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**HUMAN RESOURCE  
MANAGEMENT & DEVELOPMENT**

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Sara Miller, *Assistant Secretary for  
Human Resource Management & Development*

301 West Preston St., Room 602  
Baltimore, MD 21201 (410) 225-4751

Human Resource Management and Development was organized in 1991 from units previously administered by Compensation and Employee Selection, Administration, and Employee Services. The Assistant Secretary for Human Resource Management and Development is responsible for three divisions: Recruitment and Examination; Salary Administration and Position Classification; and Work Force Quality.

**RECRUITMENT & EXAMINATION DIVISION**

Nelson L. Sutton III, *Director*

300 West Preston St., Room 406  
Baltimore, MD 21201 (410) 225-4846  
public information: (410) 225-4847

The Recruitment and Examination Division was formed in 1970. The Division recruits, tests, and certifies candidates as eligible for employment in Merit System positions within State government. Information about Maryland State employment opportunities and applications may be obtained by calling the Division. Personnel specialists also are available for employment counseling at Division offices.

Merit System vacancies are advertised in the newspapers, in bulletins sent to State agencies, and are listed with the Maryland Job Service. Applicants submit a completed MS100 application form which is evaluated by the Division. For some positions, candidates are rated based on the application and notified of their rating. For other positions, applicants who meet the minimum requirements of the job description are notified 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. A person is selected from among the five highest ranking on the list. 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 seventy days.

The Division works through three units: Recruitment; Examination Research and Development; and Test Administration.

**SALARY ADMINISTRATION & POSITION  
CLASSIFICATION DIVISION**

Michael A. Glass, *Director*

301 West Preston St., Room 603  
Baltimore, MD 21201 (410) 225-4778

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.

**WORK FORCE QUALITY DIVISION**

Jeanne M. Zarnoch, *Director*

300 West Preston St., Room 204  
Baltimore, MD 21201 (410) 225-4943

Formerly Employee Development and Training, the Work Force Quality Division was organized in 1992. The Division oversees the Employee Development Center and coordinates the State Quality Initiative. The Division also custom designs training programs and provides consultant services to federal, State and local government agencies, and non-profit organizations. The Director is responsible for statewide coordination of training and employee awards programs.

*EMPLOYEE DEVELOPMENT CENTER*

Vacancy, *Chief*

300 West Preston St., Room 204  
Baltimore, MD 21201 (410) 225-4683

The Employee Development Center offers courses in administration, communication, computer applications, leadership development, occupational health and safety, personnel management, and total quality process. Curriculum offerings are based on assessments of the training needs of State agencies.

*TOTAL QUALITY INITIATIVE*

Tina Romanowski, *State Quality Coordinator*  
(410) 225-4687

In June 1992, the Governor established the Total Quality Process to make State government efficient and cost-effective (Executive Order 01.01.1992.15). The Total Quality Initiative is coordinated by the Department of Personnel through the State Quality Council.