

where and when to report for a required examination. For all vacancies, an eligible list is compiled which ranks applicants either by rating or examination score. The eligible list of candidates is sent to the State agency with the vacancy. The top five candidates are interviewed and the interested candidate highest on the list is hired. Names remain on eligible lists for one year.

The average time span between a vacancy being advertised and the sending of an eligible list is about ninety days.

SALARY ADMINISTRATION AND POSITION CLASSIFICATION DIVISION

Michael Glass, *Chief, Salary Administration*
J. Eric Rydstrom, *Chief, Position Classification*

301 W. Preston St., Room 603
Baltimore, MD 21201 225-4778/9

The Salary Administration and Position Classification Division determines the classification for all State employee positions under the jurisdiction of the Secretary of Personnel. The Division analyzes individual positions and systematically maintains the classification plan. The Division also maintains the State Salary Plan. In addition, the Division recommends emergency salary actions and develops salary and benefits data and costs for pay recommendations.

ASSISTANT SECRETARY, EMPLOYEE SERVICES

John F. Sterrett, *Assistant Secretary* 225-4943

The Assistant Secretary of Employee Services administers three Divisions: Equal Employment Opportunity; Employee Development; and Employer-Employee Relations. The Assistant Secretary also oversees the Employee Assistance Program; publication of *The Marylander* newsletter; and statewide employee recognition programs, such as the Service Awards and Incentive Awards Programs.

EQUAL EMPLOYMENT OPPORTUNITY DIVISION

Celeste Morgan, *Director*
301 W. Preston St., Room 607
Baltimore, MD 21201 225-4792

The Equal Employment Opportunity Division initiates, monitors, and maintains a statewide program of equal employment opportunity and affirmative action (Code 1957, Art. 64A, secs. 12A-12E). The Division also investigates and settles charges brought under the Employee Disclosure and Confidentiality Protection Act (Code 1957, Art. 64A, secs. 12F-12K).

EMPLOYEE DEVELOPMENT DIVISION

Wylie A. Campbell, Jr., *Director*
2100 Guilford Ave.
Baltimore, MD 21218 333-6417

The Employee Development Division was formed in 1972. The Division provides comprehensive training and development programs for State employees to increase their efficiency and productivity (Code 1957, Art. 64A, sec. 49). Division programs are administered by two specialized cost-reimbursable training units—the Management Development Center and the Clerical Training Institute. A catalog of courses offered by the Center and Institute is available to State employees upon request.

MANAGEMENT DEVELOPMENT CENTER

Barbara A. Webb, *Chief* 333-6415

The Management Development Center trains State employees in management and executive skills. Many of the Center's 72 courses are college accredited.

CLERICAL TRAINING INSTITUTE

Delores A. Wright, *Chief* 333-6416

The Clerical Training Institute trains State employees in technical skills for work with computers, word processors, and typewriters; general office procedures and management skills; and English language and communications. The Institute offers approximately 46 courses, many of which are college accredited.

EMPLOYER-EMPLOYEE RELATIONS DIVISION

Joan Ross, *Director*
301 W. Preston St., Room 1008
Baltimore, MD 21201 225-4681

The Employer-Employee Relations Division conducts administrative hearings regarding employee grievances and disciplinary actions, and provides training and technical assistance to State agencies. The Division strives to improve dispute resolution mechanisms for all State agencies and facilitate management understanding of employer-employee relations (Code 1957, Art. 64A, secs. 52-57).

EMPLOYEE ASSISTANCE PROGRAM

Frederick Ramsey, *Administrator*
2100 Guilford Ave.
Baltimore, MD 21218 333-6418

Created in 1969, the Employee Assistance Program helps State employees whose personal problems affect their work. For these employees, the