allocation of funds for facilities, tables, etc. is within the Police Dept's budget
Adapt schedule and cycle of testing	No	TBD	Will need to be addressed through the collective bargaining process
Implement training and development processes in a fair manner that fosters growth and career progression.	In progress	In progress	The Police Dept is exploring this recommendation

14. Position desk-audit studies

    a. Based on the Staff Review discussions, the Office conducts smaller scale position or even case specific studies in-house. Please edit this statement if necessary and provide further details on a typical scope of a desk-audit study.

In accordance with Personnel Procedure 244 – Classification and Position Audits, the Office of Human Resources Management (OHRM) will accept requests for position audits (i.e., desk audits) beginning July 1 through September 30, 2023. During that period, appointing authorities may request an audit to determine if an encumbered position is properly allocated. The following factors may indicate a need for a position audit review:
- **Significant and permanent changes in the assigned responsibilities**
- **Changes in the level of complexity/difficulty**
- **Changes in the organizational impact of the position**
- **Changes in the level of supervision received and/or exercised**
- **Changes in the knowledge, skills, and abilities required to successfully perform in the position**

About Position Audits: A position audit review of a filled position requires an explanation of the changes in the employee's responsibilities as well as an explanation of what occurred (e.g., reorganization or new mandates) that caused the change(s) in responsibilities. Classification reviews are not to be used to circumvent the recruitment process or merit programs.

A position audit focuses solely on the current work assigned and does not address hypothetical or projected duties. The classification review confirms or corrects a class of work and confirms the essential characteristics that are common to all classes of work. The assessment factors include:

- **Scope of work (purpose and duties/responsibilities)**
- **Knowledge, skills and abilities (training, experience, certifications)**
- **Supervisory controls (supervisor control vs. autonomy and authority to act)**
- **Complexity (problem solving, creativity)**
- **Communication (Written/Oral, Internal/External)**
- **Authority (decision making and enforcement of procedures)**
- **Supervision of Others (direct and indirect)**

b. Please list all desk-audit completed in FY 2021, FY 2022 and FY 2023.

Position Desk Audit Studies		
Fiscal Year	Position	Agency
FY 2021	Community Developer 4G	Office of Community Relations
FY 2021	Administrative Assistant 2G	Office of Community Relations

Position Desk Audit Studies		
Fiscal Year	Position	Agency
FY 2022	Community Developer 3A	Department of Family Services
FY 2022	Community Developer 3A	Department of Family Services
FY 2022	Administrative Aide 1A	Department of Family Services
FY 2022	Counselor 2A	Department of Health
FY 2022	Accountant 3A	Department of Health
FY 2022	General Clerk 4A	Department of the Environment
FY 2022	Administrative Specialist 1G	Department of the Environment
FY 2022	Attorney 3G	Ethics and Accountability
FY 2022	Administrative Specialist 1G	Fire- EMS Department
FY 2022	Accountant 2G	Housing Authority PGC
FY 2022	Programmer-Systems Analyst 2G	Housing Authority PGC
FY 2022	Administrative Aide 2A	Housing Authority PGC
FY 2022	Community Developer 5G	Housing and Community Dev
FY 2022	Budget Management Analyst 5G	Housing and Community Dev
FY 2022	Administrative Aide 3A	Housing and Community Dev
FY 2022	Community Developer 2A	Housing and Community Dev
FY 2022	Community Developer 2A	Housing and Community Dev
FY 2022	Community Developer 3A	Housing and Community Dev
FY 2022	Accountant 2G	Housing and Community Dev
FY 2022	Executive Administrative Aide-G	Housing and Community Dev
FY 2022	Administrative Aide 3G	Office of Central Services
FY 2022	Human Resources Analyst 3G	Office of Central Services
FY 2022	Info Tech Project Coordinator 3G	Office of Central Services
FY 2022	Human Resources Analyst 3G	Office of Central Services
FY 2022	Human Resources Analysts 2G	Office of Human Resources Mgmt.
FY 2022	Investigator 3G	Office of Human Rights
FY 2022	Paralegal 3G	Office of Human Rights
FY 2022	Investigator 2G	Office of Human Rights
FY 2022	Budget Management Analyst 5G	Office of Management & Budget
FY 2022	Community Developer 2G	Office of the County Executive
FY 2022	Community Developer 2G	Office of the States Attorney

FY 2022	Administrative Assistant 2G	Office of the States Attorney
FY 2022	Community Developer 2G	Office of the States Attorney
FY 2022	Community Developer 2G	Office of the States Attorney
FY 2022	Administrative Aide 4G	Office of the States Attorney
FY 2022	Psychologist 3G	Police Department
FY 2022	Planner 3G	Soil Conservation District
FY 2022	Administrative Aide 2G	Soil Conservation District

c. Which desk-audit studies are currently underway?

The Office of Human Resources Management (OHRM) is responsible for developing and maintaining the County's classification system and ensuring that duties, tasks, and responsibilities of any position incumbent are within the scope of the position's classification specification. Each fiscal year, from July through September, OHRM notifies appointing authorities of the submission window. Each year we receive approximately fifty (50) requests from appointing authorities for review and decide if they are appropriately classified in accordance with Administrative Procedure 244. For Fiscal Year 2023 (FY23), OHRM suspended requests for individual position audits to address the fundamental challenge of ensuring employees are appropriately classified and compensated by collaborating with the appointing authorities and Human Resources Liaisons (HRLs) to perform the occupational review and update position descriptions for classified permanent positions under their authority.

d. Which desk-audit studies are planned for FY 2024?

OHRM will receive desk audit requests for FY 2024 from agencies between July and September 2023.

15. In response to FY 2023 and FY 2024 Budget Review Questions, the Office of Homeland Security has reported that OHRM is anticipated to secure a contractor to conduct an agency-wide comprehensive staffing study (goes beyond compensation and covers several position types), however no staffing study has begun to date. Please explain to what extent OHRM plans to conduct a comprehensive staffing assessment for the Office of Homeland Security and if such study is planned, then when it is expected to begin and to be completed.

In FY 2023, OHRM will secure the services of an additional vendor to do a comprehensive classification and compensation audit for over 400 classes of work in the County. Additionally, OHRM will do an occupational study of the following Office of Homeland Security positions:

Classification
Public Safety Emergency Call Taker I-III
Public Safety Communications Operations Supervisor
Public Safety Dispatcher I-III

16. Volunteer Fire Fighters and Emergency Medical Technicians play a critical role in providing fire, rescue and emergency medical services for the County residents. What role does the Office play in assisting the Volunteer Fire Companies with their recruitment efforts?

OHRM does not assist with Volunteer recruitment as they do not fall under Personnel Law for management by this agency.

17. All County agencies seek to fill their funded vacant positions and OHRM is the primary support agency for assisting with recruitment efforts and hiring new employees. Despite the common goal to fill vacant positions, recruitment resources vary significantly between County agencies: some have significant recruitment units with recruitment budget and personnel dedicated to support recruitment efforts, while others do not have any recruitment budget, or any personnel dedicated to recruitment efforts. To what extent the Office has a comprehensive view of the distribution of recruitment resources throughout the County agencies? Does the Office provide a greater support to those agencies that do not have any recruitment resources of their own?

OHRM does not have an extensive view into each of the agency's budget as it relates to their recruitment resources, nor how the distribution of those resources is utilized. However, to aid the agencies in their recruitment efforts, OHRM Talent Acquisition team holds bi-weekly meetings with the agencies where they discuss current vacancies, upcoming vacancies, recruitment challenges, etc. It is during these meetings that OHRM gains a better understanding of an agency's current resources and if they request additional support, OHRM steps in to assist so that the agency will succeed in recruiting top talent. OHRM has helped agencies in the past by advertising to job specific job boards, promoting hard to fill positions on

existing/active job boards, hosting career fairs, offering one-on-one training and thought partnership, and offer additional support from a systematic standpoint.

In addition to the bi-weekly agency recruitment meetings, OHRM hosts quarterly HR Community Meetings where we provide updates on our processes, resources, and how OHRM can assist the agencies.

18. Employee retention is an important challenge for many agencies. What strategies are currently underway, or planned for FY 2024, to identify agencies and positions with the greatest retention challenges and to assist them with employee retention?

The COVID-19 pandemic has placed the flexibility in the way we do our work at center stage. The pandemic provided the County, from a people-centered prospective, a variety of challenges from quickly increasing our telework flexibilities, communicating and leading virtually, adapting to change, and delivering new solutions at rapid speeds. Recognizing the link between our well-being, our work, and our lives has led OHRM and the County to think innovatively about ways we can design well-being into work itself, so that both employees and the County can thrive moving forward. Our current retention strategy is built on three (3) pillars:

PILLARS	Healthy Employees	Healthy Relationships	Healthy Work Environment
Key Focus Areas	• Physical Well-Being • Financial Well-Being • Work-Life Balance • Stress Level • Burnout Level • Exertion Level	• Trust in Teams • Employee Manager Relationship Quality • Trust in Leadership • Psychological Safety • Collaboration	• Innovation • Responsiveness • Development Opportunity • Change Receptivity • Inclusion

Healthy Employees

This is a key component of Workforce Health and is something that OHRM has been working on for the last three and a half years through our Level Up program; however, we have found that the connection between the program and being a more sustainable workplace is lacking, and we will work to ensure this is embedded more within County agencies to try to address these areas.

Healthy Relationships

Culture provides resilience in tough times, but culture can also undo strategies for work transformation. The power of teams comes from their ability to connect with each other to unleash their collective capabilities. Tapping into those capabilities requires team members to understand and honor each other's well-being and needs to create an environment in which the team can perform at its best. Over the next year, we will work to roll out additional training and opportunities that will focus on teams, leadership, and collaboration.
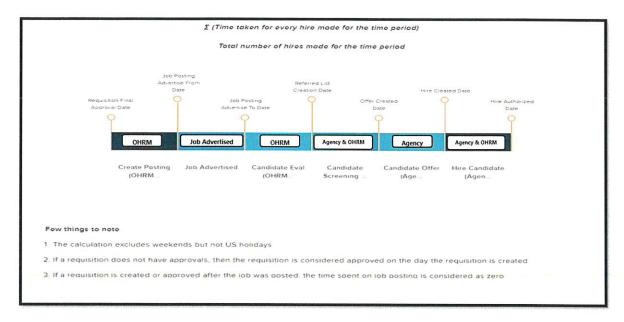
Healthy Work Environment

Workplace innovation is not a one-off. It introduces workplace practices and cultures that continually inspire and engage everyone to explore and discover better ways of doing things, harnessing creativity and talent from across the organization. OHRM will continue its work with Agencies to increase engagement and retention by tapping into the unique capabilities of our workforce by engaging them in new ways that we were unable to do during the pandemic with more face-to-face touchpoints.

19. In response to the *FY 2024 First Round Budget Review Question No. 34*, the Office stated that "in the last three quarters, OHRM has seen a reduction in the time to fill of 40%".

    a. Please specify what steps have been taken to achieve such a significant time to fill reductions for Non-Public Safety agencies?

        i. **Applicant tracking system (NEOGOV) process enhancements have been implemented, which has provided faster streamlining of candidates to the agencies and more accurate processing & tracking of hires.**
        ii. **In July 2022, OHRM implemented a Job Announcement Form (JAF) which decreased the amount of time it takes to post a job once OHRM receives the requisition from the Agency. It took away the need for repetitive drafting and review of job postings between OHRM and the agencies.**
        iii. **Creation of step-by-step system guides and trainings for HRLs, which in turn increased accurate usage of the system and decreased the time it took to fill a position due to uncertainty of process.**

    b. What is the current time to fill for non-public safety agencies? Please separate between General Funded, Grant Funded merit and Grant Funded limited term positions.

       OHRM tracks and reports on General Funded, Probationary FT and Permanent/Classified FT positions. We do not calculate time to fill Limited Term Grant Funded positions as they are not County employees. The current FY 2023 Time to Fill metric is 108 days (average).

c. If a chart of the Time to Fill process is available, then please provide a copy.

d. How does the time it takes to fill a non-public safety vacancy in the County compared to nearby jurisdictions? To what extent the County is losing potential employees to other jurisdictions due to the length of the hiring process?

The average public sector time-to-hire is 119 days according to NEOGOV's public sector time to hire report.

Our Chief Administrative Officer has an initiative underway working with OHRM, OMB and other agencies, to decrease the number of days for time-to-fill to 87 days.

OHRM is aware of the nationwide labor shortage and urgency that the County needs to have in hiring qualified talent. In FY 2022 and FY 2023, OHRM has implemented more efficient processes, both internal and external to OHRM, to speed up the recruitment and hiring process. Since the inception of the initiative, OHRM has worked in partnership with the agencies and have decreased the overall time to fill by over 34%.

In FY 2024, OHRM will be continuing reviewing and improving hiring efforts to speed up the process and will be reviewing hiring data trends to evaluate at what stages of the recruitment lifecycle we are losing talent.

e. What improvements, if any, are planned to expedite the hiring process in FY 2024?

    i. **OHRM is producing and releasing a Recruitment & Hiring Guidelines document for the agencies which inform them of best hiring practices (i.e. selection of interviewing team, preparing for a recruitment, etc.). It is OHRM's understanding that many agencies' hiring managers, and hiring teams, may be new to the hiring process; therefore, delay may be due to the uncertainty of best practices and processes.**

    ii. **OHRM plans to move our salary equity review to be done within NEOGOV through an approval workflow. Currently, the process is initiated and completed outside of a system and done via e-mail and manual tracking.**

    iii. **Improve time-to-hire data collection methodologies by piloting select priority mission-critical occupations to focus on obtaining data on specific phases of the hiring process, set targets for those phases, and measure the percentage of actions completed according to those targets. Availability of data on specific phases of the hiring process will provide a stronger understanding of where bottlenecks are occurring.**

    iv. **Continue educating management and staff regarding time-to-hire key process points and hiring timeline requirements.**

    v. **Increasing communication with hiring managers concerning hiring needs and recruitment trends.**

20. In response to the Budget Review Question, the Department of Social Services noted that it takes approximately 89 - 150 days to fill General Funded Merit position or a Grant Funded Merit position; and it takes approximately 30 - 75 days to fill Grant Funded Limited-Term position. Due to the length of time it takes to fill grant funded positions, it is difficult for agencies like Social Services (and others that rely on grant funds) to execute grant funded projects in a timely manner.

a. How does the length of time it takes to fill positions at the Department of Social Services compare to the average time to fill?

For the hires of full-time General Fund Merit positions that DSS has processed through NEOGOV, their average Time to Fill for FY 2023 is 125. To date, the County average for FY 2023 is 108 days.

b. What improvements, if any, can be made to the timeliness of filling grant funded positions?

The first step in improving timeliness of hiring limited term grant funded (LTGF) positions is to ensure all agencies are submitting the request to hire through NEOGOV so that OHRM can accurately track the total number of LTGF positions being recruited; therefore, allowing OHRM to identify gaps and areas of improvement for timely recruitment. Since LTGF positions are hired by way of non-competitive recruitment whereby, agencies aren't required to go through NEOGOV; therefore, OHRM may not know that an agency is hiring for a position and in turn can't aid in support for a timelier recruitment effort.

21. What is the primary difference between Grant Funded merit positions and Grant Funded limited term positions? Do all Grant Funded limited term positions offer no benefits? Why many agencies struggle to fill their Grant Funded limited term positions?

Some merit positions are fully or partially funded by a grant. This funding source is determined by the agency and OMB and does not impact the benefits offered to the employee.

Limited-Term Grant Funded (LTGF) positions are described in County Personnel Law, Section 16-178 (a) (6), as any position that: " is created exclusively for use as part of a program which is implemented pursuant to a grant from, or other financial agreement with, the Federal or State government or other private funding source, where such grant or agreement does not provide sufficient funding for full employee benefits or permanent employment." These positions are not considered County employees but contractors.

Benefits offered for Limited-Term Grant Funding positions offered depend on the conditions set in the grant; some offer benefits (in SAP called "Limited-Term Grant Funded Positions with Benefits" or "LTGF w/benefits") and some do not ("Limited-Term Grant Funded positions without benefits", or "LTGF w/o benefits").

Agencies have shared that the limited term of the position contributes to difficulty in filling LTGF vacancies.

22. Is OHRM a part of the Office of Information Technology's Digitization efforts? If so, what improvement shave been achieved to date and what additional improvements are planned for the remainder of FY 2023 and for FY 2024?

To date, OHRM has digitized over 3 million paper files for the County. OHRM has partnered with OIT to complete digitization of OHRM paper files by the end of FY 2023. Additionally, OHRM has submitted an update to AP262. Once approved, OHRM will conduct a needs assessment regarding Agency Personnel Files to understand effort and resources required to completely digitize their files. Once complete, the next step for OHRM in FY 2024 is to create with OIT a Records Self-Service system for Agency Access to agency employee files, and for Employee Direct access to their own personnel file.

Prince George's County Police Department
Promotion System Recommendations

Siena Consulting
8/3/2022 Update

Overview

In compliance with a preliminary injunction ordered on April 21, 2021 in the case of Hispanic National Law Enforcement Association NCR v. Prince George's County (Civil Action No. TDC-18-3821), Siena Consulting was asked as an independent expert to review the components of the Prince George's County Police Department (PGPD) promotion system – including, but not limited to, the written tests, skills assessments, and the overall selection process - and to recommend changes to reduce or eliminate adverse impact and discrimination against Black and Hispanic officers. For this task, Siena Consulting reviewed the PGPD test process and associated materials for the following five ranks: Police Officer First Class (POFC), Corporal, Sergeant, Lieutenant, and Captain. This review included examining the test materials, interviewing the exam vendor, observing the training of assessors for the competitive ranks, analyzing the test scores and patterns of results across multiple years of administration, reviewing the existing job analysis report, reviewing existing documentation and deposition testimony on the current promotional process, and interviewing relevant parties responsible for promotion testing within the PGPD, as well as personnel impacted by, and knowledgeable of, the promotion process. Based on this review, Siena Consulting produced a set of reasonable recommendations for revising the PGPD promotion system that reflects modern and professionally sound practices[1] for creating valid and fair assessment of personnel that will help enable the organization to identify talented individuals for promotion while reducing adverse impact and discrimination against Black and Hispanic officers.

Subsequently, from September 2021 through July 2022, Siena was hired to develop and administer promotion systems that reflected these recommendations with the goal of implementing fair and valid promotion systems. With this project completed, the following updated recommendations seek to provide guidance to PGPD to enhance future promotional processes.

Recommendations

- **Make use of the 2022 testing list for a reasonably extended period.** Given that the currently implemented promotion processes demonstrated strong validity evidence, reduced adverse impact against protected groups, and enhanced fairness by instituting a secure process that reduced the impact of unequal access to preparatory courses/materials, we recommend extended use of the promotion lists (e.g., use through 2023 or longer depending on the number of promotions that occur).

- **Use a current thorough job analysis when developing future selection and promotion tests.** The recently conducted comprehensive job analysis should serve as a critical foundation for developing future valid, fair assessment processes. In line with best practice,

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[1] Equal Employment Opportunity Commission, Civil Service Commission, Department of Labor, & Department of Justice. (1978). Adoption by four agencies of Uniform Guidelines on Employee Selection Procedures. *Federal Register, 43*, 38290-38315. 32.
Principles for the Validation and Use of Personnel Selection Procedures (2018). Industrial and Organizational Psychology: Perspectives on Science and Practice, 11(Supl 1), 2–97. https://doi.org/10.1017/iop.2018.195

this job analysis should be refreshed/updated depending on how much time passes and the extent to which the jobs change.

- **Future tests should continue to shift from static formats that focus on memorization of knowledge to dynamic formats that place more emphasis on the use of that knowledge.** PGPD should maintain the elimination of a written test multiple choice format that targets rote memorization or simple recall of policy and procedure. They should continue to use other formats (e.g., video-based stimuli and response) that target application of knowledge and competencies/skills in a manner that reflects how such capabilities are used on the job. Shifting from written multiple-choice to a dynamic higher fidelity format is important because research demonstrates that traditional cognitive tests that use a written multiple-choice format do not predict job performance particularly well in police and public safety type jobs.[2] In addition, traditional written multiple-choice cognitive tests consistently produce racial differences that negatively impact Black and Hispanic candidates in comparison to White candidates.[3] Increasing the psychological fidelity of the test so that it more richly captures the job it is meant to reflect (which is not the case with a written multiple-choice format) increases the response fidelity from the candidates thus enhancing validity.[4]

- **Continue to implement the full assessment process for all candidates.** Maintain the elimination of a multi-step hurdle testing processes for knowledge and competency assessment. Continue to allow candidates to complete all phases of the process so they have the opportunity to demonstrate their complete set of capabilities for the target job. This approach will enhance the content coverage of the assessments so potentially effective all-around candidates are not disadvantaged early in the process based on a narrow set of criteria assessed at an early hurdle. If a hurdle is used, the early step(s) should target critical competencies, the cutoff should be set at the minimal required level for the target competency, and the testing methods used should be those that reduce contaminating factors that tend to result in adverse impact against protected groups.

- **Maintain the change to appropriate modern testing approaches for all competitive ranks.** PGPD should continue to use the more modern assessment center formats implemented in the 2022 promotional process for these key leadership positions (i.e., the competitive ranks) to maintain the enhanced validity and fairness of the process. In the comparison of assessment centers and more traditional tests (e.g., written multiple choice cognitive ability and job knowledge tests), it has been found in several meta-analyses that

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[2] Hirsh, H. R., Northrop, L. C., & Schmidt, F. L. (1986). Validity generalization results for law enforcement occupations. Personnel Psychology, 39, 399-420.

Salgado, J. F., Anderson, N., Moscoso, S., Bertua, C., de Fruyt, F., & Rolland, J. P. (2003). A meta-analytic study of general mental ability validity for different occupations in the European community. Journal of Applied Psychology,88, 1068-1081.

[3] Hough, L., Oswald, F., & Ployhart, R. (2001). Determinants, detection and amelioration of adverse impact in personnel selection procedures: Issues, evidence and lessons learned. *International Journal of Selection and Assessment, 9*, 152–194.

[4] L Lievens, F. & DeSoete B (2012). Simulations. In N. Schmitt (Ed.). The Oxford Handbook of Personnel Assessment and Selection. Oxford Press.

general assessment centers have a higher validity than traditional testing when it comes to predicting job performance.[5] In addition, a study of police units also found that assessment centers had higher predictive validity for job and training performance outcomes for higher level positions than traditional cognitive ability focused assessments.[6] Assessment centers provide more interactive opportunities, which contributes to response fidelity that would not be seen on a typical traditional written test assessment.[7] The use of high-fidelity assessment centers allows for simulations of work that reflect the job and enable organizations to make predictions about a broader array of knowledge, skills, and abilities.[8]

- **Change to appropriate approaches for the non-competitive ranks.** PGPD should maintain the change to using a combination of factors such as time in grade and evaluation of performance to determine promotion for the non-competitive ranks (i.e., POFC, Corporal). PGPD should develop an objective system that assesses these factors in a valid and fair manner.

While we considered several approaches for assessment regarding the non-competitive ranks, based on initial findings from the job analysis that indicates that the three ranks of PO, POFC, and Corporal substantially overlap and are not fundamentally different, we recommended using factors such as time in grade and evaluation of job performance instead of a traditional assessment process. In examining personnel demographics, it appears that most officers eventually attain the rank of Corporal as a matter of course by passing the previously used multiple-choice job knowledge assessment over time. As mentioned, the core nature of the job for these three ranks does not appear to be different when it comes to the tasks performed. Thus, the actual Corporal promotion pattern already resembles a "time in grade" process, with the likelihood of being promoted increasing as the officer accrues additional experience and tenure.

A key consideration in making this recommendation is that because the preliminary job analysis data indicates the ranks are not fundamentally different, if a traditional screening process was retained, then any assessment put in place beyond time in grade and performance considerations would need to be used in an extremely limited manner to ensure absolutely no adverse impact (e.g., set a low cut score that determines if individuals have minimal competence but also ensures no adverse impact). Because of this required manner of use, we recommended instead using a system focused on officers gaining experience and demonstrating competence to become a POFC/Corporal such as time in grade and evaluation of performance, respectively.

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[5] Sackett, P. R., Lievens, F., Van Iddekinge, C. H., & Kuncel, N. R. (2017). Individual differences and their measurement: A review of 100 years of research. Journal of Applied Psychology, 102(3), 254–273. https://doi.org/10.1037/apl0000151

[6] Krause et al., 2006 Krause, D. E., Kersting, M., Heggestad, E. D., & Thornton, G. C., III. (2006). Incremental Validity of Assessment Center Ratings Over Cognitive Ability Tests: A Study at the Executive Management Level. International Journal of Selection and Assessment, 14(4), 360–371

[7] Lievens, F. & DeSoete B (2012). Simulations. In N. Schmitt (Ed.). The Oxford Handbook of Personnel Assessment and Selection. Oxford Press.

[8] Lievens, F. & DeSoete B (2012). Simulations. In N. Schmitt (Ed.). The Oxford Handbook of Personnel Assessment and Selection. Oxford Press.

Lastly, we noted that because PGPD may need a mechanism for differentiating Corporals for assignment opportunities as well as 'acting' Sergeant roles, we recommend that the assessment put in place to do this be developed in a manner that is both valid and fair. To this end, we recommended focusing on modern assessment processes that measure the competencies required to fill these roles while reducing adverse impact against protected groups (e.g., video-based and/or interactive assessments that measure targeted job relevant competencies for these roles rather than multiple-choice written exams that focus on rote memorization of rules and regulations). PGPD could also eventually consider creating a type of "Corporal First Class" rank that focuses on development into the leadership role that the next rank of Sergeant requires. The Corporal First Class rank would likely reflect the leadership role and direct assistant to the Sergeant that some Corporals currently play (e.g., Acting Sergeant, Lead Corporal, 9-CAR) as well as role assignments outside of traditional patrol that are viewed as positive career progressions. Establishing a Corporal First Class would formalize this role and individuals could be chosen for this rank using an objective assessment process that focuses on possession of the job relevant capabilities (e.g., KSAs/Competencies).

- **Use valid and fair scoring systems on assessments.** Design and implement assessment scoring procedures that include: (1) proper setting of cut scores, (2) appropriate transformation and combination of various exercise scores into a composite score, (3) proper weighting of competencies that does not overweight certain capabilities, (4) use of score units that are meaningful and acceptable based on modern test practices and align better with the underlying rating system (e.g., discontinue using multiple decimal points and use only one decimal point where needed and appropriate), and (5) examine alternatives to top-down selection that maximize validity and fairness in terms of diversity (e.g., banding). Note that many of these approaches were implemented in the 2022 promotional process and should be retained in future promotional processes.

- **Design scoring systems that focus on key behaviors.** Design scoring systems that shift away from micro-focused benchmarks to evaluate key behaviors that are job relevant and ensure better alignment of what is scored with the critical competencies derived from the job analysis. This type of scoring system was implemented in the 2022 promotional process and should be retained in future promotional processes.

- **Focus assessments on common core competencies of a given rank.** Continue to design the assessment process to measure the core competencies that are central to patrol while making sure they are relevant to specialty units when possible as was done in the 2022 promotional process. Do not allow unique specialty unit competencies to be the focus of the test.

- **Make proper use of assessors.** Ensure the assessors used in testing are diverse, are properly trained, are monitored to ensure reliability of ratings, are required to provide independent ratings, are randomly checked using additional raters assigned to a candidate, and are periodically rotated to reduce rater teaming effects. In addition, ensure assessors are experienced in the type of policing used in PGPD and do not have conflicts of interest from

connections to current and former PGPD or assessment vendor personnel. Lastly, explore the use of augmenting the team of assessors with professionally trained assessors.

- **Shift candidate response format.** Maintain the shift to using audio responses when appropriate versus a video format to reduce the chance of candidate demographics and other non-job relevant characteristics impacting scores. In addition, reduce the cognitive load, writing demands, and stress of the response format used in order to mitigate the impact of these non-job relevant testing factors.

- **Monitor the appeals process.** Examine the appeals process to ensure that validity of the exam is not compromised and that the process does not yield increased adverse impact against protected groups. No mechanism is currently in place to thoroughly examine the impact of the appeals process or regulate its functioning. It is recommended that for future testing such a mechanism is put in place.

- **Focus strongly on protecting exam security.** Focus strongly on maintaining the security of the exam process. One approach to accomplish this is to severely limit the use of internal SMEs for assessment design (e.g., rotate SMEs participating in assessment development, exclude SMEs who offer candidate preparation courses, do not let SMEs see the full exam) and instead leverage external SMEs (e.g., SMEs from outside PGC who have deep familiarity with police work and how it is properly completed in this type of county) as was done for the 2022 promotional process.

- **Address the test preparation problem.** Currently, the test preparation entities are having a strong negative impact on the promotion processes of the PGPD. This results in promotion processes of the PGPD being perceived as lacking integrity. It is critical that this issue is addressed by limiting knowledge of, and exposure to, the assessment processes. In addition, PGPD should implement a rigorous county-sponsored candidate preparation and orientation process that focuses on clarifying the assessment process and answering candidate questions while not "teaching to the test". In addition, PGPD should implement policies and practices that prevent candidates from having differential time to prepare for the test while on the job (e.g., make it a violation to study for the test while on duty). Also, implement policies that do not allow differential access to preparation courses/materials so that all interested candidates have access. Lastly, implement polices that discourage coordination and sharing information with test preparation vendors to better protect assessment content, exam process, and candidate scores (e.g., implement strong penalties for violations).

- **Implement diversity monitoring.** Implement monitoring of promotion processes and assignments with regard to diversity that is provided quarterly to the Chief and/or command staff.

- **Vendor selection and management.** Conduct a regularly re-occurring competitive rigorous RFP process to identify suitable testing vendors for future promotion exams. Prohibit test vendors from becoming "overly-entrenched" over time to prevent potential stagnation of test content and process, as well as to discourage and mitigate the formation of exclusive or

unfair vendor relationships with certain candidates, assessors, test preparation vendors, etc., as described above.

- **Resources to implement promotion processes.** Dedicate proper resources (e.g., finances, personnel) to the groups responsible for testing.

- **Adapt schedule and cycle of testing.** Explore changing the annual testing schedule to increase manageability of the processes (e.g., stagger testing schedule for certain ranks).

- **Implement training and development processes in a fair manner that fosters growth and career progression.** Build and implement development focused systems that foster growth and career progression across diverse personnel in PGPD. This should include creating developmental assignments that individuals have access to as well as implementing more advanced formal leadership training. Lastly, once the training and development function is enhanced, PGPD could consider for the ranks of POFC and Corporal implementing training and development modules that candidates need to complete in order to be promoted to these ranks. Note that the suggestion above regarding creating a Corporal First Class rank fits well with these suggested training and development initiatives. Most importantly, all these training and development initiative needs to be inclusive when it comes to diversity.