



**MARYLAND**  
**DEPARTMENT OF**  
**BUDGET & MANAGEMENT**

*MARTIN O'MALLEY*  
Governor

*ANTHONY BROWN*  
Lieutenant Governor

*T. ELOISE FOSTER*  
Secretary

*DAVID C. ROMANS*  
Deputy Secretary

January 1, 2012

The Honorable Martin O'Malley  
Governor  
State House  
Annapolis MD 21401

The Honorable Thomas V. Mike Miller, Jr.  
President, Senate of Maryland  
H-107 State House  
Annapolis MD 21401-1991

The Honorable Michael Busch  
Speaker, Maryland House of Delegates  
H-101 State House  
Annapolis MD 21401-1991

Dear Governor O'Malley, President Miller and Speaker Busch:

In accordance with §§ 4-302 and 5-204(5) of the State Personnel and Pensions Article and Executive Order 01.01.2007.16, the Department of Budget and Management is required to report to the Governor and the Maryland General Assembly on the activities of the Equal Employment Opportunity Program in the Executive Branch of State Government. A copy of the report for Fiscal Year 2011 is attached.

If you have any questions concerning this report or any of the information contained therein, please do not hesitate to contact me.

Sincerely,



T. Eloise Foster  
Secretary

Attachment

cc: Glynis Watford, Statewide EEO Coordinator  
MSAR 7926, 7927, 6693, 694, 696

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# Maryland

**Department of Budget and Management**



**Annual Statewide Equal Employment  
Opportunity Report  
Fiscal Year 2011**



**Martin O'Malley, Governor • Anthony Brown, Lt. Governor • T. Eloise Foster, Secretary**

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# **SECTION ONE**

## **EXECUTIVE**

## **SUMMARY**

# **SECTION 1: EXECUTIVE SUMMARY**

## **Commitment to Equal Employment Opportunity**

The State of Maryland recognizes and honors the value and dignity of every employee and understands the importance of providing its employees with a fair opportunity to pursue their careers in an environment free of discrimination or any form of prohibited harassment. The State is committed to ensuring that all personnel actions concerning a State employee will be taken on the basis of merit and fitness, and without regard to age, ancestry, color, creed, gender identity or expression, genetic information, marital status, mental or physical disability, national origin, religious affiliation, belief or opinion, race, sex, sexual orientation, or any other non-merit factor.

The Executive Order Code of Fair Employment Practices 01.01.2007.16 has set the tone for how State government works by establishing standards for ensuring that State government maintain a model EEO program. A copy of the Executive Order is provided on pages 74-80. The Executive Order underscores State government's commitment to fair employment practices and zero tolerance for employment discrimination. Additionally, this Order emphasizes that equal employment opportunity must be embraced by agency leadership and communicated through the ranks from the top down to ensure that the principles of EEO are engrained in their organizational structure.

Governor O'Malley and Lieutenant Governor Brown continue to make government more efficient and effective, with the help of our devoted State employees. Even through the toughest of times, our government has strived to not lose sight of the need to build and maintain a workforce that is reflective of the communities we serve, by employing individuals of varying minority groups, and without regard to gender, age, disability, religion or any other protected class. Governor O'Malley and Lt. Governor Brown expect agencies to incorporate equal employment opportunity into everyday practices and make those principles a fundamental part of agency culture.

To ensure that we are progressing toward our goals of fair and equal treatment, the Office of the Statewide Equal Employment Opportunity Coordinator (OSEEOC) has prepared this report, covering the period July 1, 2010 through June 30, 2011. This report contains selected measures outlining the progress toward equal opportunity in Maryland government and assesses the State's Equal Employment Opportunity (EEO) Program.

## **2011 EEO Highlights**

During calendar 2011, the Office of the Statewide EEO Coordinator engaged State agencies and the State's EEO professionals in a number of EEO program activities designed to move the State toward the vision set forth in Governor O'Malley's executive order and assist agencies in becoming model employers. The office continues to focus on compliance, training, outreach, and diversity awareness.

In order to ensure compliance with State and federal EEO laws, policies and practices, the OSEEOC has continued to conduct ongoing compliance audits to review and monitor the EEO programs in each State agency. The office conducted 9 agency compliance audits in 2011 and provided each agency with an exit report detailing positive changes, as well as potential improvements to their EEO programs.

Through enhanced training and outreach activities, the office strove to enhance the skills and knowledge of the State's EEO professionals. Specific activities included:

- Refresher training on EEO laws, diversity, and investigative techniques for State EEO and Fair Practices Officers.
- Ongoing guidance and training to Americans with Disabilities Act coordinators in partnership with the Department of Disabilities.
- Improvement of the DBM/EEO website to include EEO best practices, laws, forms, and resources.
- Continuation of the EEO Connection – a quarterly EEO newsletter that includes EEO law updates, noteworthy court rulings, a diversity corner and community awareness information.
- Second EEO Symposium – The event was attended by approximately 75 EEO professionals from various State agencies. The symposium served to reinforce the knowledge of the EEO professionals through Effective Workplace Communication in a Technological Age. This symposium also provided the opportunity to strengthen partnerships and promote teamwork and professionalism. Guest speakers included Dr. John T. Wolfe, Jr., Associate Vice Chancellor for Diversity and Leadership Development for the University System of Maryland and Mr. Woodrow B. Grant, Jr. former Chief of the Equity Assurance and Compliance Office at the State Department of Education.
- Training and instruction on the latest assistive technology and website accessibility technology available to individuals with disabilities.

During 2012, the office intends to continue training for EEO professionals across the State, conducting compliance audits of agency EEO efforts to ensure consistency with State and federal reporting requirements, producing and distributing educational material to ensure that all employees fully understand their rights and protections, and investigating agency appeal and whistleblower complaints.

## **Data Analysis**

Detailed EEO statistical and demographic workforce data for fiscal 2011 and trends since fiscal 2006 are presented in Sections 3-10. Notable findings and trends are discussed briefly below.

### Workforce Diversity

Maryland State government employs individuals from a wide range of racial and ethnic groups. For example, African-Americans make up 42% of the State government workforce (Exhibit 1). Additionally, this group represents a larger share of the State government's workforce compared to Maryland's Civilian Labor Force (CLF), while other minorities are almost equally represented (Exhibit 2). The percentage of non-Whites in the workforce has increased from 48% in fiscal 2006 to 49% in fiscal 2011 while the percentage of females decreased from 57% in fiscal 2006, to 56% in fiscal 2011 (Exhibit 3).

During fiscal 2011, new hires continued to add to the diversity of the workforce with women accounting for 53% of new hires, minorities accounting for more than half, while African-Americans accounting for 45% (Exhibits 4 and 5). In each of the last five years, women and minorities each have represented more than half of all new hires.

Favorable trends in minority hiring are reflected in the demographics of the State workforce by age. Approximately 44% of State workers under the age of 50 are African-American. That percentage declines among older workers, with African-Americans making up 39% of workers between 50-59, and 33% of workers age 60-69 (Exhibit 6).

#### Advancement Opportunities

In fiscal 2011, women and minorities generally received promotions or upward reclassifications at rates consistent with their share of the workforce. Women – who represent 56% of the workforce - accounted for 54% of all promotions and 60% of reclassifications. African-Americans – who represent 42% of the workforce – accounted for 47% of the promotions and 36% of the reclassifications (Exhibit 7).

#### Disciplinary Personnel Transactions

African-Americans were over-represented with respect to suspensions (62%), terminations (62%), and disciplinary demotions (56%) in fiscal 2011 (Exhibit 8).

#### Disparities Remain

Although women and minorities are well represented in State government, significant disparities remain between the genders and races with respect to employment responsibilities and pay. Whites, for example, hold 72% of positions classified as Officials and Administrators and 55% of positions classified as Professionals. African-Americans in contrast hold 70% of the Service/Maintenance positions. With respect to special appointments, 64% are White and 27% are African-American.

Women are also under-represented in certain job categories. They are less likely than men to serve as Protective Service Workers (11% of sworn officers and 38% of non-sworn officers), but are far more likely than men to serve in Administrative Support positions (90%). Despite holding 56% of State positions, women fill only 49% of positions categorized as Officials and Administrators.

The disparities in job categories contribute to the difference in the salaries paid to men and women and whites and minorities. Exhibit 9 depicts the fiscal 2011 salaries for men and women and whites and minorities. Male employees were paid an average of \$5,764 more than female employees in fiscal 2011, while Whites were paid an average of \$7,604 more than African-Americans and \$299 less than other minorities. The gap between the average salaries of Whites and African-Americans grew slightly between FY 2006 and FY 2011. The gap between men and women remains about the same as fiscal 2010 (Exhibit 10).



The greatest impediment to closing the salary gap for African-Americans is their disproportionate share of low paying jobs. African-Americans hold more than half of positions classified as Grade 8 or below. The grade with the largest number of African-American workers is Grade 13 which pays a maximum of \$52,915.

In order to address the disparity issues, the State has expanded its current relationships with Historically Black Colleges and Universities (HBCUs), professional organizations, and job fairs that may be sources of African-American and other diversity recruitment in order to develop a talent pipeline and increase the applicant flow of qualified people of color. The State has increased the use of the internet, facebook and twitter to share job announcements, increase networking opportunities and develop partnerships with minority and disability professional organizations. Additionally, the State has added a diversity statement to the State job application to affirm its commitment to equal employment opportunity and encourage diverse group members to apply for State positions. The State continues to train managers and supervisors to recognize and avoid unequal treatment of protected group members and to enhance their skills in maintaining equal employment consideration in decisions regarding hiring, promotions, work assignments, employee development, training, evaluations, counseling, and discipline.

#### Other Data

Other data included in the report focus on the State's success in meeting requests for reasonable accommodations for disabled workers, trends in discrimination complaints, and employment at public higher education institutions. Notable findings include:

- 155 reasonable accommodation requests were received from State employees and applicants for State employment in fiscal 2011. 71% of the requests were granted.
- Complaints of discrimination increased from 368 in fiscal 2010, to 445 in fiscal 2011.
- The vast majority of employees at the University System of Maryland (56%) and St. Mary's College of Maryland (78%) were white. Approximately 65% of faculty and research positions in the System were filled by whites. Females comprised 52.6% of the workforce; while males comprised 47.4% of the work force.
- African-Americans composed the majority of workers (76%) at Morgan State University and (67%) Baltimore City Community College. Women held 49% of the positions at Morgan State University and 59% of the positions at Baltimore City Community College.

Exhibit 1

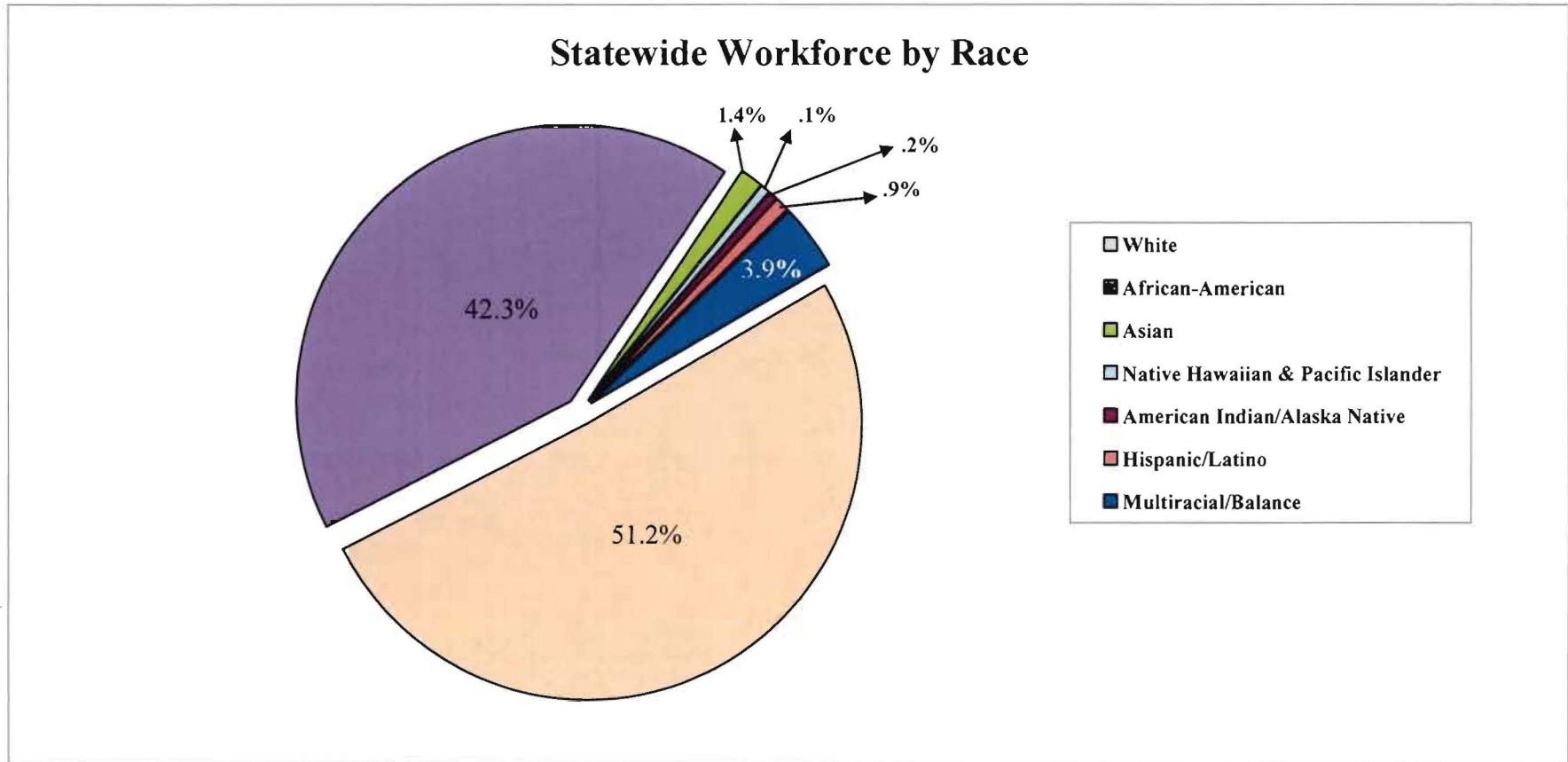


Exhibit 2

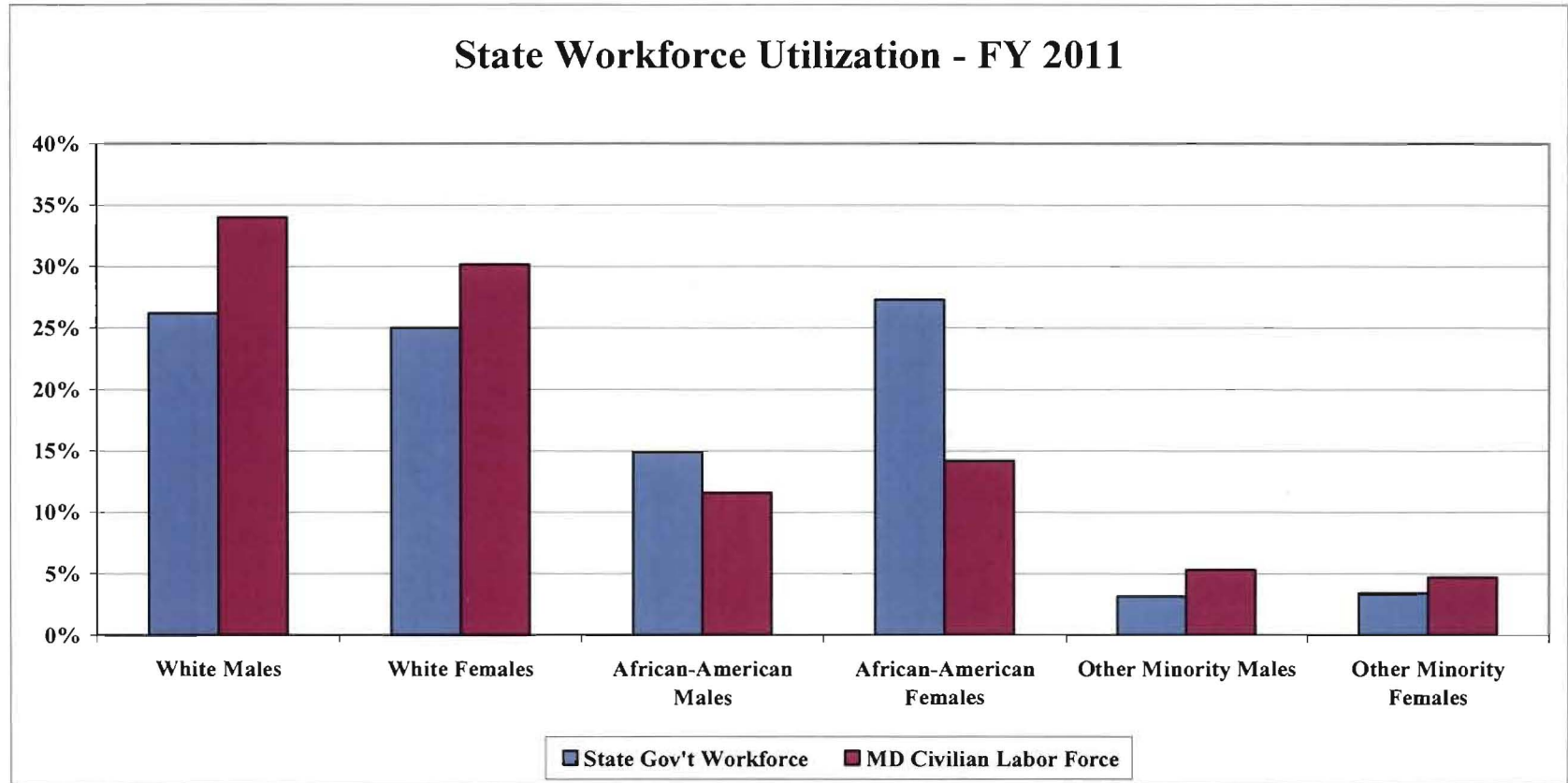


Exhibit 3

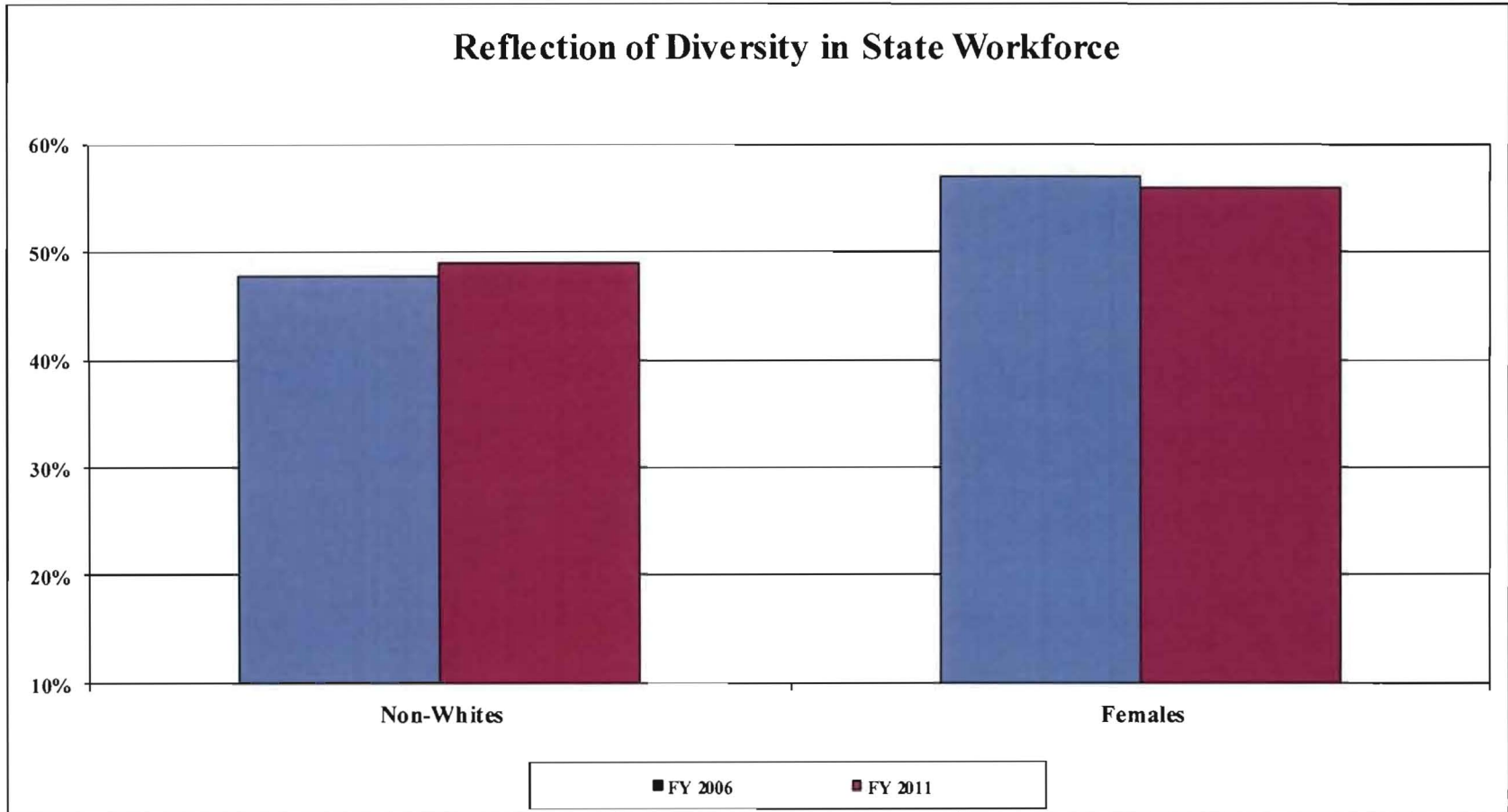


Exhibit 4

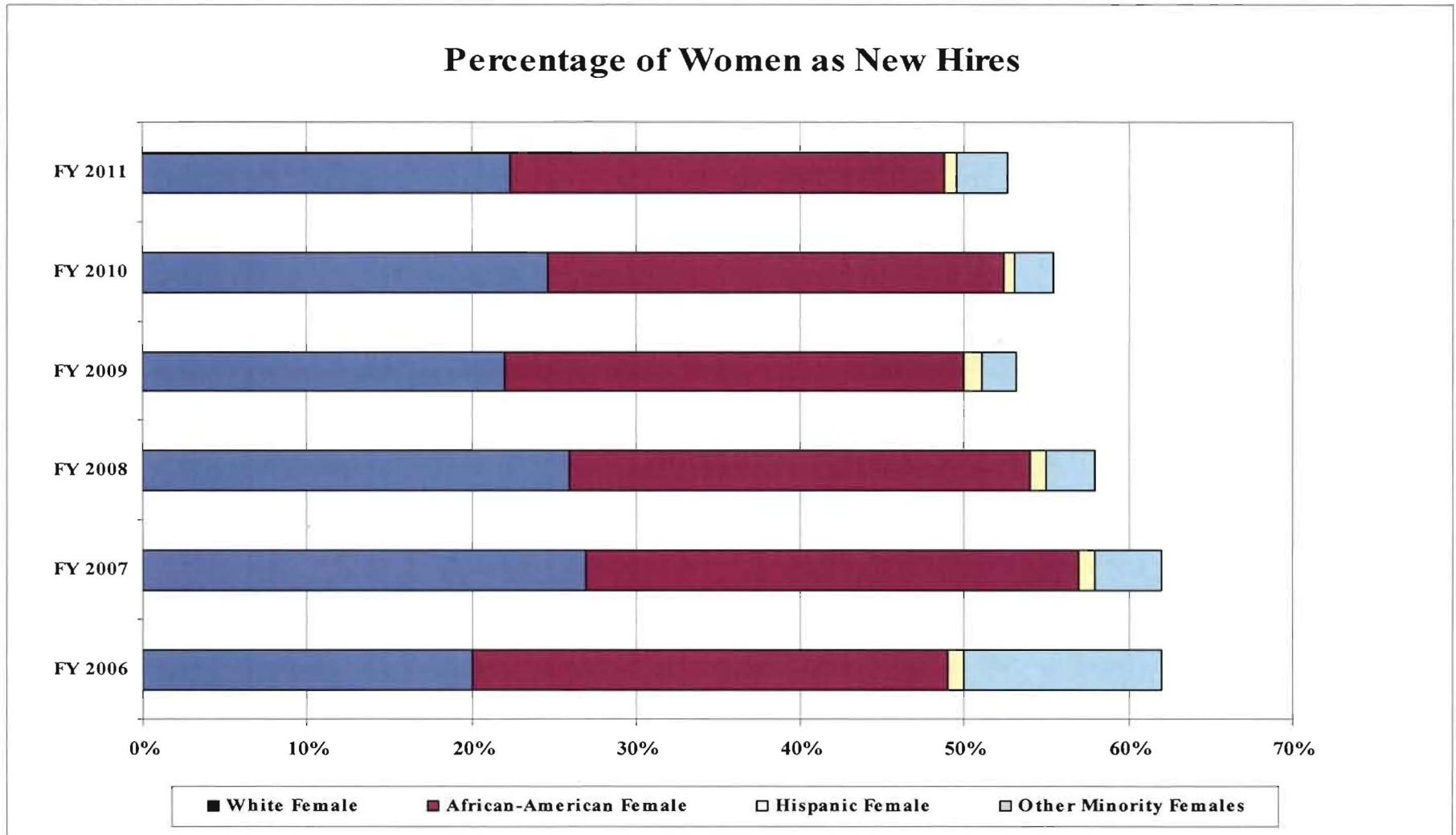


Exhibit 5

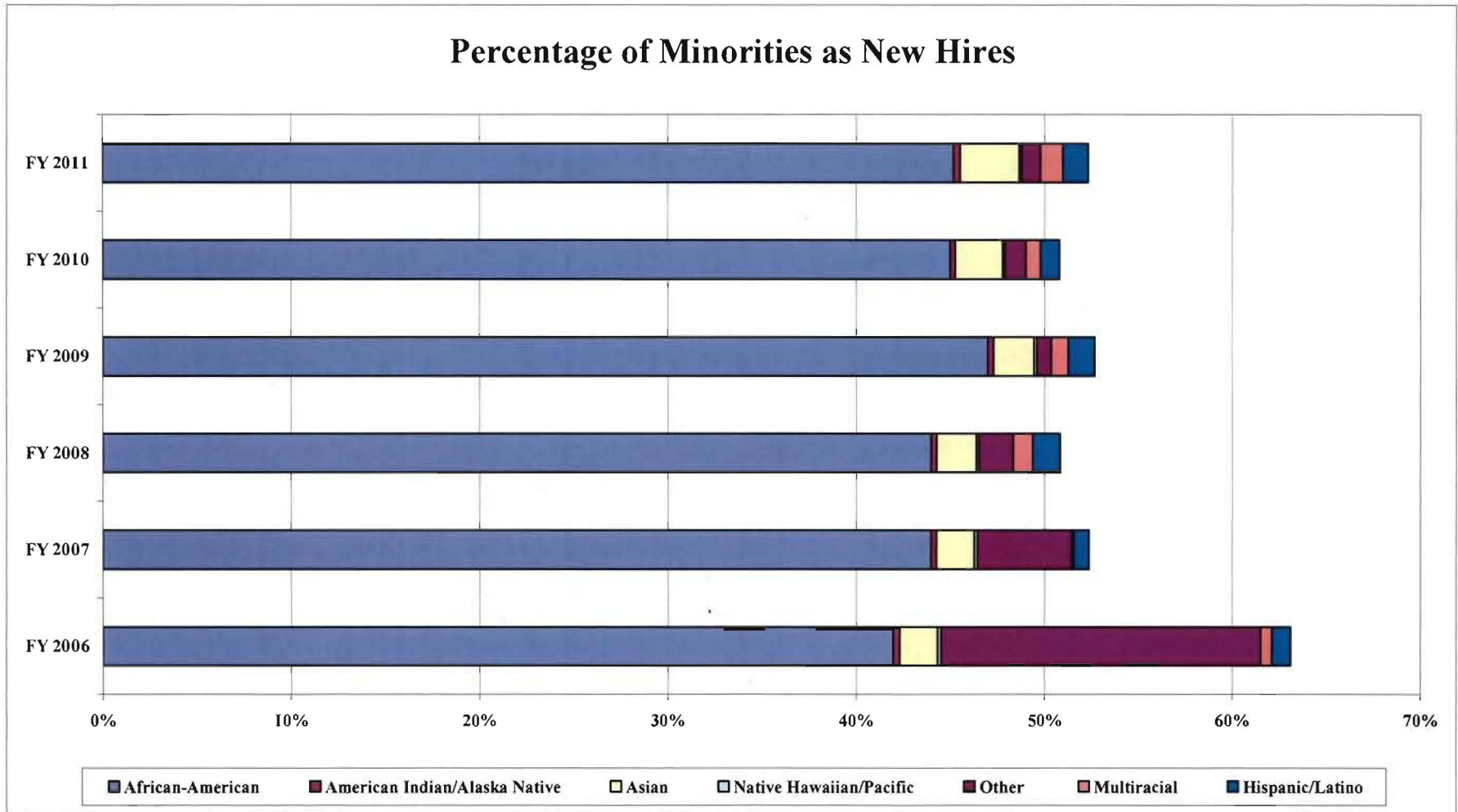


Exhibit 6

**Workforce Composition by Race and Age 2011**

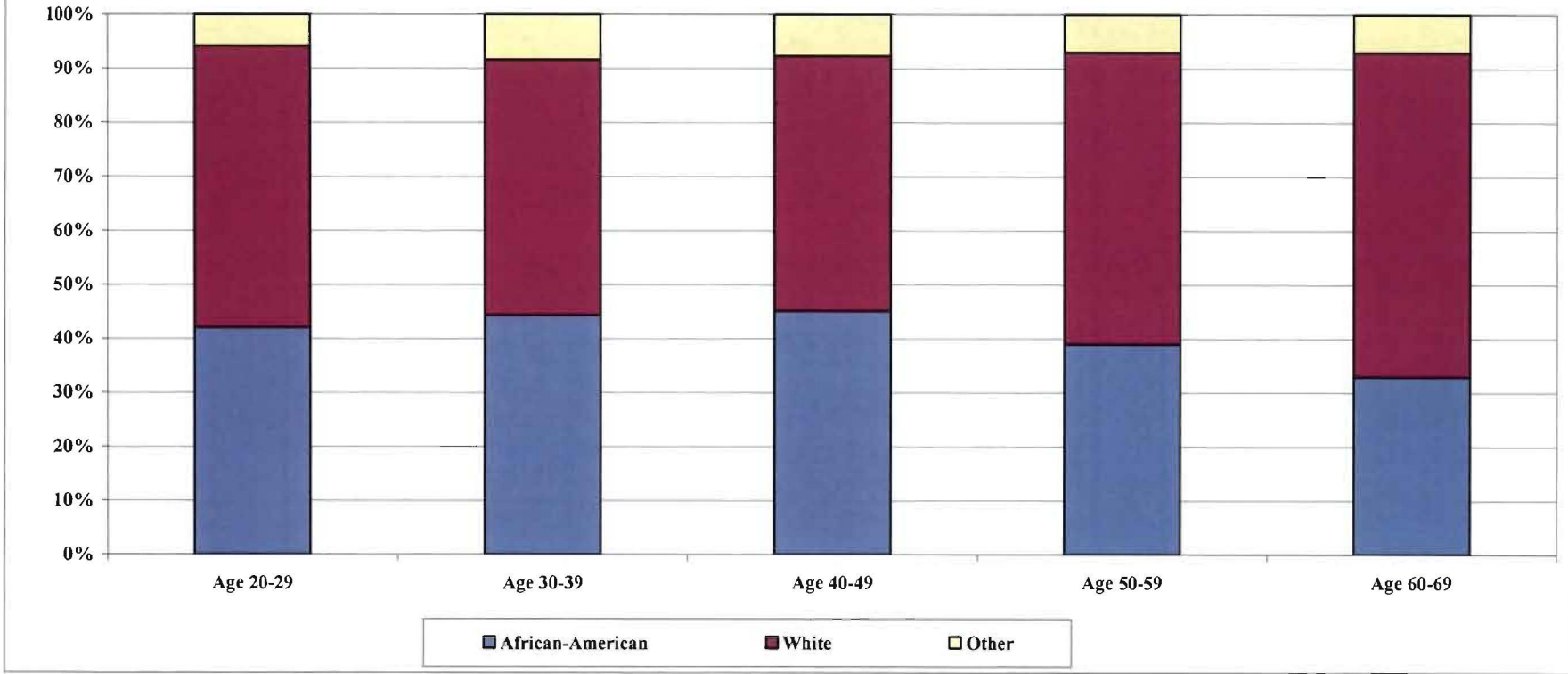


Exhibit 7

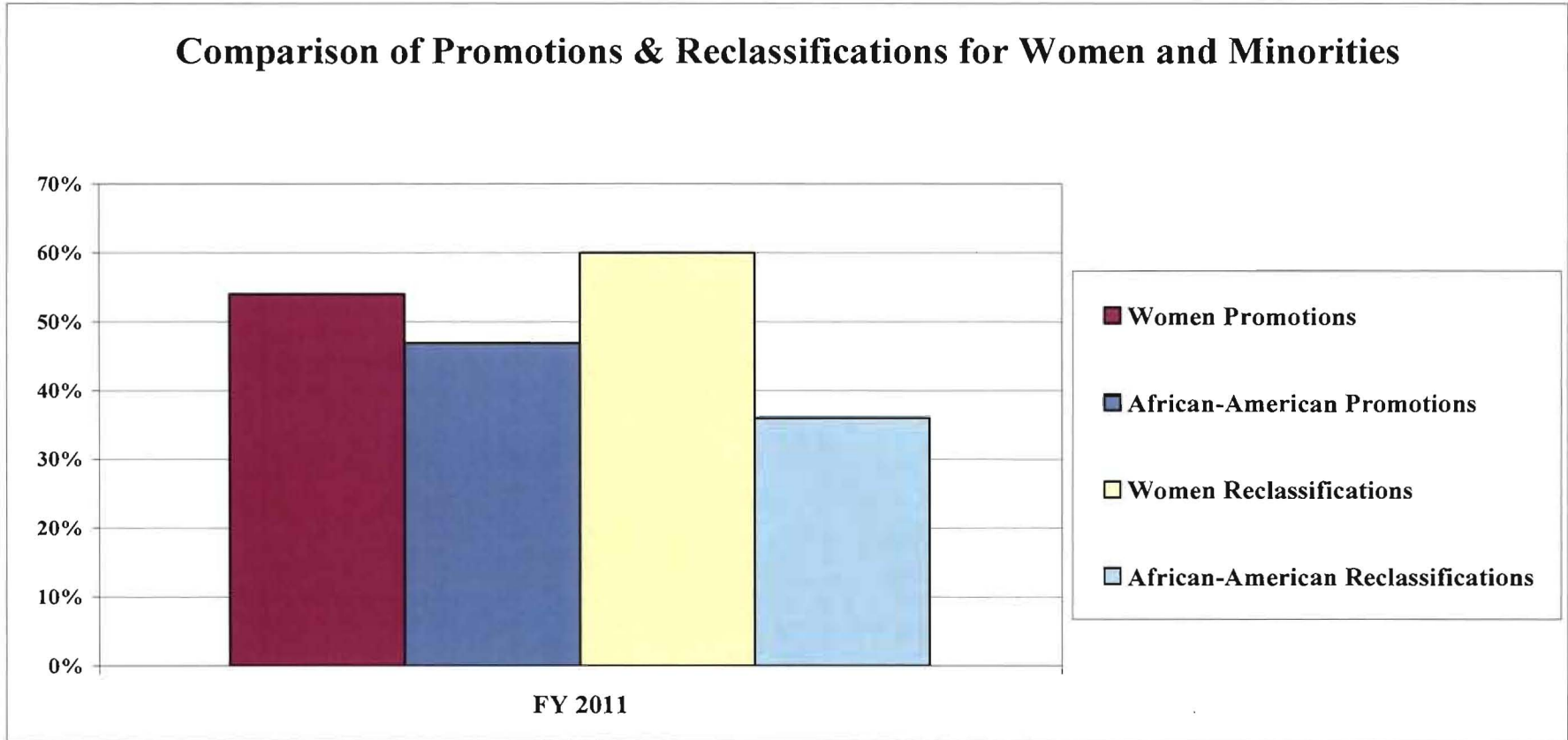




Exhibit 8

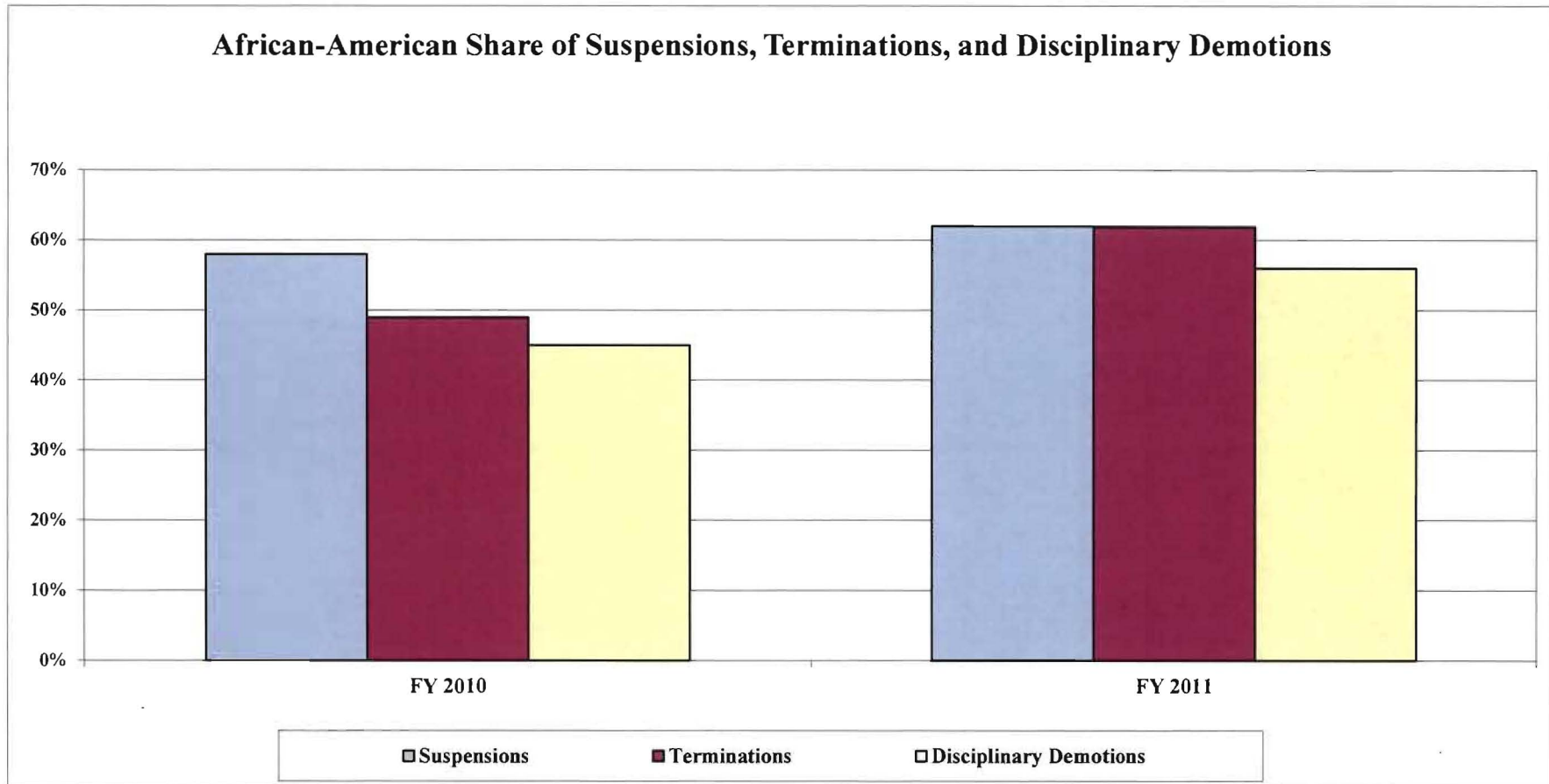


Exhibit 9

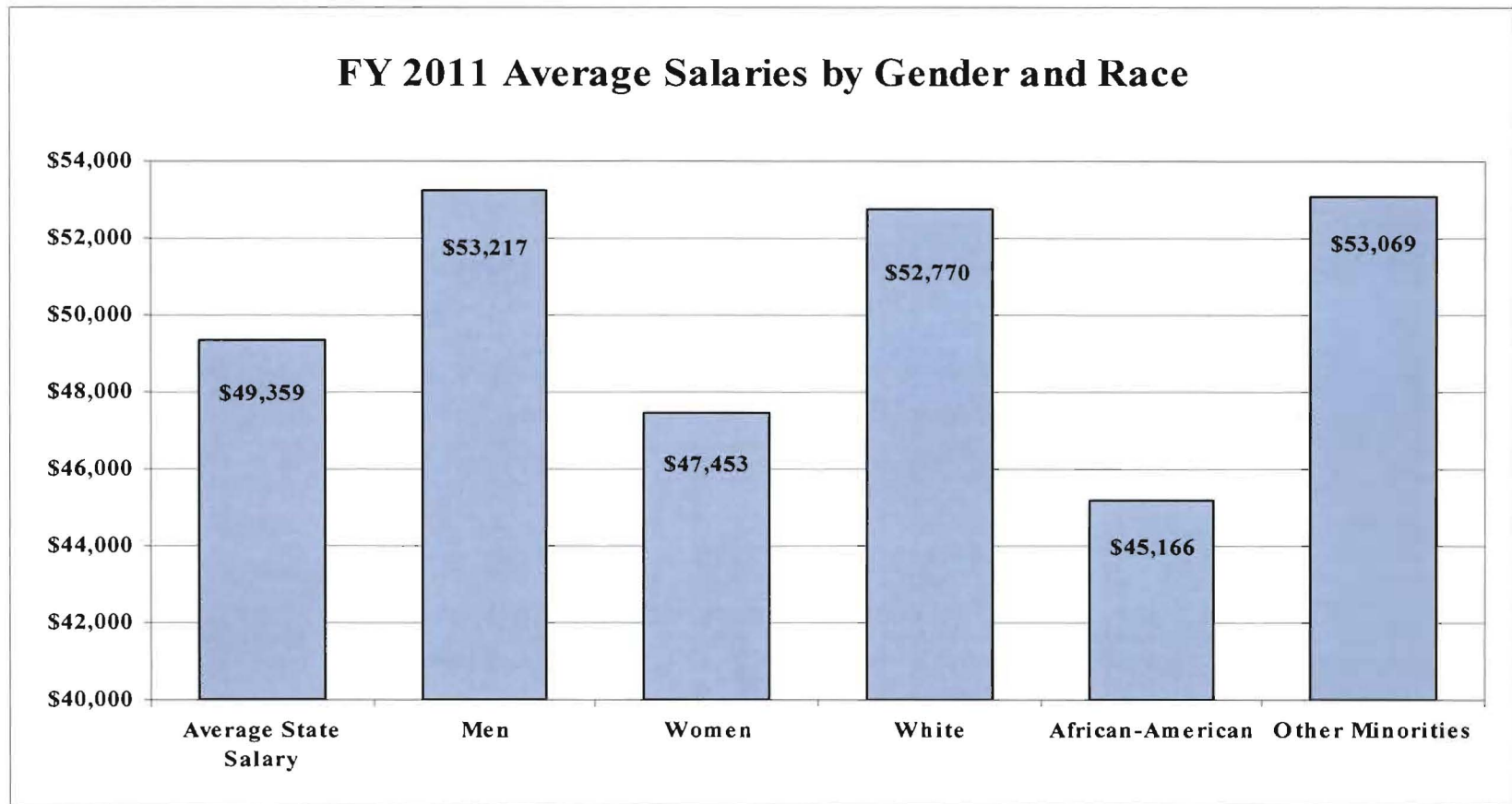
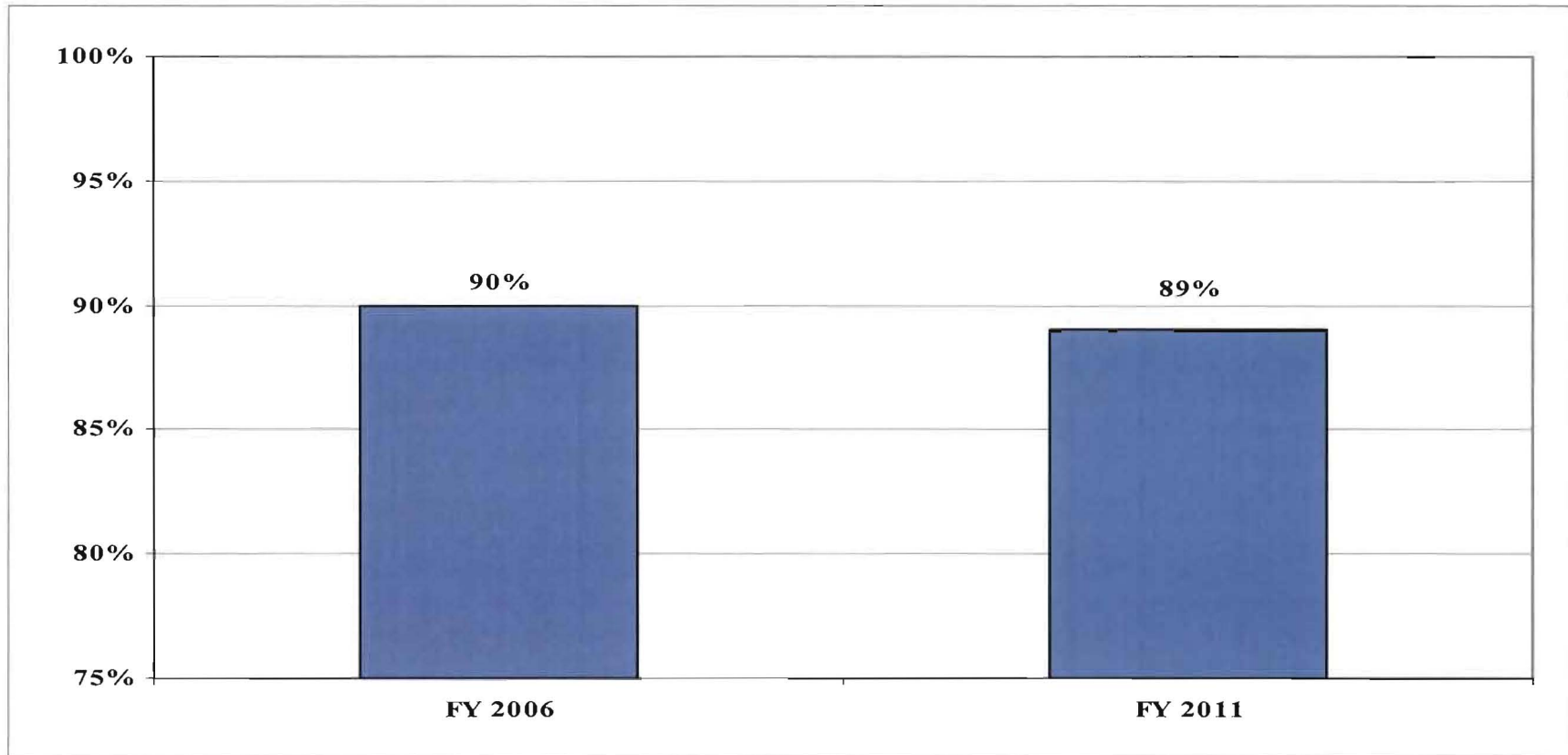


Exhibit 10

**Average Salary for Women Trails Average Salary for Men**



# **SECTION TWO**

## **INTRODUCTION**

## INTRODUCTION

### POLICY STATEMENT

It is the policy of the State of Maryland to prohibit discrimination in any personnel action concerning any employee or applicant for employment on the basis of age, ancestry, color, creed, genetic information, gender identity and expression, marital status, mental or physical disability, national origin, race, religious affiliation, belief or opinion, sex, or sexual orientation. Governor O'Malley has supported the State of Maryland's Equal Employment Opportunity Program by strengthening the State's commitment to providing a work environment free from discrimination and issuing a revised Executive Order to protect all State employees from discrimination. The Equal Employment Opportunity Program ensures that State government maintains a qualified diverse workforce and investigates and resolves allegations of discrimination in the work place or hiring practices.

Recognizing that the State's workforce should reflect the diversity of the population it serves, the State's Executive Branch and independent agencies consistently strive to attract and select highly qualified individuals from the most diverse group possible. The State recognizes and honors the value and dignity of every employee and is committed to providing a work environment that complies with applicable federal and State laws and guidelines, and is free of discrimination, harassment and intolerance.

The State of Maryland's Equal Employment Opportunity Policy is administered in accordance with the following principles:

- Discrimination by State managers, supervisors and employees **will not be tolerated**. The recruitment, selection, appointment, compensation, assignment, promotion, transfer, discipline, and discharge of State employees shall be made without regard to age, ancestry, color, creed, genetic information, gender identity and expression, marital status, mental or physical disability, national origin, race, religious affiliation, belief or opinion, sex, or sexual orientation.
- Harassment of employees for any reason prohibited by law, including sexual harassment, is employment discrimination, and **will not be tolerated**.
- Cabinet officials, department heads, and heads of independent agencies in State government are expected to take appropriate measures to ensure that their agencies adhere to the State's policy regarding unfair employment practices.
- Agency directors shall ensure that their designated Fair Practices Officers are known to all employees in their respective agencies, and that these officers have the support and responsibilities consistent with relevant provisions of State law and the Governor's Executive Order – Code of Fair Employment Practices.

## FY 2011 ANNUAL STATEWIDE EEO REPORT

- Employees are encouraged to resolve complaints of discrimination at the lowest possible level by contacting their Equal Employment Opportunity or Americans with Disabilities Act Officers. Investigations of complaints of discrimination or harassment will be conducted promptly and thoroughly, and appropriate disciplinary action will be taken against any employee violating State EEO policies.
- Employees will not be subjected to any form of retaliation for filing a complaint of discrimination or harassment, participating in an investigation of a complaint of discrimination or harassment, or for objecting to a discriminatory or other illegal or inappropriate action or practice.
- The Secretary of the Department of Budget and Management is responsible for the oversight of the State of Maryland's EEO Policy. The Statewide EEO Coordinator is responsible for ensuring statewide compliance with the State's EEO policies and practices and administering the State's EEO Program.

## **THE OFFICE OF THE STATEWIDE EQUAL EMPLOYMENT OPPORTUNITY COORDINATOR**

In accordance with Subtitles 2 and 3 of the State Personnel and Pensions Article, the Statewide Equal Employment Opportunity Coordinator administers and enforces the State's EEO Program. The Coordinator performs under the direction and supervision of the Deputy Secretary of the Department of Budget and Management. The Coordinator is responsible for implementing the State's EEO laws, policies and procedures and serves as the State's point of contact regarding EEO related concerns. The Coordinator's office also conducts investigations of discrimination, unfair employment practices, and whistleblower complaints.

In addition to administering and enforcing the State's EEO program, the Office coordinates the activities of the agency Fair Practices Officers, EEO Officers, and the Americans with Disabilities Act (ADA) Officers in accordance with the Governor's Code of Fair Employment Practices.

The OSEEOC is responsible for the following specific tasks:

- Monitoring and evaluating activities, policies and practices of Maryland State government to ensure they are in compliance with State and federal employment provisions and the Governor's Executive Order on Fair Employment Practices;
- Reviewing and investigating appeals of decisions in EEO complaints filed against Executive Branch agencies, including agencies with independent personnel systems and the University System of Maryland, and, as designee of the Secretary, for investigating whistleblower complaints filed against such agencies, with the exception of those filed against the Department of Budget and Management;
- Making certain that State employees understand the State's EEO policies and their rights and responsibilities;
- Coordinating and implementing training on such topics as ADA, Sexual Harassment, Diversity and EEO laws;
- Monitoring discrimination complaints against State agencies filed with the U. S. Equal Employment Opportunity Commission, the Maryland Commission on Civil Rights (formerly the Maryland Commission on Human Relations), and other external enforcement agencies;

## FY 2011 ANNUAL STATEWIDE EEO REPORT

- Conducting Agency Audit Compliance Reviews;
- Assisting agency Fair Practices, Equal Employment Opportunity and Americans with Disabilities Act Officers with enforcement efforts;
- Partnering with the Maryland Department of Disabilities to provide ongoing education and assistance to the ADA Officers;
- Providing consultation and technical assistance to agency Fair Practices, EEO, and ADA officers, as well as other agency officials;
- Preparing the Annual Report on the State's EEO Program;
- Preparing and distributing reports in compliance with other State and federal requirements.



# **SECTION THREE**

## **STATEWIDE**

## **WORKFORCE**

## **STATISTICS**

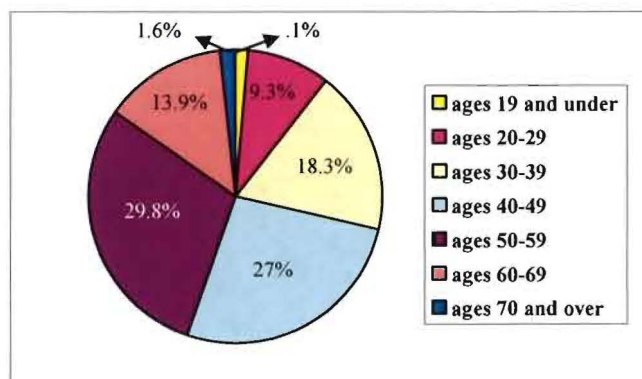
## SECTION 3: STATEWIDE WORKFORCE STATISTICS

The Fiscal Year 2011 Annual EEO Report contains data on the total number of State employees in the Executive Branch of State government.

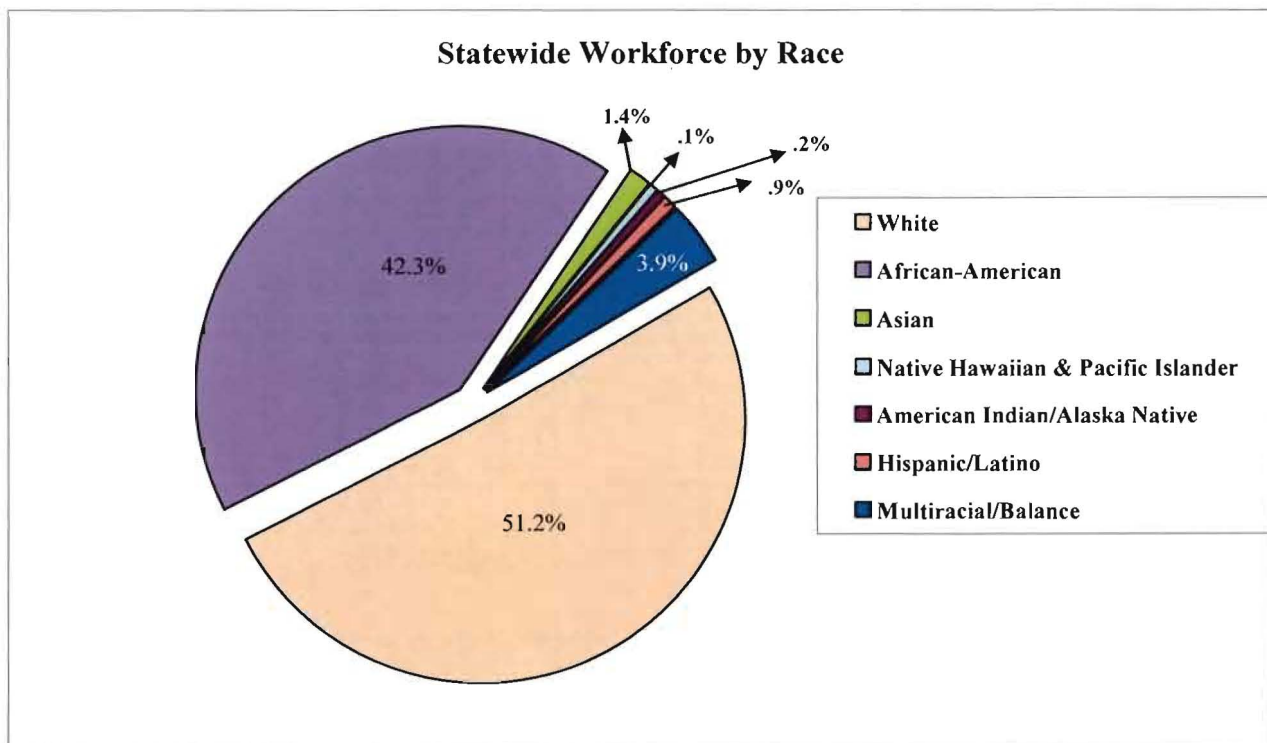
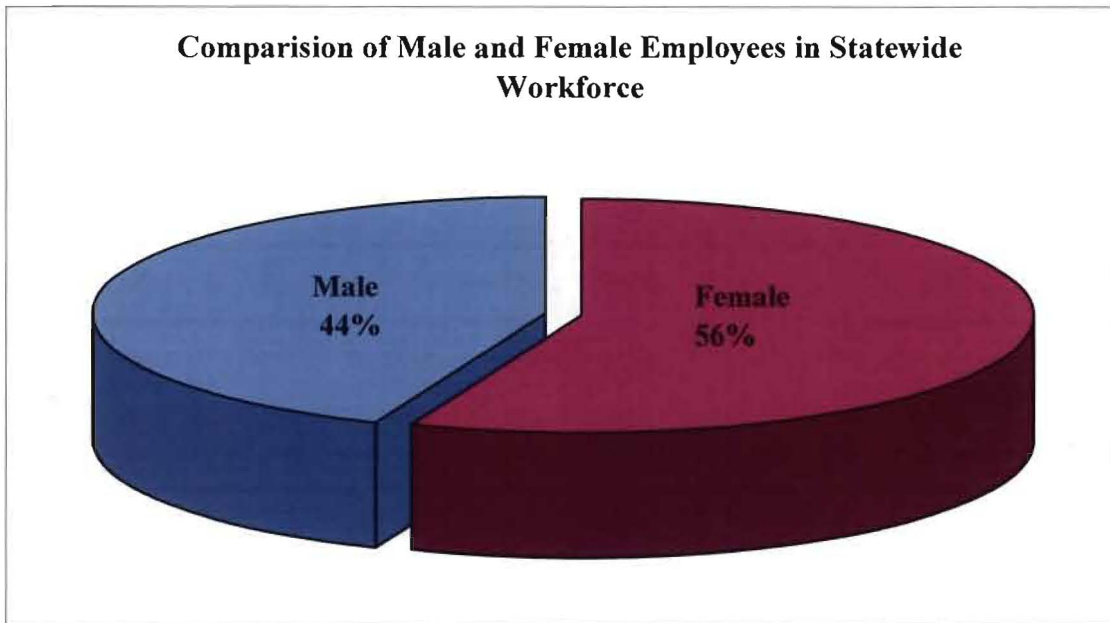
Highlights of the demographic information presented in the following charts include:

- While the number of Whites in the workforce has declined since 2006, most minority groups have increased.
- Maryland has a racially diverse workforce with African-Americans holding 42% of State positions and workers identifying themselves as belonging to other minority groups holding almost 7% of positions.
- Females represent 56% of the State's workforce in fiscal 2011, a slight decrease from 2006 (57%).
- Over 70% of the State's workforce in fiscal 2011 was age 40 or older.

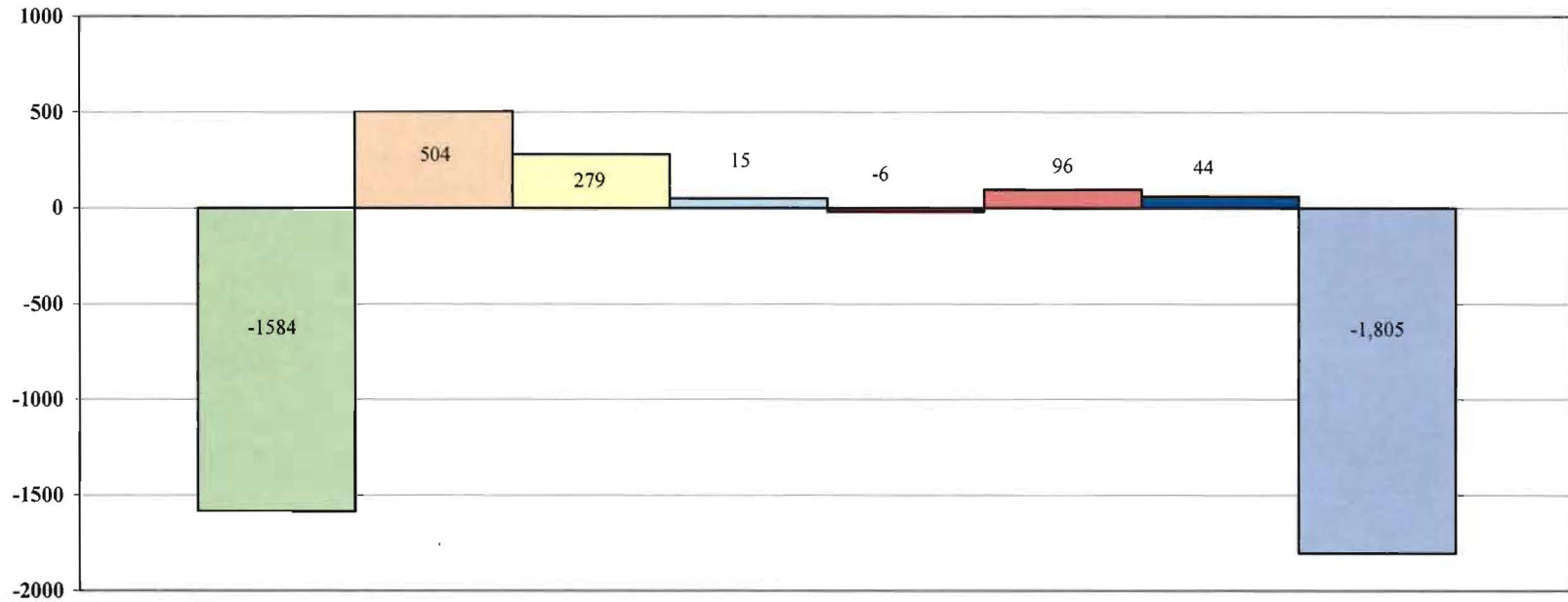
### Workforce by Age



### SECTION 3 - SUMMARY HIGHLIGHTS



## Change in Employees by Race from Fiscal Year 2006 and 2011



White
  African American
  Asian
  Hawaiian/Pacific Islander
  Amer Indian/Alaska Native
  Multiracial
  Latino/Hispanic
  Balance

**TOTAL FULL-TIME AND PART-TIME WORKFORCE UTILIZATION - FY 2011**

EEO Job Category	TOTAL			Race														Ethnicity	
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Officials and Administrators	4,371	2,249	2,122	1,722	1,424	339	545	2	3	40	29	2	2	118	83	12	16	14	20
		51%	49%	39%	33%	8%	12%	0.05%	0.1%	0.92%	0.66%	0.05%	0.05%	2.70%	1.90%	0.27%	0.37%	0.32%	0.46%
Professionals	21,529	7,221	14,308	4,422	7,263	2,117	6,084	22	30	230	236	6	15	311	450	40	96	73	134
		34%	66%	21%	34%	10%	28%	0.10%	0.14%	1.07%	1.10%	0.03%	0.07%	1.44%	2.09%	0.19%	0.45%	0.34%	0.62%
Technicians	3,273	1,606	1,667	1,124	807	379	789	6	2	28	2	2	1	31	30	20	13	16	23
		49%	51%	34%	25%	12%	24%	0.18%	0.06%	0.86%	0.06%	0.06%	0.03%	0.95%	0.92%	0.61%	0.40%	0.49%	0.70%
Protective Service Workers: Sworn	2,448	2,187	261	1,631	126	443	125	3	0	13	1	1	0	64	7	1	1	31	1
		89%	11%	67%	5%	18%	5%	0.12%	0%	0.53%	0.04%	0.04%	0%	2.61%	0.29%	0.04%	0.04%	1.27%	0.04%
Protective Service Workers: Non-Sworn	8,842	5,476	3,366	2,853	498	2,326	2,687	6	4	24	4	2	1	210	144	30	15	25	13
		62%	38%	32%	6%	26%	30%	0.07%	0.05%	0.27%	0.05%	0.02%	0.01%	2.38%	1.63%	0.34%	0.17%	0.28%	0.15%
Administrative Support	6,697	696	6,001	297	2,666	341	2,975	1	20	30	58	2	9	12	147	7	51	6	75
		10%	90%	4%	40%	5%	44%	0.01%	0.30%	0.45%	0.87%	0.03%	0.13%	0.18%	2.20%	0.10%	0.76%	0.09%	1.12%
Skilled Craft Workers	1,979	1,912	67	1,283	44	548	20	10	0	18	0	5	0	17	0	11	1	20	2
		97%	3%	65%	2%	28%	1%	0.51%	0%	0.91%	0%	0.25%	0%	0.86%	0%	0.56%	0%	1.01%	0%
Service-Maintenance	3,849	2,080	1,769	543	425	1,420	1,260	4	5	24	16	5	4	52	43	14	3	18	13
		54%	46%	14%	11%	37%	33%	0.10%	0.13%	0.62%	0.42%	0.13%	0.10%	1.35%	1.12%	0.36%	0.08%	0.47%	0.34%
<b>TOTAL</b>	<b>52,988</b>	<b>23,427</b>	<b>29,561</b>	<b>13,875</b>	<b>13,253</b>	<b>7,913</b>	<b>14,485</b>	<b>54</b>	<b>64</b>	<b>407</b>	<b>346</b>	<b>25</b>	<b>32</b>	<b>815</b>	<b>904</b>	<b>135</b>	<b>196</b>	<b>203</b>	<b>281</b>
		<b>44%</b>	<b>56%</b>	<b>26.2%</b>	<b>25.0%</b>	<b>14.9%</b>	<b>27.3%</b>	<b>0.10%</b>	<b>0.12%</b>	<b>0.77%</b>	<b>0.65%</b>	<b>0.05%</b>	<b>0.06%</b>	<b>1.54%</b>	<b>1.71%</b>	<b>0.25%</b>	<b>0.37%</b>	<b>0.38%</b>	<b>0.53%</b>

NOTE: The data include State Personnel Management System (SPMS) and Maryland Department of Transportation (MDOT) full-time and part-time employees; contractals are not included.

**FULL-TIME AND PART-TIME EMPLOYEES PERCENTAGE CHANGE — FY 2006 & FY 2011**

EEO Job Category			TOTAL		Race														Ethnicity		
					White		Africao-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)		
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Officials and Administrators	2011	TOTAL	4,371	2,249	2,122	1,722	1,424	339	545	2	3	40	29	2	2	118	83	12	16	14	20
				51.5%	48.5%	39.4%	32.6%	7.76%	12.5%	0.05%	0.07%	0.92%	0.66%	0.05%	0.05%	2.70%	1.90%	0.27%	0.37%	0.32%	0.46%
Professionals	2006	TOTAL	4,134	2,343	1,791	1,830	1,214	263	395	2	4	24	12	3	1	209	144	6	6	6	15
				56.7%	43.3%	44.3%	29.4%	6.36%	9.55%	0.05%	0.10%	0.58%	0.29%	0.07%	0.02%	5.06%	3.48%	0.15%	0.15%	0.15%	0.36%
Technicians	2011	TOTAL	21,529	7,221	14,308	4,422	7,263	2,117	6,084	22	30	230	236	6	15	311	450	40	96	73	134
				33.5%	66.5%	20.5%	33.7%	9.83%	28.3%	0.10%	0.1%	1.07%	1.10%	0.03%	0.07%	1.44%	2.09%	0.19%	0.45%	0.34%	0.62%
Protective Service Workers: Sworn	2006	TOTAL	22,345	7,778	14,567	4,922	7,564	2,011	5,751	18	28	151	136	6	7	563	918	29	52	78	111
				34.8%	65.2%	22.0%	33.9%	9.00%	25.7%	0.08%	0.1%	0.68%	0.61%	0.03%	0.03%	2.52%	4.11%	0.13%	0.23%	0.35%	0.50%
Protective Service Workers: Non-Sworn	2011	TOTAL	3,273	1,606	1,667	1,124	807	379	789	6	2	28	2	2	1	31	30	20	13	16	23
				49.1%	50.9%	34.3%	24.7%	11.58%	24.1%	0.18%	0.1%	0.86%	0.06%	0.06%	0.03%	0.95%	0.92%	0.61%	0.40%	0.49%	0.70%
Administrative Support	2006	TOTAL	3,457	1,712	1,745	1,287	875	323	751	6	6	19	7	2	1	43	81	19	8	13	16
				49.5%	50.5%	37.2%	25.3%	9.34%	21.7%	0.17%	0.2%	0.55%	0.20%	0.06%	0.03%	1.24%	2.34%	0.55%	0.23%	0.38%	0.46%
Skilled Craft Workers	2011	TOTAL	2,448	2,187	261	1,631	126	443	125	3	-	13	1	1	-	64	7	1	1	31	1
				89.3%	10.7%	66.6%	5.1%	18.10%	5.1%	0.12%	0.0%	0.53%	0.04%	0.04%	0.00%	2.61%	0.29%	0.04%	0.04%	1.27%	0.04%
Service Maintenance	2006	TOTAL	2,330	2,074	256	1,491	143	430	96	2	-	9	-	2	-	102	13	1	2	37	2
				89.0%	11.0%	64.0%	6.1%	18.45%	4.1%	0.09%	0%	0.39%	0%	0.09%	0%	4.38%	0.56%	0.04%	0.09%	1.59%	0.09%
Service Maintenance	2011	TOTAL	8,842	5,476	3,366	2,853	498	2,326	2,687	6	4	24	4	2	1	210	144	30	15	25	13
				61.9%	38.1%	32.3%	5.6%	26.31%	30.4%	0.07%	0.0%	0.27%	0.05%	0.02%	0.01%	2.38%	1.63%	0.34%	0.17%	0.28%	0.15%
Service Maintenance	2006	TOTAL	8,359	5,107	3,252	2,469	390	2,041	2,458	6	8	11	1	3	1	539	377	6	7	32	10
				61.1%	38.9%	29.5%	4.7%	24.42%	29.41%	0.07%	0.10%	0.13%	0.01%	0.04%	0.01%	6.45%	4.51%	0.07%	0.08%	0.38%	0.12%
Service Maintenance	2011	TOTAL	6,697	696	6,001	297	2,666	341	2,975	1	20	30	58	2	9	12	147	7	51	6	75
				10.4%	89.6%	4.4%	39.8%	5.09%	44.4%	0.01%	0.3%	0.45%	0.87%	0.03%	0.13%	0.18%	2.20%	0.10%	0.76%	0.09%	1.12%
Service Maintenance	2006	TOTAL	8,355	794	7,561	333	3,527	384	3,533	2	18	20	41	2	6	45	323	2	41	6	72
				9.5%	90.5%	4.0%	42.2%	4.60%	42.3%	0.02%	0.2%	0.24%	0.49%	0.02%	0.07%	0.54%	3.87%	0.02%	0.49%	0.07%	0.86%
Service Maintenance	2011	TOTAL	1,979	1,912	67	1,283	44	548	20	10	-	18	-	5	-	17	-	11	1	20	2
				96.6%	3.4%	64.8%	2.2%	27.69%	1.0%	0.51%	0.0%	0.91%	0.00%	0.25%	0.00%	0.86%	0.00%	0.56%	0.05%	1.01%	0.10%
Service Maintenance	2006	TOTAL	2,149	2,084	65	1,440	28	565	16	12	-	17	-	1	-	24	1	14	20	11	-
				97.0%	3.0%	67.0%	1.3%	26.29%	0.74%	0.56%	0%	0.79%	0%	0.05%	0.00%	1.12%	0.05%	0.65%	0.93%	0.51%	0%
Service Maintenance	2011	TOTAL	3,849	2,080	1,769	543	425	1,420	1,260	4	5	24	16	5	4	52	43	14	3	18	13
				54.0%	46.0%	14.1%	11.0%	36.89%	32.7%	0.10%	0.1%	0.62%	0.42%	0.13%	0.10%	1.35%	1.12%	0.36%	0.08%	0.47%	0.34%
Service Maintenance	2006	TOTAL	4,316	2,123	2,193	624	575	1,391	1,486	8	4	13	13	2	5	51	91	18	4	16	15
				49.2%	50.8%	14.5%	13.3%	32.23%	34.4%	0.19%	0.09%	0.30%	0.30%	0.05%	0.12%	1.18%	2.11%	0.42%	0.09%	0.37%	0.35%

## STATEWIDE WORKFORCE BY AGE

AGE	TOTAL		Race														Ethnicity			
			White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)			
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
19 or under	26	18	8	15	7	1	1	0	0	1	0	0	0	0	0	0	1	0	0	0
		69%	31%	58%	27%	4%	4%	0%	0%	3.85%	0%	0%	0%	0%	0%	0%	4%	0%	0.00%	0.00%
20-29	4,773	1,994	2,779	1,372	1,094	533	1,497	3	11	24	47	2	5	34	40	10	34	16	51	
		42%	58%	29%	23%	11%	31%	0.06%	0.23%	0.50%	0.98%	0.04%	0.10%	0.71%	0.84%	0.21%	0.71%	0.34%	1.07%	
30-39	9,352	3,720	5,632	2,152	2,269	1,257	2,901	6	11	90	88	4	7	142	248	21	43	48	65	
		40%	60%	23%	24%	13%	31%	0.06%	0.12%	0.96%	0.94%	0.04%	0.07%	1.52%	2.65%	0.22%	0.46%	0.51%	0.70%	
40-49	13,828	5,401	8,427	3,016	3,508	1,952	4,293	11	11	73	105	3	11	268	370	33	54	45	75	
		39%	61%	22%	25%	14%	31%	0.08%	0.08%	0.53%	0.76%	0.02%	0.08%	1.94%	2.68%	0.24%	0.39%	0.33%	0.54%	
50-59	15,239	5,610	9,629	3,317	4,876	1,829	4,158	12	18	81	87	2	8	299	363	25	27	45	92	
		37%	63%	22%	32%	12%	27%	0.08%	0.12%	0.53%	0.57%	0.01%	0.05%	1.96%	2.38%	0.16%	0.18%	0.30%	0.60%	
60-69	7,095	3,128	3,967	2,008	2,233	828	1,481	8	7	53	42	1	4	202	166	9	12	19	22	
		44%	56%	28%	31%	12%	21%	0.11%	0.10%	0.75%	0.59%	0.01%	0.06%	2.85%	2.34%	0.13%	0.17%	0.27%	0.31%	
70 and over	833	460	373	298	209	108	122	0	1	9	5	0	0	43	29	1	2	1	5	
		55%	45%	36%	25%	13%	15%	0%	0.1%	1.1%	0.6%	0%	0.0%	5.2%	3.5%	0.1%	0%	0.1%	0.6%	
<b>TOTAL</b>	<b>51,146</b>	<b>20,331</b>	<b>30,815</b>	<b>12,178</b>	<b>14,196</b>	<b>6,508</b>	<b>14,453</b>	<b>40</b>	<b>59</b>	<b>331</b>	<b>374</b>	<b>12</b>	<b>35</b>	<b>988</b>	<b>1,216</b>	<b>100</b>	<b>172</b>	<b>174</b>	<b>310</b>	
		40%	60%	23.8%	27.8%	12.7%	28.3%	0.08%	0.12%	0.65%	0.73%	0.02%	0.07%	1.93%	2.38%	0.20%	0.34%	0.34%	0.61%	

NOTE: The data include SPMS and Independent agencies, excluding MDOT and Towson University. No contractuales are included.

## STATEWIDE WORKFORCE BY SERVICE TYPE

Service Type	TOTAL			Race														Ethnicity	
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Executive	950	570	380	454	248	87	112	0	0	11	6	0	0	8	5	6	3	4	6
		60%	40%	48%	26%	9%	12%	0%	0%	1.2%	0.6%	0%	0%	0.84%	0.53%	0.63%	0.32%	0.42%	0.63%
Independent	738	402	336	252	240	65	60	0	0	4	2	2	0	73	23	1	4	5	7
		54%	46%	34%	33%	9%	8%	0%	0%	0.54%	0%	0.27%	0%	9.89%	3.12%	0.14%	0.54%	1%	0.95%
Management	1,832	937	895	704	580	165	245	1	0	16	17	2	2	42	34	3	8	4	9
		51%	49%	38%	32%	9%	13%	0%	0%	0.87%	0.93%	0.11%	0.11%	2.29%	1.86%	0.16%	0.44%	0.22%	0.49%
Professional	3,893	807	3,086	570	2,109	167	787	2	5	29	60	2	4	24	84	2	20	11	17
		21%	79%	15%	54%	4%	20%	0.05%	0.13%	0.74%	1.54%	0%	0.10%	0.62%	2.16%	0.00%	0.51%	0.28%	0.44%
Skilled Service	30,335	11,978	18,357	6,559	6,925	4,590	10,373	26	37	167	161	2	18	489	586	61	92	84	165
		39%	61%	22%	23%	15%	34%	0.09%	0.12%	0.55%	0.53%	0.01%	0.06%	1.61%	1.93%	0.20%	0.30%	0.28%	0.54%
Special Appointment	3,968	1,447	2,521	1,035	1,509	262	785	3	5	27	34	0	4	96	135	9	19	15	30
		36%	64%	26%	38%	7%	20%	0.08%	0.13%	0.68%	0.86%	0%	0.10%	2.42%	3.40%	0.23%	0.48%	0.38%	0.76%
Designated Political Appointment	333	118	215	89	146	19	54	1	1	5	3	0	0	2	8	1	2	1	1
		35%	65%	27%	44%	6%	16%	0%	0.30%	1.50%	0.90%	0%	0%	0.60%	2.40%	0%	1%	0.30%	0.30%
MDOT Commission	6	5	1	5	1														
		83%	17%	83%	17%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Permanent MTA Union	2,693	1,680	1,013	369	19	1,238	970	3	3	8	0	5	3	35	16	11	2	11	0
		62%	38%	14%	1%	46%	36%	0.11%	0.11%	0.30%	0%	0.19%	0.11%	1.30%	0.59%	0.41%	0.07%	0.41%	0%
Uniform Police	1,438	1,343	95	1,119	75	180	18	0	0	6	1	1	0	14	0	0	0	23	1
		93%	7%	78%	5%	13%	1%	0%	0%	0.42%	0.07%	0.07%	0%	0.97%	0%	0%	0%	1.60%	0.07%
Transportation Service	6,802	4,140	2,662	2,719	1,401	1,140	1,081	18	13	134	62	11	1	32	13	41	46	45	45
		61%	39%	40%	21%	17%	16%	0.26%	0.19%	1.97%	0.91%	0.16%	0.01%	0.47%	0.19%	0.60%	0.68%	0.66%	0.66%
<b>TOTAL</b>	<b>52,988</b>	<b>23,427</b>	<b>29,561</b>	<b>13,875</b>	<b>13,253</b>	<b>7,913</b>	<b>14,485</b>	<b>54</b>	<b>64</b>	<b>407</b>	<b>346</b>	<b>25</b>	<b>32</b>	<b>815</b>	<b>904</b>	<b>135</b>	<b>196</b>	<b>203</b>	<b>281</b>
		44%	56%	26.2%	25.0%	14.9%	27.3%	0.10%	0.12%	0.77%	0.65%	0.05%	0.06%	1.54%	1.71%	0.25%	0.37%	0.38%	0.53%

NOTE: The data include SPMS and MDOT full-time and part-time employees; contractals are not included.



# **SECTION FOUR**

## **WORKFORCE**

## **UTILIZATION**

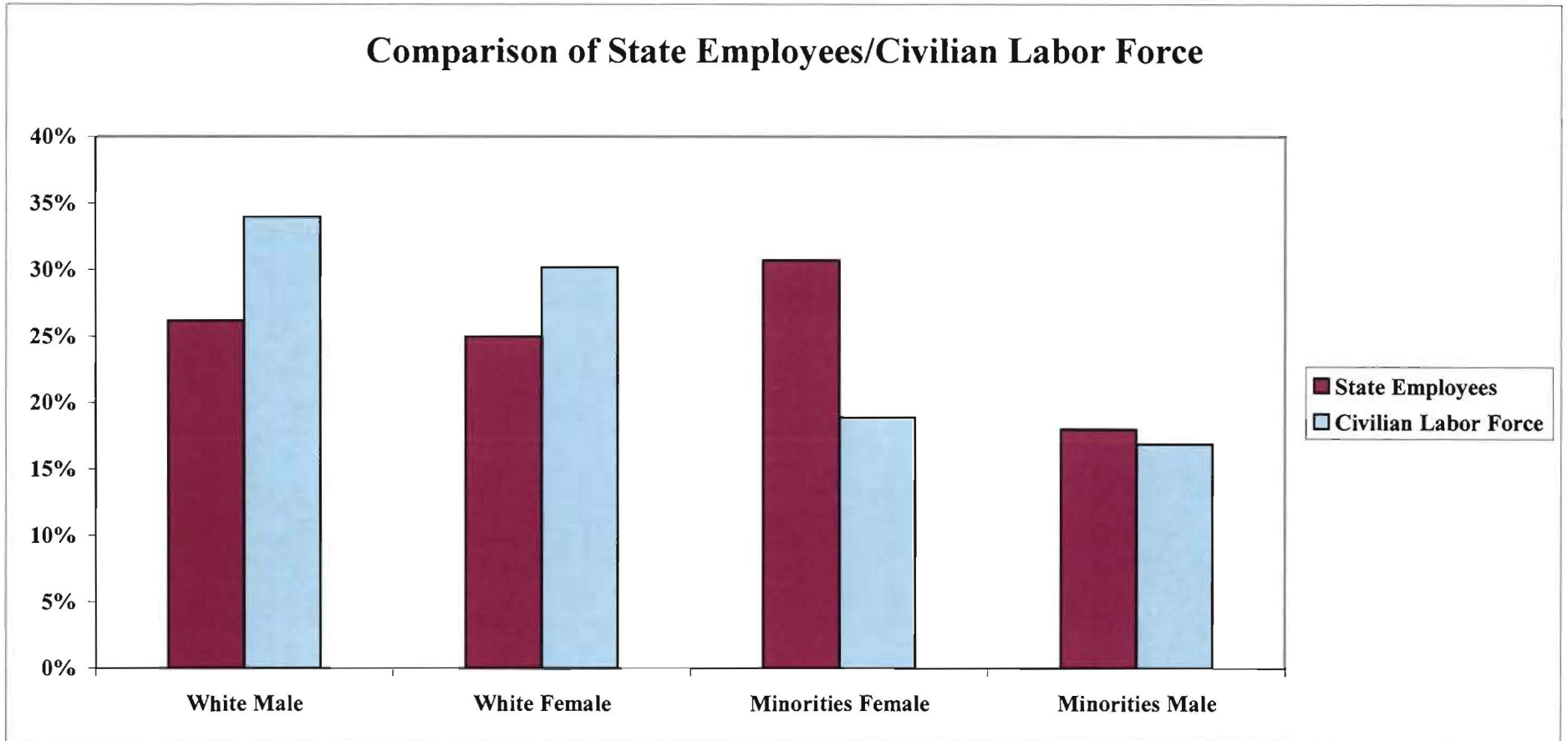
## SECTION 4: WORKFORCE UTILIZATION

Section four provides a narrative and statistical comparison of the State's workforce with the Civilian Labor Force (CLF) in the eight EEO job categories.

### SUMMARY HIGHLIGHTS

Trends displayed in the following charts are highlighted as follows:

- White males and White females represent a higher proportion of the CLF than State government's workforce.
- Minorities hold 28% of the State positions classified as Officials and Administrators slightly higher than the CLF availability.
- Minorities experienced increases in 3 categories from FY 2006 to FY 2011, (Officials and Administrators, Protective Service Worker: Sworn and Non-Sworn). The largest increases in minority representation occurred in the categories of Protective Service Workers: Non-Sworn (483) and Officials and Administrators (237).
- African-Americans represent a higher proportion of the State's workforce than the CLF.
- African-Americans in the State's workforce exceeded the CLF availability in four of the eight EEO sub-categories. Sworn Protective Service Workers is the only category where African-Americans are more prevalent in the CLF.
- African-American females in the State's workforce far exceeded the CLF availability in the Administrative Support category, while African-American males far exceeded the CLF availability in the Service Maintenance category.
- Males categorized as White and Other minorities represent a higher share of State government sworn Protective Service Workers than in the CLF.
- The largest representation of females in FY 2011 was in the Professional job category (14,308).



**STATEWIDE WORKFORCE UTILIZATION ANALYSIS — FISCAL YEAR 2011**

EEO JOB CATEGORY		WHITE						AFRICAN-AMERICAN						OTHER MINORITIES						TOTAL PERMANENT POSITIONS
		MALE	State CLF	Index Under	FEMALE	State CLF	Index Under	MALE	State CLF	Index Under	FEMALE	State CLF	Index Under	MALE	State CLF	Index Under	FEMALE	State CLF	Index Under	
Officials and Administrators	#	1,722	43.9%		1,424	29.2%		339	8.0%		545	10.9%		188	4.7%		153	3.4%		4,371
	%	39.4%		-4.5%	32.58%		3.4%	7.8%		-0.2%	12.5%		1.6%	4.30%		-0.4%	3.50%		0.13%	
Professionals	#	4,422	34%		7,263	35.5%		2,117	7.2%		6,084	12.6%		682	5.6%		961	5.1%		21,529
	%	20.5%		-13.5%	33.7%		-1.8%	9.8%		2.6%	28.3%		15.7%	3.2%		-2%	4.5%		-0.6%	
Technicians	#	1,124	29%		807	33.3%		379	9.7%		789	18.0%		103	4.4%		71	5.6%		3,273
	%	34.3%		5%	24.7%		-8.6%	11.6%		1.9%	24.1%		6.1%	3.1%		-1.29%	2.2%		-3.38%	
Protective Service Workers: Sworn	#	1,631	45.6%		126	7.8%		443	29.1%		125	13.3%		113	3.2%		10	0.9%		2,448
	%	66.6%		21%	5.1%		-2.7%	18.1%		-11.0%	5.1%		-8.2%	4.6%		1.45%	0.4%		-0.5%	
Protective Service Workers: Non-Sworn	#	2,853	25.4%		498	44.2%		2,326	10.2%		2,687	15.5%		297	2.3%		181	2.3%		8,842
	%	32.3%		6.9%	6%		-38.6%	26%		16.1%	30%		14.5%	3.4%		1.1%	2.0%		-0.23%	
Administrative Support	#	297	19.1%		2,666	43.0%		341	8.3%		2,975	21.4%		58	2.8%		360	5.3%		6,697
	%	4.4%		-14.7%	39.8%		-3.2%	5.1%		-3.2%	44.4%		23.0%	0.9%		-1.94%	5.4%		0%	
Skilled Craft Workers	#	1,283	67.5%		44	3.7%		548	16.7%		20	1.9%		81	9.3%		3	0.9%		1,979
	%	64.8%		-2.7%	2.2%		-1.5%	27.7%		11.0%	1.0%		-0.9%	3.9%		-5.40%	0%		-0.7%	
Service-Maintenance	#	543	30.5%		425	23.2%		1,420	18.7%		1,260	14.3%		117	7.0%		84	6.3%		3,849
	%	14.1%		-16%	11.0%		-12.16%	36.9%		18.2%	32.7%		18.4%	3.0%		-3.97%	2.2%		-4.1%	
<b>TOTALS</b>	#	<b>13,875</b>	<b>34.0%</b>		<b>13,253</b>	<b>30.2%</b>		<b>7,913</b>	<b>11.6%</b>		<b>14,485</b>	<b>14.2%</b>		<b>1,639</b>	<b>5.3%</b>		<b>1,823</b>	<b>4.7%</b>		<b>52,988</b>
	%	26.2%		-7.8%	25.0%		-5.19%	14.9%		3.3%	27.3%		13.1%	3.1%		-2.19%	3.4%		-1.2%	

**2011 SUMMARY OF AGENCY WORKFORCE ANALYSIS**

AGENCY	White		TOTAL	African-American		TOTAL	Other Minorities		TOTAL	TOTAL Employees
	Male	Female		Male	Female		Male	Female		
Executive Department	28	27	55	5	15	20	2	4	6	81
Baltimore City Community College	51	60	111	100	168	268	11	9	20	399
Baltimore City Sheriff's Office	13	2	15	22	12	34	0	0	0	49
Board of Elections Laws	29	88	117	12	23	35	5	21	26	178
Board of Public Works	1	7	8	1	0	1	0	0	0	9
Boards and Commissions	12	47	59	5	22	27	1	6	7	93
Canal Place	0	2	2	0	0	0	0	0	0	2
College Savings Plan	1	5	6	0	2	2	2	4	6	14
Comptroller of the Treasury	225	352	577	81	318	399	29	46	75	1,051
Deaf and Hard of Hearing	0	3	3	0	0	0	0	0	0	3
Dept of Aging	23	108	131	16	70	86	3	12	15	232
Dept of Agriculture	167	124	291	18	24	42	15	14	29	362
Dept of Assessment and Taxation	124	170	294	29	178	207	8	12	20	521
Dept Budget and Management	43	90	133	30	100	130	7	15	22	285
Dept Business and Economic Development	56	73	129	16	43	59	8	19	27	215
Dept of Disabilities	5	13	18	0	3	3	0	1	1	22
Dept of Education	216	545	761	97	411	508	19	35	54	1,323
Dept of Environment	368	276	644	73	84	157	52	33	85	886

**2011 SUMMARY OF AGENCY WORKFORCE ANALYSIS**

AGENCY	White		TOTAL	African-American		TOTAL	Other Minorities		TOTAL	TOTAL Employees
	Male	Female		Male	Female		Male	Female		
Dept of General Services	192	72	264	133	113	246	18	8	26	536
Dept Health and Mental Hygiene	1,175	3,703	4,878	782	2,231	3,013	213	403	616	8,507
Dept Housing and Community Development	55	103	158	23	69	92	14	25	39	289
Dept Human Resources	399	1,843	2,242	617	3,067	3,684	59	202	261	6,187
Dept Juvenile Services	340	308	648	436	752	1,188	67	98	165	2,001
Dept Labor, Licensing and Regulation	441	402	843	188	506	694	50	75	125	1,662
Dept Natural Resources	599	367	966	53	57	110	74	25	99	1,175
Dept Maryland State Police	1,472	323	1,795	219	104	323	64	18	82	2,200
Dept of Planning	58	55	113	3	16	19	7	9	16	148
Dept Public Safety and Correctional Services	3,172	1,189	4,361	2,233	3,388	5,621	308	266	574	10,556
Dept of Transportation	3,491	1,644	5,135	2,456	2,156	4612	375	221	596	10,343
Governor's Office for Children	3	6	9	1	3	4	0	1	1	14
Historic St Mary's City Commission	18	8	26	0	1	1	2	0	2	29
Maryland State Archives	13	19	32	7	4	11	6	0	6	49
MD Automobile Insurance Fund	93	150	243	27	86	113	10	16	26	382
MD Board of Contract Appeals	2	1	3	0	1	1	0	1	1	5
MD Commission on Civil Rights	3	4	7	6	13	19	4	3	7	33

**2011 SUMMARY OF AGENCY WORKFORCE ANALYSIS**

AGENCY	White		TOTAL	African-American		TOTAL	Other Minorities		TOTAL	TOTAL Employees
	Male	Female		Male	Female		Male	Female		
MD Energy Administration	15	9	24	1	1	2	1	2	3	29
MD Environmental Services	454	156	610	113	35	148	26	10	36	794
MD Food Center Authority	8	8	16	6	1	7	1	1	2	25
MD Health Insurance Plan	5	3	8	0	3	3	0	0	0	11
MD Higher Education Commission	9	20	29	3	5	8	0	3	3	40
MD Institute for Emer Medical Servs Systems	35	28	63	4	11	15	5	4	9	87
MD Insurance Administration	59	92	151	21	67	88	5	4	9	248
MD Judiciary	651	1,432	2,083	211	962	1,173	74	279	353	3,609
MD Museum of African American History & Culture	0	0	0	7	16	23	0	1	1	24
MD State Lottery Agency	66	31	97	34	43	77	6	8	14	188
MD Public Television	56	39	95	10	9	19	12	11	23	137
MD State Retirement Agency	35	40	75	17	66	83	8	8	16	174
MD School for the Deaf	75	198	273	16	15	31	6	13	19	323
MD Stadium Authority	37	15	52	17	11	28	2	1	3	83
MD Tax Court	5	2	7	0	0	0	1	0	1	8
MD State Treasurer's Office	15	30	45	0	8	8	1	0	1	54
MD Teachers/Employee Supplemental Retirement	3	7	10	0	3	3	0	1	1	14
MD Veteran's Affairs	26	12	38	16	7	23	9	3	12	73
Military Department	151	48	199	72	28	100	15	5	20	319

**2011 SUMMARY OF AGENCY WORKFORCE ANALYSIS**

AGENCY	White		TOTAL	African-American		TOTAL	Other Minorities		TOTAL	TOTAL Employees
	Male	Female		Male	Female		Male	Female		
Morgan State University	96	57	153	364	424	788	67	28	95	1036
Office of Administrative Hearings	31	37	68	5	25	30	3	15	18	116
Office of Attorney General	72	99	171	12	28	40	4	7	11	222
Office of Information Technology	30	31	61	5	12	17	9	6	15	93
Office of People's Counsel	4	6	10	0	4	4	2	2	4	18
Office of Public Defender	204	272	476	49	164	213	54	88	142	831
Office of the Secretary	8	9	17	1	4	5	1	1	2	24
Office of State Prosecutor	5	4	9	0	1	1	1	1	2	12
Property Tax Assessment Appeals Board	20	12	32	5	8	13	50	10	60	105
Public School Construction Program	4	4	8	4	3	7	0	1	1	16
Public Service Commission	35	31	66	11	17	28	16	19	35	129
St. Mary's College of Maryland	155	155	310	30	29	59	14	11	25	394
Subsequent Injury Fund	7	10	17	0	3	3	0	0	0	20
Uninsured Employer's Fund	3	2	5	1	1	2	2	2	4	11
University of Maryland Systems	10,010	10,745	20,755	2,553	4,268	6,821	4,935	4,367	9,302	36,878
Worker's Compensation Commission	15	25	40	7	49	56	3	13	16	112
TOTAL-Maryland State Work Force	25,292 26.3%	25,858 26.9%	51,150 53.2%	11,284 11.7%	20,371 21.2%	31,655 32.9%	6,766 7.0%	6,527 6.8%	13,293 13.8%	96,098
TOTAL - Civilian Labor Force	997,070 34.0%	885,633 30.2%	1,882,703 64.3%	340,177 11.6%	416,424 14.2%	756,601 25.8%	155,426 5.3%	137,830 4.7%	293,256 10%	2,932,560



**SECTION FIVE**

**DISTRIBUTION OF**

**STATE EMPLOYEE**

**WORKFORCE BY SALARY**

**AND GRADE AND BY RACE**

**AND GENDER**

## **SECTION 5: DISTRIBUTION OF STATE EMPLOYEE WORKFORCE BY SALARY AND GRADE AND BY RACE AND GENDER**

### **INTRODUCTION**

Section five presents the salary and grade of employees by race and gender. This section includes a comparison of salary and grade information for Fiscal Years 2006 through 2011.

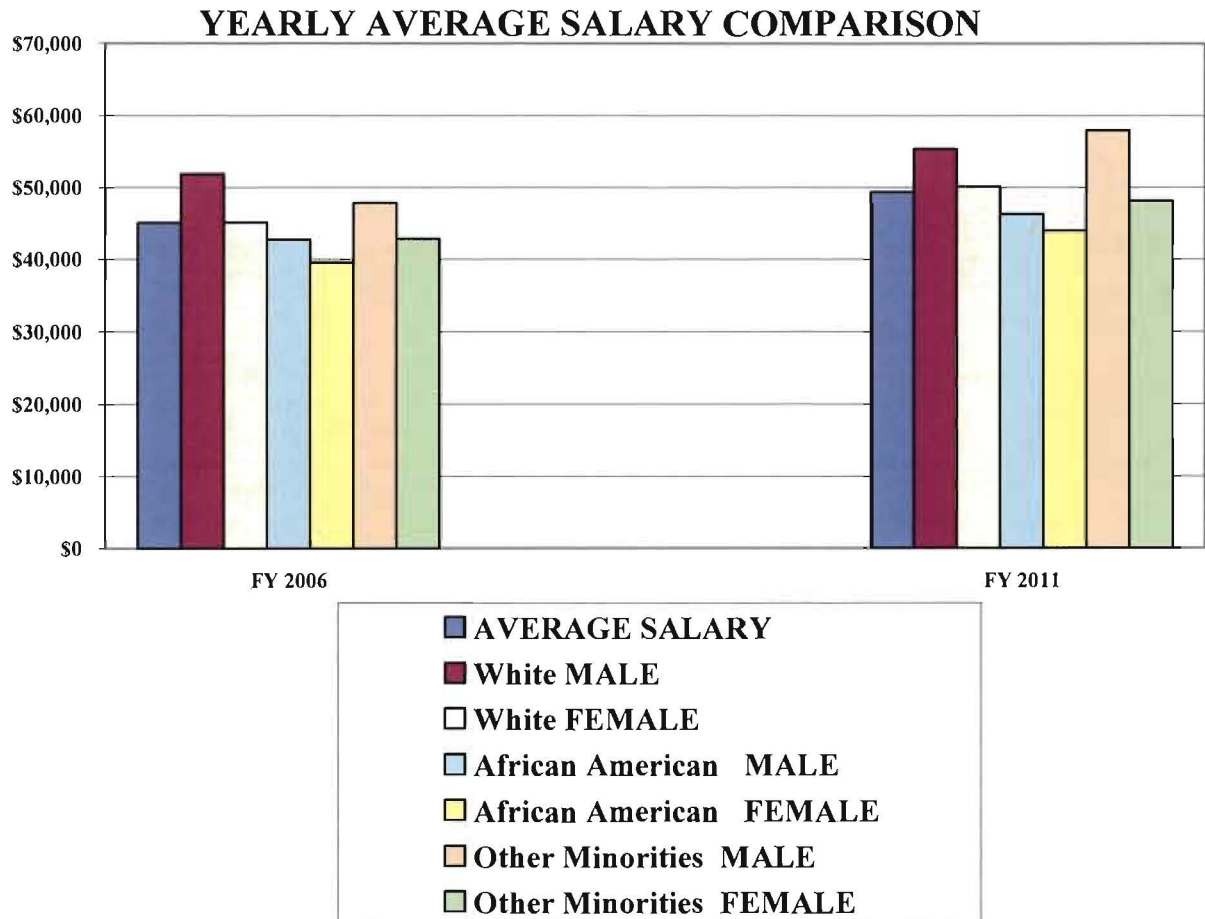
### **SUMMARY HIGHLIGHTS**

Trends displayed in the following charts include:

- Male employees were paid an average of \$5,764 more than female employees in fiscal 2011.
- The salary gap between men and women of the same race dropped from 2006 to 2011. Salaries of white men exceeded those of white women by \$5,217 in 2011, an improvement over the \$6,757 gap in 2006. Similarly, the gap between African American males and females fell from \$3,195 in 2006 to \$2,309 in 2011.
- White employees were paid an average of \$52,770 in fiscal 2011 compared to \$45,166 for African-American employees, and \$53,069 for Other minority employees.
- The salary differentials between men and women and Whites and African-Americans are related to differences in the types of positions held. Whites (77%) and men (62%) are far more likely than African-Americans (16%) and women (38%) to hold positions in the Executive Pay Plan and positions classified as Grade 24 and above. African-Americans, in contrast, hold a majority of the positions classified at Grade 8 or below. Females hold more than 70% of positions classified at Grade 11 and below.

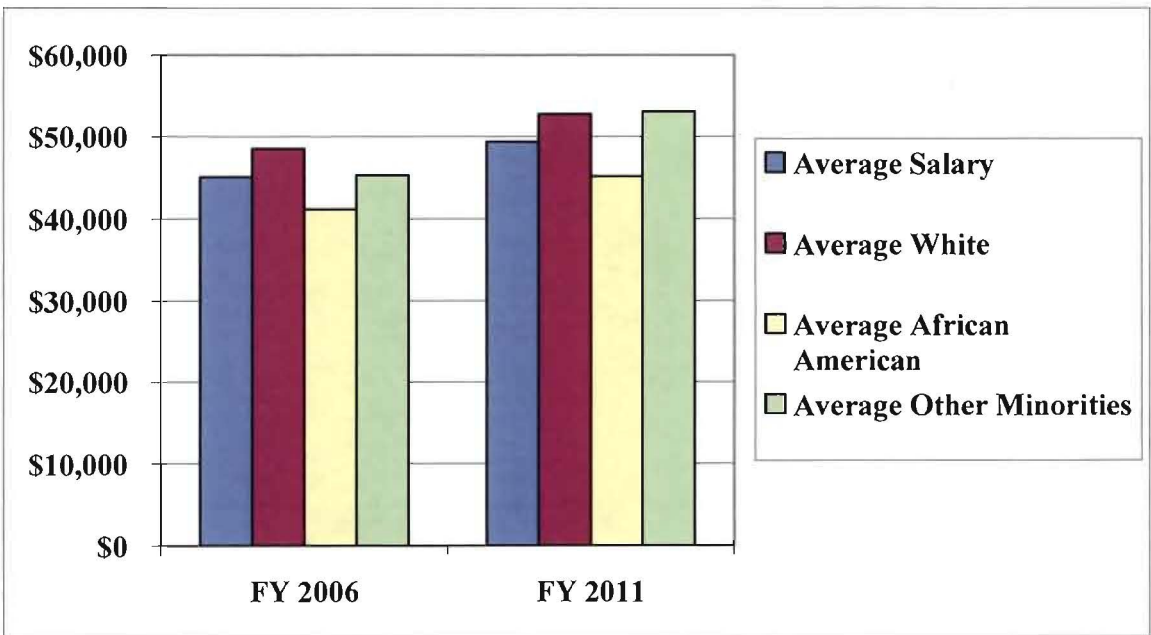
**COMPARISON OF AVERAGE SALARIES BY RACE AND  
GENDER FOR FY 2006 AND FY 2011**

YEAR	AVERAGE SALARY	White		African American		Other Minorities	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
FY 2006	\$45,071	\$51,875	\$45,118	\$42,741	\$39,546	\$47,874	\$42,880
FY 2011	\$49,359	\$55,379	\$50,162	\$46,321	\$44,012	\$57,952	\$48,185



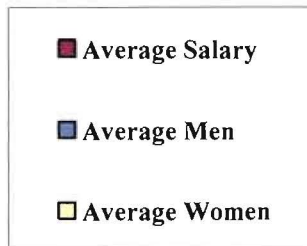
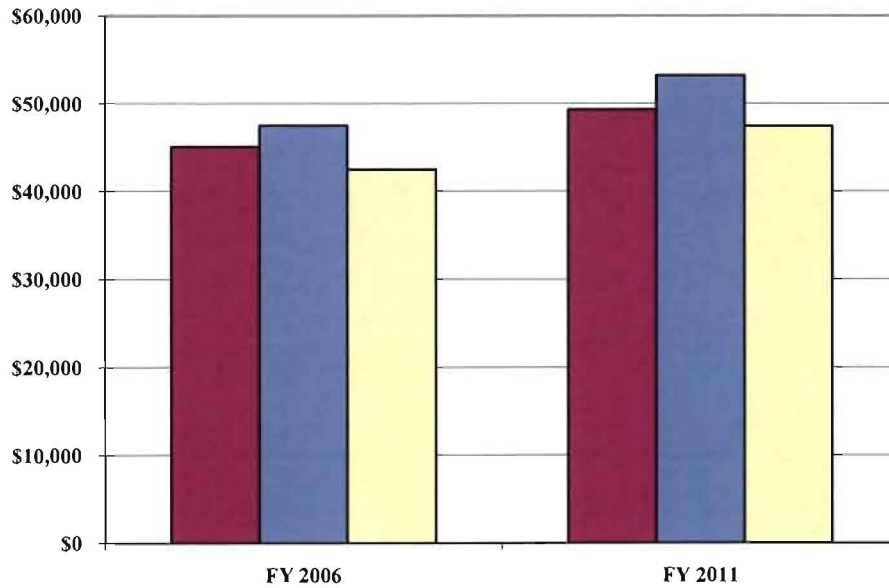
**COMPARISON OF AVERAGE SALARIES BY RACE  
FOR FY 2006 AND FY 2011**

<b>Year</b>	<b>Average Salary</b>	<b>White</b>	<b>African American</b>	<b>Other Minorities</b>
<b>FY 2006</b>	<b>\$45,071</b>	<b>\$48,496</b>	<b>\$41,143</b>	<b>\$45,377</b>
<b>FY 2011</b>	<b>\$49,359</b>	<b>\$52,770</b>	<b>\$45,166</b>	<b>\$53,069</b>



**COMPARISON OF AVERAGE SALARIES BY GENDER  
FOR FY 2006 AND FY 2011**

<b>Year</b>	<b>Average Salary</b>	<b>Men</b>	<b>Women</b>
<b>FY 2006</b>	\$45,071	\$47,496	\$42,514
<b>FY 2011</b>	\$49,359	\$53,217	\$47,453



**WORKFORCE BY SALARY, RACE AND GENDER — FISCAL YEAR 2011**

Salary	TOTAL			Race														Ethnicity	
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
\$10,000 or Less	12	10	2	9	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0
		83%	17%	75%	17%	8%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$10,001 - \$20,000	7	0	7	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	1
		0%	100%	0%	86%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$20,001 - \$30,000	2,880	1,112	1,768	521	706	499	946	3	12	41	23	2	2	23	33	9	12	14	34
		39%	61%	18%	25%	17%	33%	0.1%	0.4%	1.4%	0.8%	0.1%	0.1%	0.8%	1.1%	0.3%	0.4%	0.5%	1.2%
\$30,001 - \$40,000	11,218	4,026	7,192	2,159	2,761	1,663	4,001	12	16	68	77	5	9	58	169	28	61	33	98
		36%	64%	19%	25%	15%	36%	0.1%	0.1%	0.6%	0.7%	0.0%	0.1%	0.5%	1.5%	0.2%	0.5%	0.3%	0.9%
\$40,001 - \$50,000	14,021	5,728	8,293	3,347	3,300	2,058	4,546	14	15	54	59	2	10	176	246	29	52	48	65
		41%	59%	24%	24%	15%	32%	0.1%	0.1%	0.4%	0.4%	0.01%	0.07%	1.3%	1.8%	0.2%	0.4%	0.3%	0.5%
\$50,001 - \$60,000	9,557	4,211	5,346	2,664	2,722	1,244	2,290	10	13	78	88	7	2	136	162	28	33	44	36
		44%	56%	28%	28%	13%	24%	0.10%	0.1%	0.8%	0.9%	0.1%	0%	1.4%	1.7%	0.3%	0.3%	0.5%	0.4%
\$60,001 and Over	12,222	6,468	5,754	4,708	3,630	1,184	1,673	12	4	155	99	4	6	327	260	30	36	48	46
		53%	47%	39%	30%	10%	14%	0.1%	0.03%	1.3%	0.8%	0.0%	0.05%	2.7%	2.1%	0.2%	0.3%	0.4%	0.4%
Hourly/Daily	3,071	1,872	1,199	467	126	1,264	1,029	3	4	11	0	5	3	95	34	11	2	16	1
		61%	39%	15%	4%	41%	34%	0.1%	0.1%	0.4%	0.0%	0.2%	0.1%	3.1%	1.1%	0.4%	0.1%	0.5%	0.0%
<b>TOTAL</b>	<b>52,988</b>	<b>23,427</b>	<b>29,561</b>	<b>13,875</b>	<b>13,253</b>	<b>7,913</b>	<b>14,485</b>	<b>54</b>	<b>64</b>	<b>407</b>	<b>346</b>	<b>25</b>	<b>32</b>	<b>815</b>	<b>904</b>	<b>135</b>	<b>196</b>	<b>203</b>	<b>281</b>
		44%	56%	26%	25%	15%	27%	0.10%	0.12%	0.77%	0.65%	0.05%	0.06%	1.54%	1.71%	0.25%	0.37%	0.38%	0.53%

NOTE: Data include SPMS and MDOT full-time and part-time employees; contractals are not included.

**WORKFORCE BY GRADE, RACE AND GENDER — FISCAL YEAR 2011**

Grade	TOTAL		Race														Ethnicity		
			White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)		
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Flat/Slope	575	324	251	231	158	74	84	3	0	9	2	0	0	2	0	2	6	3	1
		56%	44%	40%	27%	13%	15%	1%	0%	2%	0%	0%	0%	0%	0%	0%	0%	1%	1%
Grade 5 (\$20,946 - \$32,282)	577	242	335	87	148	129	153	2	1	10	12	0	0	5	13	3	1	6	7
		42%	58%	15%	26%	22%	27%	0.35%	0.17%	1.73%	2.08%	0.00%	0.00%	0.87%	2.25%	0.52%	0.17%	1.04%	1.21%
Grade 6 (\$22,192 - \$34,319)	579	356	223	165	76	175	134	0	0	2	4	2	0	6	3	4	1	2	5
		61%	39%	28%	13%	30%	23%	0.00%	0.00%	0.35%	0.69%	0.35%	0.00%	1.04%	0.52%	0.69%	0.17%	0.35%	0.86%
Grade 7 (\$23,524 - \$36,506)	1,199	351	848	142	296	181	511	0	3	9	7	0	1	16	20	2	2	1	8
		29%	71%	12%	25%	15%	43%	0.00%	0.25%	0.75%	0.58%	0.00%	0.08%	1.33%	1.67%	0.17%	0.17%	0.08%	0.67%
Grade 8 (\$24,951 - \$38,838)	1,429	374	1,055	158	380	193	614	3	5	8	10	0	2	3	21	2	6	7	17
		26%	74%	11%	27%	14%	43%	0.21%	0.35%	0.56%	0.70%	0.00%	0.14%	0.21%	1.47%	0.14%	0.42%	0.49%	1.19%
Grade 9 (\$26,477 - \$41,019)	1,737	339	1,398	185	567	130	754	2	4	8	8	0	1	6	40	2	6	6	18
		20%	80%	11%	33%	7%	43%	0.12%	0.23%	0.46%	0.46%	0.0%	0.06%	0.35%	2.30%	0.1%	0.35%	0.35%	1.04%
Grade 10 (\$28,109 - \$43,671)	2,853	936	1,917	543	909	324	883	5	5	35	22	3	4	6	34	11	22	9	38
		33%	67%	19%	32%	11%	31%	0.18%	0.18%	1.23%	0.77%	0.11%	0.14%	0.21%	1.19%	0.39%	0.77%	0.32%	1.33%
Grade 11 (\$29,855 - \$46,516)	3,118	725	2,393	366	874	329	1,398	1	6	6	15	0	3	18	59	3	16	2	22
		23%	77%	12%	28%	11%	45%	0.03%	0.19%	0.19%	0.48%	0.00%	0.10%	0.58%	1.89%	0.10%	0.51%	0.06%	0.71%
Grade 12 (\$31,724 - \$49,599)	3,924	1,571	2,353	852	956	632	1,273	3	9	13	14	3	3	36	62	13	13	19	23
		40%	60%	22%	24%	16%	32%	0.08%	0.23%	0.33%	0.36%	0.08%	0.08%	0.92%	1.58%	0.33%	0.33%	0.48%	0.59%
Grade 13 (\$33,723 - \$52,915)	6,710	3,439	3,271	1,960	953	1,338	2,166	4	4	23	18	0	4	90	87	9	16	15	23
		51%	49%	29%	14%	20%	32%	0.06%	0.06%	0.34%	0.27%	0.00%	0.06%	1.34%	1.30%	0.13%	0.24%	0.22%	0.34%
Grade 14 (\$35,865 - \$56,469)	4,114	1,700	2,414	946	903	638	1,361	2	3	17	25	1	1	75	78	11	22	10	21
		41%	59%	23%	22%	16%	33%	0.05%	0.07%	0.41%	0.61%	0.02%	0.02%	1.82%	1.90%	0.27%	0.53%	0.24%	0.51%
Grade 15 (\$38,153 - \$60,255)	2,881	1,025	1,856	660	934	285	829	4	3	19	24	1	0	32	48	14	7	10	11
		36%	64%	23%	32%	10%	29%	0.14%	0.10%	0.66%	0.83%	0.03%	0.00%	1.11%	1.67%	0.49%	0.24%	0.35%	0.38%

**WORKFORCE BY GRADE, RACE AND GENDER — FISCAL YEAR 2011 (Continued)**

Grade	TOTAL			Race														Ethnicity		
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)		
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Grade 16 (\$40,291 - \$64,317)	4,978	1,810 36%	3,168 64%	1,040 21%	1,673 34%	626 13%	1,290 26%	4 0.08%	7 0.14%	36 0.72%	43 0.86%	1 0.02%	2 0.04%	72 1.45%	107 2.15%	10 0.20%	23 0.46%	21 0.42%	23 0.46%	
Grade 17 (\$42,891 - \$68,664)	3,070	1,278 42%	1,792 58%	777 25%	951 31%	385 13%	722 24%	4 0.13%	2 0.07%	45 1.47%	31 1.01%	2 0.07%	2 0.07%	46 1.50%	59 1.92%	6 0.20%	12 0.39%	13 0.42%	13 0.42%	
Grade 18 (\$45,675 - \$73,300)	2,208	1,080 49%	1,128 51%	748 34%	709 32%	230 10%	319 14%	2 0.09%	2 0.09%	40 1.81%	35 1.59%	0 0.00%	2 0.09%	41 1.86%	49 2.22%	5 0.23%	6 0.27%	14 0.63%	6 0.27%	
Grade 19 (\$48,691 - \$78,173)	1,491	752 50%	739 50%	545 37%	490 33%	131 9%	197 13%	2 0.13%	3 0.20%	27 1.81%	10 0.67%	1 0.07%	0 0.00%	41 2.75%	26 1.74%	2 0.13%	5 0.34%	3 0.20%	8 0.54%	
Grade 20 (\$51,940 - \$83,395)	1,058	580 55%	478 45%	438 41%	311 29%	93 9%	122 12%	2 0.19%	0 0.00%	16 1.51%	15 1.42%	0 0.00%	1 0.09%	25 2.36%	18 1.70%	4 0.38%	7 0.66%	2 0.19%	4 0.38%	
Grade 21 (\$55,419 - \$88,976)	982	536 55%	446 45%	417 42%	301 31%	65 7%	98 10%	0 0.00%	0 0.00%	17 1.73%	7 0.71%	1 0.10%	0 0.00%	28 2.85%	33 3.36%	4 0.41%	0 0.00%	4 0.41%	7 0.71%	
Grade 22 (\$59,140 - \$94,961)	1,010	510 50%	500 50%	400 40%	350 35%	65 6%	98 1%	1 0.00%	0 5.00%	5 9.00%	9 0.00%	0 0.00%	0 0.00%	36 3.56%	31 3.07%	2 0.20%	7 0.69%	1 0.10%	5 0.50%	
Grade 23 (\$63,122 - \$101,357)	388	211 54%	177 46%	170 44%	127 33%	30 8%	30 8%	0 0.00%	1 0.26%	2 0.52%	3 0.77%	0 0.00%	0 0.00%	7 1.80%	12 3.09%	2 0.52%	1 0.26%	0 0.00%	3 0.77%	
Grade 24 (\$67,382 - \$108,193)	404	220 54%	184 46%	174 43%	129 32%	33 8%	38 9%	1 0.25%	0 0.00%	3 0.74%	1 0.25%	0 0.00%	0 0.00%	8 1.98%	15 3.71%	1 0.25%	1 0.25%	0 0.00%	0 0.00%	
Grade 25 (\$71,942 - \$115,505)	112	64 57%	48 43%	50 45%	37 33%	6 5%	10 9%	0 0.00%	0 0.00%	2 1.79%	0 0.00%	0 0.00%	0 0.00%	3 2.68%	0 0.00%	1 0.89%	0 0.00%	2 1.79%	1 0.89%	
Grade 26 (\$76,741 - \$123,344)	93	56 60%	37 40%	54 58%	28 30%	1 1%	8 9%	0 0.00%	0 0.00%	1 1.08%	1 1.08%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
Hourly/ Daily	3,071	1,872 61%	1,199 39%	467 15%	126 4%	1,264 41%	1,029 34%	3 0.10%	4 0.13%	11 0.36%	0 0.00%	5 0.16%	3 0.10%	95 3.09%	34 1.11%	11 0.36%	2 0.07%	16 0.52%	1 0.03%	
MRT*	4,427	3,076 69%	1,351 31%	2,300 52%	867 20%	556 13%	364 8%	6 0.14%	2 0.05%	43 0.97%	30 0.68%	5 0.11%	3 0.07%	118 2.67%	55 1.24%	11 0.25%	14 0.32%	37 0.84%	16 0.36%	
<b>TOTAL</b>	<b>52,988</b>	<b>23,427</b> 44%	<b>29,561</b> 56%	<b>13,875</b> 26%	<b>13,253</b> 25%	<b>7,913</b> 15%	<b>14,485</b> 27%	<b>54</b> 0.10%	<b>64</b> 0.12%	<b>407</b> 0.77%	<b>346</b> 0.65%	<b>25</b> 0.05%	<b>32</b> 0.06%	<b>815</b> 1.54%	<b>904</b> 1.71%	<b>135</b> 0.25%	<b>196</b> 0.37%	<b>203</b> 0.38%	<b>281</b> 0.53%	

\*MRT (Merit Rate Table) — Includes State Police, Physicians, Emergency Police, DNR Police, Executive Pay Plan, and MDOT employees, these employees are not compensated within the regular salary grades.

NOTE: Data include SPMS and MDOT full-time and part-time employees; contractals are not included.



**EXECUTIVE PAY PLAN WORKFORCE BY SALARY, GRADE, RACE AND GENDER — FISCAL YEAR 2011**

EPP Scale	TOTAL			Race														Ethnicity	
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
ES 4 — (\$73,185- \$97,580)	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100%	0%	10%	4%	1%	1%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ES 5 — (\$78,631- \$104,900)	17	12	5	10	4	1	1	0	0	1	0	0	0	0	0	0	0	0	0
		71%	29%	59%	24%	6%	6%	0%	0%	6%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ES 6 — (\$84,518- \$112,806)	40	18	22	11	20	3	1	0	0	1	0	0	0	2	1	0	0	1	0
		45%	55%	28%	50%	8%	3%	0%	0%	3%	0%	0%	0%	5%	3%	0%	0%	3%	0%
ES 7 — (\$90,873- \$121,348)	23	13	10	11	6	1	4	0	0	0	0	0	0	1	0	0	0	0	0
		57%	43%	48%	26%	4%	17%	0%	0%	0%	0%	0%	0%	4%	0%	0%	0%	0%	0%
ES 8 — (\$97,736- \$130,573)	26	19	7	15	5	3	1	0	0	0	0	0	0	0	1	1	0	0	0
		73%	27%	58%	19%	12%	4%	0%	0%	0%	0%	0%	0%	0%	4%	4%	0%	0%	0%
ES 9 — (\$105,151- \$140,537)	20	13	7	8	4	3	3	0	0	1	0	0	0	1	0	0	0	0	0
		65%	35%	40%	20%	15%	15%	0%	0%	5%	0%	0%	0%	5%	0%	0%	0%	0%	0%
ES 10 — (\$113,156- \$151,293)	13	8	5	7	3	1	2	0	0	0	0	0	0	0	0	0	0	0	0
		62%	38%	54%	23%	8%	15%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
ES 11 — (\$121,806- \$162,914)	13	9	4	8	3	0	1	0	0	0	0	0	0	0	0	0	0	1	0
		69%	31%	62%	23%	0%	8%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	8%	0%
EX 91 — (\$140,076- \$235,127)	3	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>TOTAL</b>	<b>157</b>	<b>97</b>	<b>60</b>	<b>75</b>	<b>45</b>	<b>12</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>
		62%	38%	47.8%	28.7%	7.6%	8.3%	0%	0%	1.9%	0%	0%	0%	2.5%	1.3%	1%	0%	1.3%	0%

**SECTION SIX**

**STATE**

**PERSONNEL**

**TRANSACTIONS**

## **SECTION 6: PERSONNEL TRANSACTIONS**

### **INTRODUCTION**

The data provided in this section depicts the personnel transactions processed by the Office of Personnel Services and Benefits in Fiscal Years 2006 and 2011. This information also reflects the type of transaction by race and gender.

### **SUMMARY HIGHLIGHTS**

Trends displayed in the following charts are highlighted as follows:

- The total number of applicants appointed to vacant positions in FY 2011 was 4,270. Of this number, 53% were females and 52% were minorities.
- Females – who represent 56% of the workforce – received 54% of all promotions in fiscal 2011 and African-Americans - who represent 42% of the workforce - received 47% of all promotions.
- Females accounted for 60% of reclassifications in fiscal 2011, while African-Americans accounted for 36% of the reclassifications.
- The total number of demotions in FY 2011 was 237. This represented a decrease of 84 actions from FY 2006. During FY 2011, white males accounted for the largest share of demotion actions, 29%.
- The total number of suspensions for FY 2011 was 782, 33 more actions than in FY 2006. Minorities accounted for approximately 69% of suspension actions in FY 2011.
- There were 268 terminations made in FY 2011. Females constituted 57% of these actions, and 44% were minority females.

**STATEWIDE PERSONNEL TRANSACTIONS — FISCAL YEAR 2011**

Type of Transaction	TOTAL			Race												Ethnicity			
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Appointments	4,270	2,026	2,244	1,076	955	809	1,124	2	13	69	64	3	2	26	17	19	34	22	35
		47%	53%	25.2%	22.4%	18.9%	26.3%	0.05%	0.30%	1.6%	1.5%	0.07%	0.05%	0.6%	0.4%	0.4%	0.8%	0.52%	0.82%
Reinstatements	428	157	271	78	85	72	173	1	0	2	3	0	3	1	1	3	5	0	1
		37%	63%	18.2%	19.9%	16.8%	40.4%	0.2%	0%	0.5%	0.7%	0%	0.7%	0%	0.2%	0.7%	1.2%	0.0%	0.2%
Promotions	3,377	1,562	1,815	918	709	558	1,026	4	2	28	22	2	3	29	10	11	24	12	19
		46%	54%	27.2%	21.0%	16.5%	30.4%	0.12%	0.06%	0.8%	0.7%	0.1%	0.1%	0.9%	0.3%	0.3%	0.7%	0.4%	0.6%
Reclassifications	2,286	910	1,376	595	718	255	568	3	6	27	28	3	3	8	22	3	13	16	18
		40%	60%	26.0%	31.4%	11.2%	24.8%	0.13%	0.3%	1.2%	1.2%	0.1%	0.1%	0.3%	1.0%	0.1%	0.6%	0.7%	0.8%
Demotions	237	109	128	70	64	36	57	0	0	1	1	0	1	0	1	2	2	0	2
		46%	54%	29.5%	27.0%	15.2%	24.1%	0%	0%	0.4%	0.4%	0%	0%	0.0%	0.4%	1%	0.8%	0.0%	0.8%
Suspensions	782	328	454	113	131	195	290	1	0	2	8	2	0	12	12	2	4	1	9
		42%	58%	14.5%	16.8%	24.9%	37.1%	0%	0%	0.3%	1.0%	0%	0%	1.5%	1.5%	0%	0.5%	0.1%	1.2%
<b>TOTAL</b>	<b>11,380</b>	<b>5,092</b>	<b>6,288</b>	<b>2,850</b>	<b>2,662</b>	<b>1,925</b>	<b>3,238</b>	<b>11</b>	<b>21</b>	<b>129</b>	<b>126</b>	<b>10</b>	<b>12</b>	<b>76</b>	<b>63</b>	<b>40</b>	<b>82</b>	<b>51</b>	<b>84</b>
		45%	55%	25%	23%	17%	28%	0.1%	0.2%	1.1%	1.1%	0.09%	0.1%	0.7%	0.6%	0.4%	0.7%	0.4%	0.7%

**STATEWIDE SEPARATIONS AND TERMINATIONS — FISCAL YEAR 2011**

Type of Separations and Terminations	TOTAL			Race												Ethnicity			
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Resignations	2,268	912	1,356	523	641	322	608	1	4	24	32	2	3	23	37	5	12	12	19
		40%	60%	23.1%	28.3%	14.2%	26.8%	0.0%	0.2%	1.1%	1.4%	0.09%	0%	1.0%	1.6%	0%	0.5%	0.5%	0.8%
Rejections on Probation	147	54	93	21	30	30	59	0	1	0	0	0	0	0	0	1	2	2	1
		37%	63%	14.3%	20.4%	20.4%	40.1%	0%	1%	0.0%	0.0%	0%	0%	0%	0.0%	1%	1.4%	1%	0.7%
Retired	2,517	1,062	1,455	720	767	284	623	2	1	7	6	0	2	39	47	2	6	8	3
		42%	58%	28.6%	30.5%	11.3%	24.8%	0%	0.0%	0.3%	0.2%	0%	0%	1.5%	1.9%	0.1%	0.2%	0.3%	0.1%
Terminations	268	115	153	42	35	63	103	0	0	2	0	0	0	7	10	1	2	0	3
		43%	57%	15.7%	13.1%	23.5%	38.4%	0%	0%	0.7%	0.0%	0%	0%	2.6%	3.7%	0.4%	0.7%	0.0%	1.1%
<b>TOTAL</b>	<b>5,200</b>	<b>2,143</b>	<b>3,057</b>	<b>1,306</b>	<b>1,473</b>	<b>699</b>	<b>1,393</b>	<b>3</b>	<b>6</b>	<b>33</b>	<b>38</b>	<b>2</b>	<b>5</b>	<b>69</b>	<b>94</b>	<b>9</b>	<b>22</b>	<b>22</b>	<b>26</b>
		41%	59%	25%	28%	13%	27%	0.1%	0.1%	0.6%	0.7%	0.0%	0.1%	1.3%	1.8%	0.2%	0.4%	0.4%	0.5%

NOTE: Data include SPMS and MDOT full-time and part-time employees; contractals are not included.

**STATEWIDE PERSONNEL TRANSACTION ANALYSIS -- Comparison of June 30, 2006 and June 30, 2011**

TYPE OF TRANSACTIONS	YEAR	WHITE		AFRICAN-AMERICAN		OTHER MINORITIES		TOTAL		Grand Total
		Male	Female	Male	Female	Male	Female	Male	Female	
Appointments	2006	973 17%	1,144 20%	742 13%	1,634 29%	435 8%	727 13%	2,150 38%	3,505 62%	5,655
	2011	1,076 25%	955 22%	809 19%	1,124 26%	141 3%	165 4%	2,026 47%	2,244 53%	4,270
Reinstatements	2006	64 11%	124 22%	87 15%	180 32%	45 8%	69 12%	196 34%	373 66%	569
	2011	78 18%	85 20%	72 17%	173 40%	7 2%	13 3%	157 37%	271 63%	428
Promotions	2006	753 21%	658 18%	521 14%	1,023 28%	348 10%	330 9%	1,622 45%	2,011 55%	3,633
	2011	918 27%	709 21%	558 17%	1,026 30%	86 3%	80 2%	1,562 46%	1,815 54%	3,377
Reclassifications	2006	882 28%	972 31%	305 10%	630 20%	140 5%	172 6%	1,327 43%	1,774 57%	3,101
	2011	595 26%	718 31%	255 11%	568 25%	60 3%	90 4%	910 40%	1,376 60%	2,286
Demotions	2006	70 22%	94 29%	19 6%	73 23%	24 7%	41 13%	113 35%	208 65%	321
	2011	70 30%	64 27%	36 15%	57 24%	3 1%	7 3%	109 46%	128 54%	237
Suspensions	2006	119 16%	112 15%	203 27%	260 35%	31 4%	24 3%	353 47%	396 53%	749
	2011	113 14%	131 17%	195 25%	290 37%	20 3%	33 4%	328 42%	454 58%	782
Resignations	2006	619 17%	954 27%	480 13%	1,030 29%	204 6%	303 8%	1,303 36%	2,287 64%	3,590
	2011	523 23%	641 28%	322 14%	608 27%	67 3%	107 5%	912 40%	1,356 60%	2,268
Terminations	2006	38 14%	48 18%	65 24%	92 34%	19 7%	11 4%	122 45%	151 55%	273
	2011	42 16%	35 13%	63 24%	103 38%	10 4%	15 6%	115 43%	153 57%	268

**STATEWIDE PERSONNEL TRANSACTION ANALYSIS -- Comparison of June 30, 2006 and June 30, 2011**

TYPE OF TRANSACTIONS	YEAR	WHITE		AFRICAN-AMERICAN		OTHER MINORITIES		TOTAL		Grand Total
		Male	Female	Male	Female	Male	Female	Male	Female	
Rejections on Probation	2006	23	34	54	118	23	21	100	173	273
		8%	12%	20%	43%	8%	8%	37%	63%	
	2011	21	30	30	59	3	4	54	93	147
		14%	20%	20%	40%	2%	3%	37%	63%	
<b>TOTAL</b>	2006	3,541	4,140	2,476	5,040	1,269	1,698	7,286	10,878	<b>18,164</b>
		19%	23%	14%	28%	7%	9%	40%	60%	
	2011	3,436	3,368	2,340	4,008	397	514	6,173	7,890	
		24%	24%	17%	29%	3%	4%	44%	56%	<b>14,063</b>

**No Comparative Data Available**

TYPE OF TRANSACTIONS	YEAR	WHITE		AFRICAN-AMERICAN		OTHER MINORITIES		TOTAL		Grand Total
		Male	Female	Male	Female	Male	Female	Male	Female	
Transfers	2011	182	72	64	67	35	7	281	146	427
		43%	17%	15%	16%	8%	2%	66%	34%	
Horizontal Transfers	2011	19	22	9	24	1	3	29	49	78
		24%	28%	12%	31%	1%	4%	37%	63%	
Disciplinary Demotion	2011	6	4	6	8	1	0	13	12	25
		24%	16%	24%	32%	4%	0%	52%	48%	
Forfeiture of Annual Leave	2011	86	42	93	114	10	10	189	166	355
		24%	12%	26%	32%	3%	3%	53%	47%	
Deaths	2011	27	9	14	20	0	5	41	34	75
		36%	12%	19%	27%	0%	7%	55%	45%	
Retired	2011	720	767	284	623	58	65	1062	1455	2,517
		29%	30%	11%	2%	2%	3%	42%	58%	
Transfer U of MD System	2011	5	6	2	6	0	0	7	12	19
		26%	32%	11%	32%	0%	0%	37%	63%	
Military Leave	2011	1	0	2	1	0	0	3	1	4
		25%	0%	50%	25%	0%	0%	75%	25%	
Layoffs from Allocated Position	2011	1	6	0	1	0	0	1	7	8
		13%	75%	0%	13%	0%	0%	13%	88%	
End of Employment No Vacancy	2011	7	26	2	19	1	3	10	48	58
		12%	45%	3%	33%	2%	5%	17%	83%	
<b>TOTAL</b>	2011	1,054	954	476	883	106	93	1,636	1,930	<b>3,566</b>
		30%	27%	13%	25%	3%	3%	46%	54%	

**SEPARATIONS AND TERMINATIONS BY AGE, RACE AND GENDER — FISCAL YEAR 2011**

AGE	TOTAL						Race												Ethnicity	
							White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
<b>RESIGNATIONS</b>																				
19 OR LESS	6	4	2	2	1	2	1	0	0	0	0	0	0	0	0	0	0	0	0	
20 - 29	573	219	354	132	158	71	172	0	0	8	6	1	0	3	4	0	8	4	6	
30 - 39	676	252	424	147	193	85	188	1	2	6	15	0	3	7	14	3	4	3	5	
40 - 49	525	205	320	104	150	89	153	0	0	6	6	1	0	4	8	0	0	1	3	
50 - 59	335	151	184	90	94	50	72	0	1	2	5	0	0	5	7	2	0	2	5	
60 - 69	140	73	67	46	43	22	21	0	1	1	0	0	0	2	2	0	0	2	0	
70 PLUS	13	8	5	2	2	3	1	0	0	1	0	0	0	2	2	0	0	0	0	
<b>TOTAL</b>	<b>2,268</b>	<b>912</b>	<b>1,356</b>	<b>523</b>	<b>641</b>	<b>322</b>	<b>608</b>	<b>1</b>	<b>4</b>	<b>24</b>	<b>32</b>	<b>2</b>	<b>3</b>	<b>23</b>	<b>37</b>	<b>5</b>	<b>12</b>	<b>12</b>	<b>19</b>	
<b>REJECTIONS ON PROBATION</b>																				
19 OR LESS	2	1	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	
20 - 29	50	17	33	7	7	9	25	0	1	0	0	0	0	0	0	0	0	1	0	
30 - 39	37	12	25	1	7	10	16	0	0	0	0	0	0	0	0	1	1	0	1	
40 - 49	30	9	21	3	8	6	12	0	0	0	0	0	0	0	0	0	1	0	0	
50 - 59	25	14	11	9	6	4	5	0	0	0	0	0	0	0	0	0	0	1	0	
60 - 69	3	1	2	0	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	
70 PLUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>TOTAL</b>	<b>147</b>	<b>54</b>	<b>93</b>	<b>21</b>	<b>30</b>	<b>30</b>	<b>59</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>	
<b>TERMINATIONS</b>																				
19 OR LESS	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
20 - 29	60	25	35	7	8	17	25	0	0	1	0	0	0	0	0	0	1	0	1	
30 - 39	62	26	36	6	4	18	29	0	0	0	0	0	0	2	1	0	1	0	1	
40 - 49	64	26	38	11	11	14	24	0	0	0	0	0	0	1	3	0	0	0	0	
50 - 59	64	28	36	11	10	12	22	0	0	1	0	0	0	3	3	1	0	0	1	
60 - 69	15	8	7	5	2	2	3	0	0	0	0	0	0	1	2	0	0	0	0	
70 PLUS	2	1	1	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
<b>TOTAL</b>	<b>268</b>	<b>115</b>	<b>153</b>	<b>42</b>	<b>35</b>	<b>63</b>	<b>103</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>10</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>3</b>	
<b>GRAND TOTAL</b>	<b>2,683</b>	<b>1,081</b>	<b>1,602</b>	<b>586</b>	<b>706</b>	<b>415</b>	<b>770</b>	<b>1</b>	<b>5</b>	<b>26</b>	<b>32</b>	<b>2</b>	<b>3</b>	<b>30</b>	<b>47</b>	<b>7</b>	<b>16</b>	<b>14</b>	<b>23</b>	

NOTE: Data include SPMS and MDOT full-time and part-time employees; contractals are not included.

# **SECTION SEVEN**

## **REASONABLE**

## **ACCOMMODATIONS**



## **SECTION 7: REASONABLE ACCOMMODATIONS**

In fiscal year 2011 there were 155 requests for reasonable accommodations from State employees and applicants for State employment. Of this amount, 110 or 71% of the requests were granted. There were 22 agencies that reported data on reasonable accommodation requests, with the Department of Education, Department of Human Resources, MDOT, Maryland Automobile Insurance Fund, and Department of Health and Mental Hygiene accounting for 104 or 67% of the total employee/applicant reasonable accommodation requests reported.

**STATEWIDE REQUESTS FOR REASONABLE ACCOMMODATION — FISCAL YEAR 2011**

Agency	Applicants	Employees	STATUS		
			Granted	Denied	Pending
Archives		3	3		
Assessment and Taxation		3			3
Attorney General		2			2
Automobile Insurance Fund		17	17		
BCCC		1	1		
Budget and Management		2	1	1	
Comptroller		2	2		
Education		27	23	1	3
Environment		2	1	1	
Health and Mental Hygiene		13	12		1
Housing and Community Development		1	1		
Human Resources		10	10		
Juvenile Services	2	9	8	3	
MIEMSS		1		1	
Military		3	3		
Natural Resources		2	1	1	
Public Defenders Office		4	4		
Public Safety and Correctional Services		5	5		
State Police		4	3	1	
Subsequent Injury Fund		1	1		
Transportation		37	12	22	3
WCC		4	2	2	
<b>TOTAL</b>	<b>2</b>	<b>153</b>	<b>110</b>	<b>33</b>	<b>12</b>

NOTE: All of the agencies Statewide reported. These are the only agencies reporting reasonable accommodation requests.

# **SECTION EIGHT**

## **STATE**

### **EQUAL EMPLOYMENT OPPORTUNITY**

#### **COMPLAINTS**

## **SECTION 8: STATEWIDE EEO COMPLAINTS**

- The total number of internal and external complaints statewide for fiscal 2011 was 445. Of these, 260 were internal complaints and 185 were external complaints.
- The primary basis for internal complaints was Race and Sex/Gender.
- The number of statewide discrimination complaints has increased from 402 in fiscal 2006 to 445 in fiscal 2011.
- The Office of the Statewide Equal Employment Opportunity Coordinator processed a total of 6 EEO appeals in fiscal 2011.
- The Office investigated 12 Whistleblower complaints. All twelve were found to have “no probable cause”.

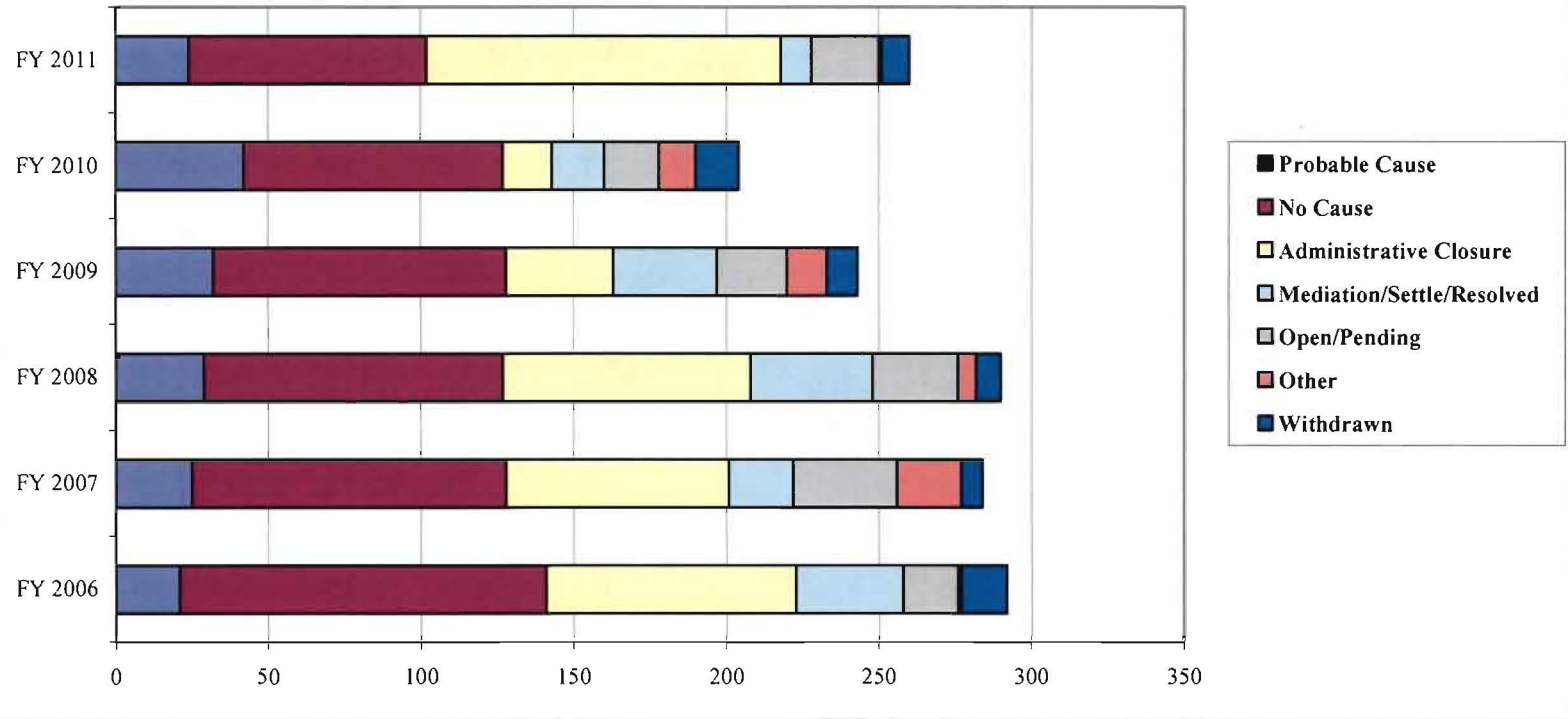
NOTE: Internal complaints are those filed at the agency level, usually with a State agency’s Fair Practices Officer or Equal Employment Opportunity Officer.

External complaints are those filed with the Maryland Commission on Human Relations or Equal Employment Opportunity Commission.

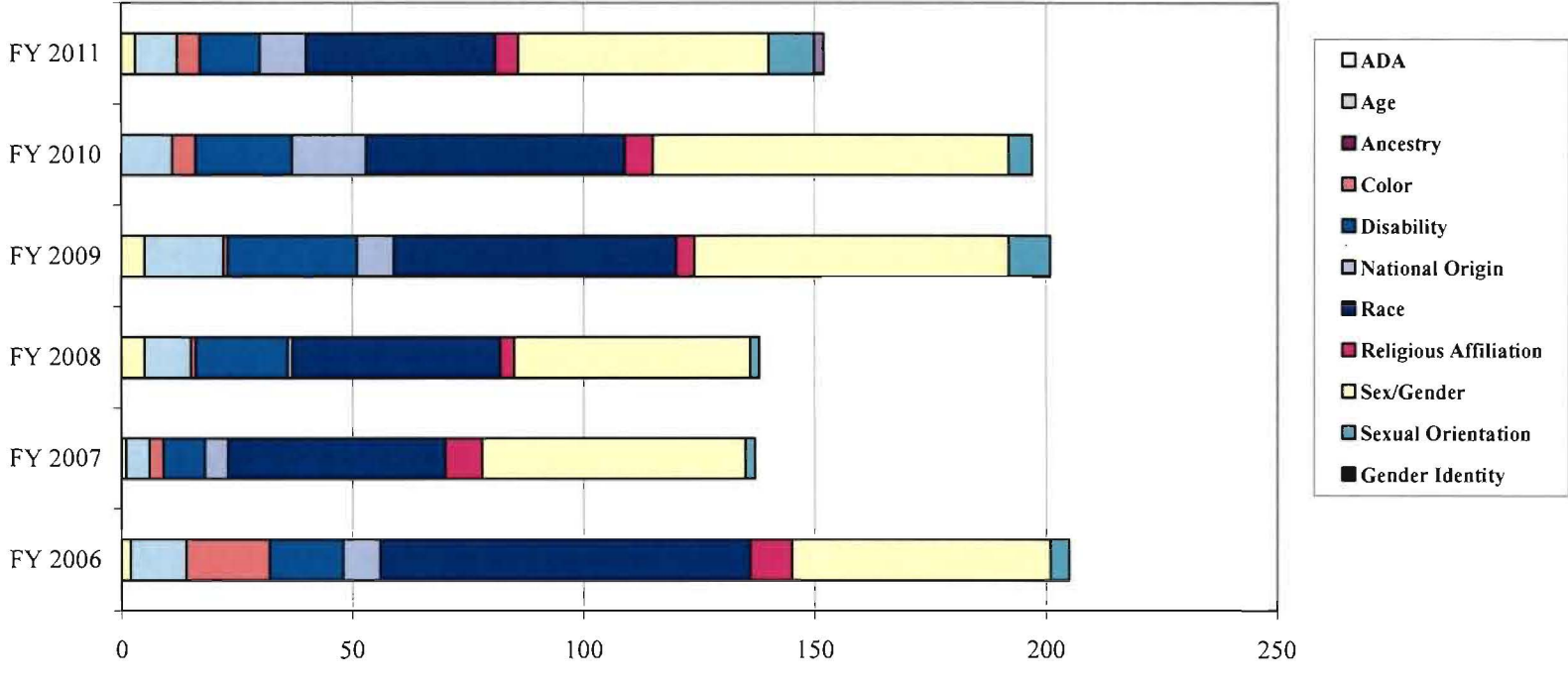
‘Other’ complaints include employment related complaints, not discriminatory in basis.



### Internal Complaints by Disposition



### Internal Complaints by Type



**SECTION NINE**

**UNIVERSITY SYSTEM**

**OF MARYLAND**



## **SECTION 9: UNIVERSITY SYSTEM OF MARYLAND**

The University of System of Maryland includes the USM Office and the following institutions: Bowie State University, Coppin State University, Frostburg State University, Salisbury University, Towson University, University of Maryland Biotechnology Institute, University of Baltimore, University of Maryland Baltimore, University of Maryland Baltimore County, University of Maryland Center for Environmental Science, University of Maryland College Park, University of Maryland Eastern Shore, and University of Maryland University College.

- There were a total of 36,878 employees in the University System of Maryland.
  - Of the total employees, 20,755 (56.2%) were White, 6,821 (18.5%) were African American, 94 (0.25%) were American Indian and Alaska Native, 2,467 (6.7%) were Asian, 33 (0.09%) were Native Hawaiian or Other Pacific Islander, 1,044 (2.8%) were Hispanic or Latino, 102 (0.28%) were Multiracial, and 5,562 (15.1%) were Other (no race checked).
  - Males comprised 17,498 (47.4%) of the workforce.
  - Females comprised 19,380 (52.6%) of the workforce.
  - The majority of Faculty and Instructor positions were filled by Whites (65%) and males (55%).

**UNIVERSITY SYSTEM OF MARYLAND**  
**TOTAL FULL-TIME AND PART-TIME WORKFORCE UTILIZATION - FY 2011**

EEO Job Category	TOTAL			Race														Ethnicity	
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Officials and Administrators	1,547	740	807	542	566	131	187	1	0	26	17	0	0	24	25	1	1	15	11
		48%	52%	35%	37%	8%	12%	0.1%	0%	1.7%	1.1%	0%	0%	1.6%	1.6%	0%	0%	1.0%	0.7%
Faculty and Instructors	11,298	6,161	5,137	4,044	3,297	602	692	19	17	500	294	8	5	872	688	6	8	110	136
		55%	45%	36%	29%	5%	6%	0.2%	0.2%	4.4%	2.6%	0%	0%	7.7%	6.1%	0%	0%	1.0%	1.2%
Faculty/Research	2,668	1,631	1,037	855	642	35	55	1	2	254	128	2	0	459	189	2	2	23	19
		61%	39%	32%	24%	1.3%	2%	0.04%	0.07%	9.5%	4.8%	0%	0%	17.2%	7.1%	0%	0%	0.9%	0.7%
Faculty/Public Service	16	9	7	6	6	3	0	0	0	0	1	0	0	0	0	0	0	0	0
		56%	44%	38%	38%	19%	0%	0%	0%	0%	6%	0%	0%	0%	0%	0%	0%	0%	0%
Teachers' Assistants/Assoc	6,213	3,135	3,078	1,300	1,445	108	251	6	4	183	200	2	4	1,468	1,085	10	10	58	79
		50%	50%	21%	23%	2%	4%	0.1%	0.1%	2.9%	3.2%	0%	0%	23.6%	17.5%	0%	0%	0.9%	1.3%
Professionals	7,700	3,006	4,694	1,951	2,802	539	1,136	8	8	207	363	2	3	201	255	13	23	85	104
		39%	61%	25%	36%	7%	15%	0.1%	0.1%	2.7%	4.7%	0%	0%	2.6%	3.3%	0%	0%	1.1%	1.4%
Administrative Support	3,267	611	2,656	288	1,336	236	1,059	2	10	33	85	0	4	30	92	3	12	19	58
		19%	81%	9%	41%	7%	32%	0.06%	0.3%	1.0%	2.6%	0%	0%	0.9%	2.8%	0%	0%	0.6%	1.8%
Technical-Paraprofessionals	1,635	681	954	380	489	203	323	1	5	33	59	0	1	39	43	2	4	23	30
		42%	58%	23%	30%	12%	20%	0.1%	0.3%	2.0%	3.6%	0%	0%	2.4%	2.6%	0%	0%	1.4%	1.8%
Skilled Craft Workers	733	689	44	440	15	168	23	4	0	26	0	0	0	19	1	2	0	30	5
		94%	6%	60%	2%	23%	3%	0.5%	0%	3.5%	0%	0%	0%	2.6%	0.1%	0%	0%	4.1%	0.7%
Service-Maintenance	1,801	835	966	204	147	528	542	4	2	23	35	1	1	26	46	2	1	47	192
		46%	54%	11%	8%	29%	30%	0.2%	0.1%	1.3%	1.9%	0%	0%	1.4%	2.6%	0%	0%	2.6%	10.7%
<b>TOTAL</b>	<b>36,878</b>	<b>17,498</b>	<b>19,380</b>	<b>10,010</b>	<b>10,745</b>	<b>2,553</b>	<b>4,268</b>	<b>46</b>	<b>48</b>	<b>1,285</b>	<b>1,182</b>	<b>15</b>	<b>18</b>	<b>3,138</b>	<b>2,424</b>	<b>41</b>	<b>61</b>	<b>410</b>	<b>634</b>
		47.4%	52.6%	27.1%	29.1%	6.9%	11.6%	0.12%	0.13%	3.5%	3.2%	0.04%	0.05%	8.5%	6.6%	0.11%	0.17%	1.1%	1.7%

# **SECTION TEN**

## **INDEPENDENT HIGHER EDUCATION INSTITUTIONS**

## **SECTION 10: INDEPENDENT HIGHER EDUCATION INSTITUTIONS**

### **BALTIMORE CITY COMMUNITY COLLEGE**

- There are 399 employees in the Baltimore City Community College workforce.
  - 268 or 67% are African-American employees
  - 237 or 59% are female employees

### **MORGAN STATE UNIVERSITY**

- There are 1,036 employees in the Morgan State University workforce.
  - 788 or 76% are African-American employees
  - 509 or 49% are female employees

### **ST. MARY'S COLLEGE OF MARYLAND**

- There are 394 employees in the St. Mary's College of Maryland workforce.
  - 59 or 15% are African-American employees
  - 195 or 49% are female employees

**BALTIMORE CITY COMMUNITY COLLEGE**  
**TOTAL FULL-TIME AND PART-TIME WORKFORCE UTILIZATION — FISCAL YEAR 2011**

EEO Job Category	TOTAL			Race														Ethnicity	
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Officials and Administrators	17	9	8	2	2	7	6	0	0	0	0	0	0	0	0	0	0	0	0
		53%	47%	12%	12%	41%	35%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Professionals	162	68	94	25	34	36	57	0	0	6	1	0	0	0	0	0	0	1	2
		42%	58%	15%	21%	22%	35%	0%	0%	3.70%	0.62%	0%	0%	0%	0%	0%	0%	0.62%	1.23%
Technicians	20	13	7	4	1	9	4	0	0	0	1	0	0	0	0	0	0	0	1
		65%	35%	20%	5%	45%	20%	0%	0%	0%	5%	0%	0%	0%	0%	0%	0%	0%	0%
Protective Service Workers: Sworn	11	10	1	2	0	8	1	0	0	0	0	0	0	0	0	0	0	0	0
		91%	9%	18%	0%	73%	9%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Protective Service Workers: Non-Sworn	10	7	3	1	0	6	3	0	0	0	0	0	0	0	0	0	0	0	0
		70%	0%	0%	0%	60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Administrative Support	156	34	122	12	23	19	95	0	0	1	3	0	0	0	0	0	0	2	1
		22%	78%	8%	15%	12%	61%	0%	0%	1%	2%	0%	0%	0%	0%	0%	0%	1.28%	0.64%
Skilled Craft Workers	12	12	0	5	0	6	0	0	0	1	0	0	0	0	0	0	0	0	0
		100%	0%	42%	0%	50%	0%	0%	0%	8%	0%	0%	0%	0%	0%	0%	0%	0%	0.00%
Service-Maintenance	11	9	2	0	0	9	2	0	0	0	0	0	0	0	0	0	0	0	0
		82%	18%	0%	0%	82%	18%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>TOTAL</b>	399	162	237	51	60	100	168	0	0	8	5	0	0	0	0	0	0	3	4
		41%	59%	13%	15%	25%	42%	0%	0%	2.01%	1.25%	0%	0%	0%	0%	0%	0%	0.75%	1.00%

**BALTIMORE CITY COMMUNITY COLLEGE  
PERSONNEL TRANSACTIONS ANALYSIS — FISCAL YEAR 2011**

Type of Transaction	TOTAL			Race														Ethnicity	
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Appointments	33	11	22	4	6	4	13	0	0	1	2	0	0	0	0	0	1	2	0
		33%	67%	12%	18%	12%	39%	0%	0%	3%	6%	0%	0%	0%	0%	0%	0%	3%	6%
Reinstatements	0	0	0																
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Promotions	4	2	2	1	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0
		50%	50%	25%	0%	25%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Reclassifications	0	0	0																
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Demotions	0	0	0																
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Transfers	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
		100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Suspensions	0	0	0																
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>TOTAL</b>	<b>38</b>	<b>14</b>	<b>24</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>
		37%	63%	13%	16%	16%	39%	0%	0%	3%	5%	0%	0%	0%	0%	0%	3%	5%	0%

**SUMMARY OF SEPARATIONS AND TERMINATIONS — FISCAL YEAR 2011**

Type of Separations and Terminations	TOTAL			Race														Ethnicity	
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Resignations	24	6	18	2	6	2	10	0	0	0	0	0	0	1	1	1	0	0	1
		25%	75%	8%	25%	8%	42%	0%	0%	0%	0%	0%	0%	4%	0%	0%	0%	0%	0%
Rejection on Probation	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
		0%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Terminations	10	3	7	2	0	1	5	0	0	0	0	0	0	0	2	0	0	0	0
		30%	70%	20%	0%	10%	50%	0%	0%	0%	0%	0%	0%	0%	20%	0%	0%	0%	0%
<b>TOTAL</b>	<b>35</b>	<b>9</b>	<b>26</b>	<b>4</b>	<b>6</b>	<b>3</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
		26%	74%	11%	17%	9%	46%	0%	0%	0%	0%	0%	0%	3%	9%	0%	0%	0%	0%

**MORGAN STATE UNIVERSITY**  
**TOTAL FULL-TIME AND PART-TIME WORKFORCE UTILIZATION — FISCAL YEAR 2011**

EEO Job Category	TOTAL			Race														Ethnicity	
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Officials and Administrators	84	38	46	7	1	31	44	0	1	0	0	0	0	0	0	0	0	0	0
		45%	55%	8%	1%	37%	52%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Professionals	661	378	283	82	53	231	209	23	7	40	12	2	2	0	0	0	0	0	0
		57%	43%	12%	8%	35%	32%	3.5%	1.1%	6%	1.8%	0.3%	0.3%	0%	0%	0%	0%	0%	0%
Technicians	9	4	5	1	0	3	5	0	0	0	0	0	0	0	0	0	0	0	0
		44%	56%	11%	0%	33%	56%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Protective Service Workers: Sworn	42	32	10	5	1	25	8	1	0	1	1	0	0	0	0	0	0	0	0
		76%	24%	12%	2%	60%	19%	2%	0%	2%	2%	0%	0%	0%	0%	0%	0%	0%	0%
Protective Service Workers: Non-Sworn	0	0	0																
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Administrative Support	157	12	145	0	2	12	138	0	2	0	2	0	1	0	0	0	0	0	0
		8%	92%	0%	1.3%	8%	88%	0%	1.3%	0%	1.3%	0%	0.6%	0%	0%	0%	0%	0%	0%
Skilled Craft Workers	16	14	2	1	0	13	2	0	0	0	0	0	0	0	0	0	0	0	0
		88%	13%	6%	0%	81%	13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Service-Maintenance	67	49	18	0	0	49	18	0	0	0	0	0	0	0	0	0	0	0	0
		73%	27%	0%	0%	73%	27%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>TOTAL</b>	<b>1,036</b>	<b>527</b>	<b>509</b>	<b>96</b>	<b>57</b>	<b>364</b>	<b>424</b>	<b>24</b>	<b>10</b>	<b>41</b>	<b>15</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>51%</b>	<b>49%</b>	<b>9%</b>	<b>6%</b>	<b>35%</b>	<b>41%</b>	<b>2.3%</b>	<b>1.0%</b>	<b>4.0%</b>	<b>1.4%</b>	<b>0.2%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>

**MORGAN STATE UNIVERSITY**  
**PERSONNEL TRANSACTIONS ANALYSIS — FISCAL YEAR 2011**

Type of Transaction	TOTAL			Race														Ethnicity	
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Appointments	124	73	51	35	17	28	31	0	0	10	3	0	0	0	0	0	0	0	0
		59%	41%	28%	14%	23%	25%	0%	0%	8%	2%	0%	0%	0%	0%	0%	0%	0%	0%
Reinstatements	11	5	6	1	2	4	4	0	0	0	0	0	0	0	0	0	0	0	0
		45%	55%	9%	18%	36%	36%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Promotions	7	4	3	0	0	3	3	0	0	1	0	0	0	0	0	0	0	0	0
		57%	43%	0%	0%	43%	43%	0%	0%	14%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Reclassifications	3	1	2	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0
		33%	67%	0%	0%	33%	67%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Demotions	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
		100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Suspensions	4	4	0	0	0	2	0	0	0	0	0	0	0	2	0	0	0	0	0
		0%	0%	0%	0%	50%	0%	0%	0%	0%	0%	0%	0%	50%	0%	0%	0%	0%	0%
Transfers	0	0	0																
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	150	88	62	36	19	39	40	0	0	11	3	0	0	2	0	0	0	0	0
		59%	41%	24%	13%	26%	27%	0%	0%	7%	2%	0%	0%	1%	0%	0%	0%	0%	0%

**SUMMARY OF SEPARATIONS AND TERMINATIONS — FISCAL YEAR 2011**

Type of Separations and Terminations	TOTAL			Race														Ethnicity	
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Resignations	35	17	18	3	4	9	10	0	0	1	0	0	0	4	3	0	1	0	0
		49%	51%	9%	11%	26%	29%	0%	0%	3%	0%	0%	0%	11%	9%	0%	3%	0%	0%
Rejection on Probation	0	0	0																
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Terminations	18	11	7	2	0	7	7	0	0	0	0	0	0	2	0	0	0	0	0
		61%	39%	11%	0%	39%	39%	0%	0%	0%	0%	0%	0%	11%	0%	0%	0%	0%	0%
TOTAL	53	28	25	5	4	16	17	0	0	1	0	0	0	6	3	0	1	0	0
		53%	47%	9%	8%	30%	32%	0%	0%	2%	0%	0%	0%	11%	6%	0%	2%	0%	0%



**ST. MARY'S COLLEGE OF MARYLAND**  
**TOTAL FULL-TIME AND PART-TIME WORKFORCE UTILIZATION — FISCAL YEAR 2011**

EEO Job Category	TOTAL			Race														Ethnicity	
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Officials and Administrators	46	21	25	18	23	3	1	0	0	0	0	0	0	0	0	0	0	0	1
		46%	54%	39%	50%	7%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Professionals	165	101	64	83	55	8	2	0	0	7	5	0	0	0	0	0	0	3	2
		61%	39%	50%	33%	5%	1%	0%	0%	4.2%	3.0%	0%	0%	0%	0%	0%	0%	0%	2%
Technicians	32	32	0	28	0	0	0	1	0	1	0	0	0	1	0	0	0	1	0
		100%	0%	88%	0%	0%	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	0%	3%	0%
Protective Service Workers: Sworn	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
		100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Protective Service Workers: Non-Sworn	10	8	2	6	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
		80%	20%	60%	20%	20%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Administrative Support	84	1	83	1	68	0	12	0	0	0	3	0	0	0	0	0	0	0	0
		1%	99%	1%	81%	0%	14%	0%	0%	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%
Skilled Craft Workers	11	10	1	7	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0
		91%	9%	64%	9%	27%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Service-Maintenance	45	25	20	12	6	13	14	0	0	0	0	0	0	0	0	0	0	0	0
		56%	44%	27%	13%	29%	31%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>TOTAL</b>	394	199	195	155	155	30	29	1	0	8	8	0	0	1	0	0	0	4	3
		51%	49%	39%	39%	8%	7%	0%	0%	2.0%	2.03%	0%	0%	0.25%	0%	0%	0%	1.02%	0.76%

**ST. MARY'S COLLEGE OF MARYLAND  
PERSONNEL TRANSACTIONS ANALYSIS — FISCAL YEAR 2011**

Type of Transaction	TOTAL			Race														Ethnicity	
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Appointments	48	19	29	15	24	3	3	0	0	0	1	0	0	0	0	0	1	1	0
		40%	60%	31%	50%	6%	6%	0%	0%	0%	2%	0%	0%	0%	0%	0%	0%	2%	2%
Reinstatements	3	2	1	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		67%	33%	67%	33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Promotions	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Reclassifications	0	0	0																
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Suspensions	0	0	0																
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Demotions	0	0	0																
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>TOTAL</b>	<b>52</b>	<b>22</b>	<b>30</b>	<b>18</b>	<b>25</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>
		42%	58%	35%	48%	6%	6%	0%	0%	0%	2%	0%	0%	0%	0%	0%	2%	2%	0%

**SUMMARY OF SEPARATIONS AND TERMINATIONS — FISCAL YEAR 2011**

Type of Separations and Terminations	TOTAL			Race														Ethnicity	
				White		African-American		American Indian & Alaska Native		Asian		Native Hawaiian & Other Pacific Islander		Balance (no race checked)		Multiracial		Hispanic or Latino (no other race checked)	
	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Resignations	19	8	11	6	11	1	0	0	0	0	0	0	0	0	0	0	0	1	0
		42%	58%	32%	58%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%
Rejection on Probation	0	0	0																
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Terminations	18	10	8	8	7	2	0	0	0	0	1	0	0	0	0	0	0	0	0
		56%	44%	44%	39%	11%	0%	0%	0%	0%	6%	0%	0%	0%	0%	0%	0%	0%	0%
<b>TOTAL</b>	<b>37</b>	<b>18</b>	<b>19</b>	<b>14</b>	<b>18</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
		48.6%	51.4%	38%	49%	8%	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	3%	0%

# APPENDICES

Appendix A

**EXECUTIVE ORDER**

**01.01.2007.16**

**Code of Fair Employment Practices**

(Rescinds Executive Order 01.01.2007.09)

**WHEREAS**, The State of Maryland recognizes and honors the value and dignity of every employee and understands the importance of providing its employees with a fair opportunity to pursue their careers in an environment free of discrimination or any form of prohibited harassment;

**WHEREAS**, Title 5, Subtitle 2 of the State Personnel and Pensions Article of the Annotated Code of Maryland establishes an Equal Employment Opportunity (EEO) program to ensure that employment decisions are based only on merit and fitness;

**WHEREAS**, The State is committed to providing a work environment free from discrimination on the basis of age, ancestry, color, creed, gender identity and expression, genetic information, marital status, mental or physical disability, national origin, religious affiliation, belief or opinion, race, sex, sexual orientation, or any other non-merit factor;

**WHEREAS**, All Executive Branch appointing authorities and managers are expected to assume personal responsibility and leadership in ensuring that fair employment practices are adhered to and that equal employment opportunity is a reality in Maryland State government; and

**WHEREAS**, There is a need to update prior Executive Orders to emphasize the State of Maryland's commitment to fair employment practices, to reaffirm the responsibilities of State agencies to uphold these important principles, and to reflect existing law.

**NOW, THEREFORE**, I, MARTIN O'MALLEY, GOVERNOR OF THE STATE OF MARYLAND, BY VIRTURE OF THE AUTHORITY VESTED IN ME BY THE CONSTITUTION AND LAWS OF MARYLAND, DO HEREBY RESCIND EXECUTIVE ORDER .01.01.2007.09 AND PROCLAIM THE FOLLOWING EXECUTIVE ORDER EFFECTIVELY IMMEDIATELY.

Appendix A

**ARTICLE I – EQUAL EMPLOYMENT OPPORTUNITY PROGRAM IN STATE GOVERNMENT**

- A. All personnel actions concerning any employee or applicant for employment in the Executive Branch will be taken on the basis of merit and fitness, and without regard to:
1. Age;
  2. Ancestry;
  3. Color;
  4. Creed;
  5. Gender identity and expression;
  6. Genetic information;
  7. Marital status;
  8. Mental or physical disability;
  9. National origin;
  10. Race;
  11. Religious affiliation, belief or opinion;
  12. Sex; or;
  13. Sexual orientation.
- B. All personnel actions concerning any skilled, professional or management service employee and any special appointee designated by the Secretary of Budget and Management, or any applicant for employment in those services or in comparable positions in an independent personnel system in the Executive Branch, shall be without regard to political affiliation, belief or opinion.
- C. Discrimination against or harassment of employees on the basis of any reason prohibited by law is not permitted.
- D. Retaliation against any employee who opposes discrimination or participates in an EEO investigation is not permitted.
- E. Retaliation against an individual because of their refusal to submit to a genetic test or make available the results of a genetic test is not permitted.
- F. The Secretary of Budget and Management shall:
- (1) Recommend the appointment of a Statewide Equal Employment Opportunity Coordinator who shall administer the program and coordinate the activities of the agency Fair Practices Officers, EEO Officers, and Americans with Disabilities Act Officers;

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- (2) Establish an Equal Employment Opportunity Unit which will report directly to the Equal Employment Opportunity Coordinator to oversee the administration of an equal employment practices program consistent with the requirements of applicable federal and State law governing equal employment opportunity, the State Personnel and Pensions Article, and this Executive Order;
  - (3) Upon an appropriate showing by an agency, and consistent with State and federal law, permit any bona fide occupational qualification; and
  - (4) Take any action, not consistent with federal or State law, to resolve employee complaints of unfair employment practices.
- G. The head of each department or other independent unit in the Executive Branch shall, consistent with guidelines and regulations promulgated by the Secretary of Budget and Management:
- (1) Appoint a Fair Practices Officer, and any Equal Employment Opportunity Officers, as required, for the appropriate implementation of the Equal Employment Opportunity Program in the department or unit;
  - (2) Ensure that the personnel practices in the department or unit are not discriminatory;
  - (3) Review disciplinary actions initiated against employees, employee grievances and complaints of discrimination to ensure the fair and equitable treatment of employees in their department or unit;
  - (4) Develop and implement policies that promote equal employment opportunity and work force diversification reflective of the availability of women, minorities, and persons with disabilities in the relevant labor market;
  - (5) Provide leadership and training to managers, supervisors and other employees in fair employment practices;
  - (6) Ensure that designated Fair Practices and Equal Employment Opportunity Officers are known to all employees in their respective agencies and that these Officers have appropriate decision-making authority consistent with relevant federal and State law, this Executive Order, and personnel regulations;

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- (7) Consult and cooperate fully with the Secretary of Budget and Management and the Statewide EEO Coordinator or their designees in investigating and resolving expeditiously complaints of discrimination or unfair employment practices;
  - (8) Provide statistical and other information requested by the Secretary of Budget and Management regarding efforts to implement the department's or unit's Equal Employment Opportunity Program;
  - (9) Develop and implement programs, activities and events to acknowledge and educate about diversity and cultural differences; and
  - (10) Implement any decision of the Secretary of Budget and Management not consistent with the spirit or requirements of this Executive Order and federal or State law.
- H. Cabinet officials and other heads of departments or units are expected to lead by example in promoting fair employment practices and this Administration's policy of zero tolerance for employment discrimination.

### **ARTICLE II – COMPLAINTS OF DISCRIMINATION AND UNFAIR EMPLOYMENT PRACTICES**

- A. It is the policy of this Administration that all complaints of discrimination or other unfair employment practices be thoroughly investigated and promptly resolved, as appropriate.
- B. The Statewide EEO Coordinator shall monitor the compliance and effectiveness of each agency's EEO program and make recommendations for improvement.
- C. The Secretary of Budget and Management shall develop and promulgate rules, regulations, and guidelines for the investigation and resolution of complaints of discrimination or other unfair employment practices which shall include, at a minimum:
  - (1) Provisions for resolving complaints informally whenever possible;
  - (2) Provisions for employees to file complaints with the Fair Practices or Equal Employment Opportunity Officer for the department or unit;

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- (3) Provisions for the review and resolution of any employment grievance, complaint involving discrimination or other unfair employment practices by the Secretary of Budget and Management prior to any appeal to the Office of Administrative Hearings;
  - (4) Guidelines for cooperation with the investigation of any complaint of discrimination filed with the Maryland Commission on Civil Rights (formerly the Maryland Commission on Human Relations), the United States Equal Employment Opportunity Commission or any other agency authorized by law to conduct such investigations; and
  - (5) Training programs for managers and supervisors in identifying and resolving complaints of discrimination or other unfair employment practices.
- D. No employee shall be harassed or otherwise retaliated against for filing a complaint of discrimination or other unfair employment practice, providing information in support of any such complaint or testifying, assisting or participating in any phase of an investigation of any unfair employment practice, or on the basis of his or her refusal to submit to a genetic test or make available the results of a genetic test.
- E. Discrimination or retaliation complaints by Fair Practices Officers, Equal Employment Opportunity Officers, or EEO Office Directors shall be filed with the head of the unit or their designee and may be appealed to the Statewide EEO Coordinator's Office.

### **ARTICLE III – COOPERATION WITH THE MARYLAND COMMISSION ON CIVIL RIGHTS (FORMERLY THE MARYLAND COMMISSION ON HUMAN RELATIONS) AND THE UNITED STATES EQUAL EMPLOYMENT OPPORTUNITY COMMISSION**

- A. In accordance with the requirements of applicable federal and State law governing equal employment opportunity, the State Personnel and Pensions Article, and this Executive Order, all heads of departments and units in the Executive Branch shall cooperate fully with the Maryland Commission on Civil Rights (formerly the Maryland Commission on Human Relations), the United States Equal Employment Opportunity Commission and any other federal or State agency investigating discrimination and duly comply with any validly adopted rules, regulations, and orders for effectuating the State's policies against discrimination and resolving complaints of discrimination.
- B. Every attempt shall be made to resolve complaints of discrimination within a department or unit; however, employees who file complaints of discrimination with agency Fair Practices Officers or Equal Employment Opportunity Officers shall be



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advised of their right to file a complaint with the Maryland Commission on Civil Rights (formerly the Maryland Commission on Human Relations) and the United States Equal Employment Opportunity Commission.

- C. The Secretary of Budget and Management shall establish guidelines which provide for agency participation in mediation or arbitration of employee complaints of discriminatory or unfair employment practices.
  
- D. If an employee of the Maryland Commission on Civil Rights (formerly the Maryland Commission on Human Relations) files a complaint of discrimination against a State agency, the Governor shall appoint an individual to perform the functions usually performed by the Commission.

### **ARTICLE IV– STATE ACTION**

- A. Any employee of the State who violates the laws of this State pertaining to equal employment opportunity, this Executive Order or guidelines, rules and regulations promulgated pursuant thereto, will be subject to disciplinary action, up to and including dismissal from employment with the State.
  
- B. In performing services to the public, employees of this State will not discriminate against the public or individuals for any reason prohibited by law, nor shall they authorize the use of State facilities in the furtherance of any unlawfully discriminatory purpose or by any organization which unlawfully discriminates in its membership or policies.

### **ARTICLE V – ACCOMMODATIONS**

- A. Reasonable accommodation shall be provided for all qualified applicants for employment and State employees with disabilities, consistent with the requirements of federal and State law.
  
- B. Meetings, hearings, and employment tests shall be conducted in an accessible manner and location, as required by federal and State law.
  
- C. No employee shall be retaliated against for seeking a reasonable accommodation for a disability.
  
- D. Managers and Supervisors shall receive training concerning reasonable accommodations for disabilities.

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#### **ARTICLE VI – ANNUAL REPORTS**

- A. The head of each principal department or unit in the Executive Branch shall, by October 15 of each year, or as otherwise requested, submit to the Secretary of Budget and Management an annual report of activities taken in the previous fiscal year to effectuate this Code of Fair Employment Practices. The report shall contain the information required by the Secretary of Budget and Management in a form consistent with the guidelines issued by the Secretary of Budget and Management.
- B. The Secretary of Budget and Management shall, by January 1 of each year, submit to the Governor an annual report on statewide equal employment opportunity practices. The Secretary of Budget and Management shall provide copies of the report to each department and unit, the General Assembly, and the Maryland Commission on Civil Rights (formerly the Maryland Commission on Human Relations).

#### **ARTICLE VII – NOTICE TO EMPLOYEES**

- A. The Secretary of Budget and Management shall publish the policies of this State with regard to its fair employment practices and make copies of the publication available to all agencies.
- B. Consistent with the requirements of federal and State law, the Secretary shall authorize an appropriate notice of State fair employment practices and the manner in which the notice is to be posted.
- C. The heads of departments and units shall procure the publication and notice required by this Executive Order, furnish copies of the publication to all managers and supervisors and make it available to employees, and post the notice in the locations and manner required by the Secretary of Budget and Management.

Appendix B

**Statewide Equal Employment Organizational Responsibility**

**Governor**

On the 15<sup>th</sup> day of May, 2007, Governor Martin O'Malley issued a new code of Fair Employment Practices, Executive Order 01.01.2007.09 and later rescinded this Order and replaced it with Executive Order 01.01.2007.16 on the 22<sup>nd</sup> day of August 2007. Governor O'Malley values and honors all State of Maryland employees and believes in equal opportunity in employment for all employees and applicants for employment without regard to race, sex, disability, religion, genetic information, gender identity and expression and national origin and other prohibited basis. Governor O'Malley is committed to providing a professional work environment that is free from discrimination, harassment and retaliation.

**The Joint Committee on Fair Practices and State Personnel Oversight**

The Joint Committee on Fair Practices and State Personnel Oversight was established in 2009 to replace the Legislative Joint Committee on Fair Practices which was originally created by the State Personnel Management System Reform Act of 1996. The Joint Committee is comprised of eight members; four members of the State Senate and four members of the House of Delegates. The Joint Committee has oversight over employment policies and personnel systems in the Executive Branch of State Government, equal employment opportunity policies and practices, and certain procurement practices.

**Secretary of the Department of Budget and Management**

In accordance with Section 5-204 of the State Personnel and Pensions Article, the Secretary oversees the Equal Employment Opportunity Program for Executive Branch agencies including agencies with independent personnel systems. This law specifically requires that the Secretary shall administer the EEO Program in compliance with all State and federal laws governing equal employment opportunity; adopt regulations, policies, and directives to implement the Program; ensure that equal employment opportunity efforts are considered in evaluating the work performance of supervisors, managers, and directors of the Department; evaluate the equal employment efforts in each unit; enforce the provisions of the Governor's Code of Fair Employment Practices, and develop and submit to the Governor an annual report of the State's EEO Program.

Appendix B

**Deputy Secretary Department of Budget and Management**

The Deputy Secretary of the Department of Budget and Management is responsible for assisting the Secretary in implementing and overseeing the Equal Employment Opportunity program and ensuring its compliance with all State and federal laws governing equal employment opportunity and the Governor's Code of Fair Employment Practices.

**Statewide Equal Employment Opportunity Coordinator**

As provided in Section 5-206 of the State Personnel and Pensions Article, the Statewide Equal Employment Opportunity Coordinator administers and enforces the State's EEO Program. The Coordinator performs under the direction and supervision of the Deputy Secretary of the Department of Budget and Management. In complying with this mandate, the Coordinator is appointed to implement EEO laws, policies and procedures, as well as, serve as the State's point of contact regarding EEO related concerns. The Coordinator also reviews and investigates appeals of EEO findings and determinations by Executive and independent agencies; investigates appeals of EEO findings and alleged violations of the Governor's Code of Fair Employment Practices and the State Whistleblower statute; works with agency Fair Practices, EEO and ADA Officers to ensure they establish and maintain a diverse, non-discriminatory and accessible work place that is free of harassment and retaliation; plans and provides EEO-related training and education; and prepares the annual Statewide EEO report.

**Secretaries and Heads of State Agencies**

In accordance with Executive Order 01.01.2007.16, each Secretary and agency head is responsible for ensuring compliance with the State's EEO Program within his or her respective Executive Branch agency. This includes Secretaries and agency heads with independent personnel systems. These responsibilities include appointing a Fair Practices Officer and an Equal Employment Opportunity Officer; ensuring that the personnel practices in the department or unit are not discriminatory; reviewing disciplinary actions initiated against employees to ensure fair and equitable treatment; developing and implementing policies that promote equal employment opportunity and workforce diversification; and providing leadership and training to managers, supervisors and other employees in fair employment practices.

**Fair Practices Officer**

In accordance with State law, the Fair Practices Officer shall implement the EEO Program within the unit; investigate and, as appropriate, resolve complaints of alleged discrimination or unfair employment practices; and coordinate the activities of the equal employment opportunity offices in the unit. The Fair Practices Officer must report to the head of the agency and be an assistant secretary or an employee of the unit with stature similar to that of an assistant secretary.

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#### **Equal Employment Opportunity Officer**

State law mandates that the Equal Employment Opportunity Officers enforce the State's EEO Program and monitor compliance with State and federal EEO laws; investigate and resolve all internal agency employee discrimination and unfair employment complaints; monitor personnel actions adopted by the unit and ensure implementation is in compliance with all State and federal EEO laws; respond to plans and direct various programs including, equal employment opportunity, contract compliance, training and community relations; respond to complaints and requests for information from external adjudications and enforcement agencies; assist in developing EEO goals; and monitor personnel actions.

#### **Americans with Disabilities Act (ADA) Officers**

The ADA Officers are responsible for advising employees and managers on issues relating to Title 1 of the Americans with Disabilities Act. These include making determinations regarding an employee's eligibility under the ADA, recommending and implementing reasonable accommodations, and ensuring an accessible work place.

### Appendix C

AGENCY	ACRONYM	FAIR PRACTICES	EEO	ADA
Administrative Hearings, Office of	OAH	Richard Norman	Grant Chism	Grant Chism
African American Museum	MAAMC	Junius Randolph	James Hawkins Lisa Woods	James Hawkins
Aging, Maryland Department of	MDOA	Ilene Rosenthal	Shirley Williams	Sandra Cobb
Agriculture, Department of	MDA	James Wallace	Momoh Conteh	Momoh Conteh
Archives, Maryland State	MSA	Richard Richardson	Christopher Haley	Cecilia Smith
Assessments and Taxation, Department of	DAT	Annie Cure	Sheila McKenney	Sheila McKenney
Attorney General's Office	OAG	Kay Winfree John Howard	Beverly Privec Peter Killough	Yolanda Colkley
Automobile Insurance Fund, Maryland	MAIF	John F. Banghart	Charisse Walker	Charisse Walker
Baltimore City Community College	BCCC	Tony Warner	Tony Warner	Tony Warner
Bowie State University	BSU	Sheila Hobson	Keneithia Taylor	Keneithia Taylor
Budget and Management Department	DBM	David Romans	Nicole Carter	Nicole Carter
Business and Economic Development, Department of	DBED	Cheryl Fields	Cheryl Fields	Cheryl Fields
Canal Place	CANAL	Renee Bone	Renee Bone	Renee Bone
College Savings Plans of Maryland	CSPM	Azriel Osofsky	Azriel Osofsky	Azriel Osofsky
Comptroller of Maryland	COMP	Steven Barzal	Steven Barzal	Steven Barzal
Contract Appeal, Maryland Board of	SBCA	Loni Howe Michael Carnahan Jr.	Loni Howe Michael Carnahan Jr.	Loni Howe
Coppin University	CSU	Tammy Flowers	Tammy Flowers	Darlene Webb Maqbool Patel
Deaf, Maryland School for the	MSD	Anny Currin	Cyndi Fries Anny Currin	Anny Currin
Education, Maryland State Department	MSDE	John E. Smeallie	Linda Shevitz Renee Yarbough-Williams	Renee Yarbough-Williams
Elections State Board of	SBEL	Jacqueline Bryley	Jared DeMarinis	Roger Stitt
Emergency Medical Services Systems, Maryland Institute for	MIEMSS	Patricia A. Gainer	James W. Brown	Jeannie Abramson
Environment, Maryland Department of	MDE	Tyrone Hill	Tyrone Hill	Tyrone Hill
Environmental Services, Maryland	MES	Beth S. Wojton	Donna Oliff	Sandra Westervelt
Executive Department State of Maryland	EXEC	Lawrence Myers	Lawrence Myers	Lawrence Myers
Food Center Authority, Maryland	MFCA	Betty Allison	Rose Harrell	Betty Allison
Frostburg State University	FSU	Beth W. Hoffman	Beth W. Hoffman	Beth W. Hoffman
General Services Department of	DGS	D'Andrea Lancelin	Paul Ford	Janet Cora
Health and Mental Hygiene, Department of	DHMH	Rodney Taylor	Lee Williamson	Felisa A. McCall-Smith
Health Insurance Plan Maryland	MHIP	Cynthia Deickman	Cynthia Deickman	Cynthia Deickman
Higher Education Commission, Maryland	MHEC	Vacant	Jon Enriquez	Vacant
Historic St. Mary's City Commission	HSMC	Sally A. Mercer	Melvin A. McClintock	Regina Faden
Housing and Community Development Department of	DHCD	Brien C. Boone	Brien C. Boone	Brien C. Boone

Civil Rights, Maryland Commission on (formerly the Maryland Commission on Human Relations)	MCCR	Benny F. Short	Isora Cook	Isora Cook
Human Resources Department of	DHR	Carl W. Bailey, Jr.	Gerald Stansbury	Gerald Stansbury
Information Technology, Department of	DOIT	Stacia Cropper	Nicole Carter	Nicole Carter
Insurance Administration, Maryland	MLA	Sabrina Wells	Susan Yates	Susan Yates
Judiciary of Maryland	JUD	Larry Jones	Larry Jones	Larry Jones
Juvenile Services, Department of	DJS	Tammy Brown	Charles Proctor	Charles Proctor
Labor, Licensing and Regulation, Department of	DLLR	Jennifer Reed	Yvette Dickens	Jennifer Reed
Lottery Agency, Maryland State	MSLA	Gina Smith	Kimberly Saxton	Carl Beard
Military Department	DMIL	Alberto Jimenez	William H. Allen	William Allen
Morgan State University	MSU	Vacant	Jacqueline Mintz	Vacant
Natural Resources, Department of	DNR	Wilson Parran	Richard W. Allen	Richard W. Allen
Peoples Counsel, Office of the	PCPS	Seva Diakoparaskevas	Seva Diakoparaskevas Terri Czarski	Seva Diakoparaskevas
Planning, Department of	MDP	Cheryl Murphy	Cheryl Murphy	Joyce Carter
Police, Maryland State	DMSP	Capt. Anita Allen	Capt. Anita Allen Sergeant Sonya Clark	Tracey Moultrie
Property Tax Assessment Appeals Board	PTAAB	Kent Finkelsen Julie Greene	Julie Greene	Kent Finkelsen
Prosecutor, Office of the State	SPO	James Cabezas	James Cabezas	James Cabezas
Public Broadcasting Commission, Maryland	MPT	Larry D. Unger	Gladys Kaplan	Gladys Kaplan
Public Defender, Office of the	PDS	Paul DeWolfe	Lynn C. Bellamy	Lynn C. Bellamy
Public Safety and Correctional Services, Department of	DPSCS	Michelle Romney	Paula Green-Holt Gilda Felicia Jones Genice Fowler Gene Noble	Michelle Romney
Public School Construction Program	PSCP	Robert C. Crocetti	Robert C. Crocetti	Robert Crocetti
Public Service Commission	PSC	Terry Romine	Matthew Papatkakis	Terry Romine
Public Works, Board of	BPW	Doldon W. Moore, Jr.	Doldon W. Moore, Jr.	Doldon W. Moore, Jr.
Retirement & Pensions Systems, Maryland State Retirement Agency	MSRA	Melody Countess	Patrice Sowah	Vacant
St. Mary's College of Maryland	SMCM	Sally A. Mercer	Melvin A. McClintock	Vacant
Salisbury University	SU	Amy Hasson	Jeff Boyer	Jeff Boyer
Sheriff's Office, Baltimore City	BCS	Henry Martin	Karen Shelton	Eness Brown
Stadium Authority Maryland	STAD	Rodger C. Dorsey	Rodger C. Dorsey	Gary McGuigan Rodger Dorsey
Subsequent Injury Fund	SIF	Edgar G. Dodd	Edgar G. Dodd	Edgar G. Dodd
Supplemental Retirement Plans, Maryland Teachers and State Employees	MSRP	Anna Marie Smith	Anna Marie Smith	Anna Marie Smith
Tax Court, Maryland	MTC	John T. Hearn	John T. Hearn	John T. Hearn
Towson University	TU	Debbie Seeberger	Daniel Leonard	Daniel Leonard
Treasurer's Office, Maryland State	TREA	Bernadette Benik	Cissy Blasi	Shelly Reid

## Appendix C

Transportation, Maryland Department of	MDOT	Jan M. Bryant	Vacant	Robin Underwood
Maryland Aviation Administration	MAA	Angela Martin	Vacant	Neal Heaton
Maryland Port Administration	MPA	Wanda Forman	Priscilla Johnson	Wanda Forman
Maryland Transportation Authority	MdTA	Beverly Hill	Louis W. Jones	Louis W. Jones
Maryland Transit Administration	MTA	Paula Cullings	Carolyn Brown Debbie Horsey Farnese McDonald	Michele Gardner
Motor Vehicle Administration	MVA	Alvinia Kelly	Vacant	Vacant
State Highway Administration	SHA	Sharon Holmes	Troy Parham	Edwin Becraft
Uninsured Employer's Fund	UEF	Vacant	James E. Brewer	Vacant
University Systems of Maryland	USM	JoAnn Goedert	Kathy DeShong	Kathy DeShong
University of Baltimore	UB	William Nelson	Rebecca Spence	Jackie Truelove Rebecca Spence
University of Maryland Baltimore	UMB	Sheila Greenwood	Sheila Greenwood	Sheila Greenwood
University of Maryland Baltimore County	UMBC	Adrienne Mercer	Adrienne Mercer	Stephanie Lazarus
University of Maryland College Park	UMCP	Roberta Coates	Vacant	Vacant
University of Maryland Eastern Shore	UMES	Marie H. Billie	Marie H. Billie	Marie H. Billie
University of Maryland for Environmental Science	UMCES	Dennis Mesko	Dennis Mesko	Dennis Mesko
University of Maryland University College	UMUC	Blair Hayes	Blair Hayes	Blair Hayes
Veteran Affairs, Maryland Department	MDVA	Debra Hynes	Rose Bean	Rose Bean
Worker's Compensation Commission	WCC	Mary Ahearn	James Moore	James Moore



# **GLOSSARY**

## GLOSSARY

**AFFIRMATIVE ACTION:** Those actions appropriate to overcome the effects of past and present practices, policies or other barriers to equal employment opportunity.

**APPOINTMENT:** Filing a position with a qualified candidate and does not include a reassignment.

**CAREER REINVESTMENT PROGRAM:** The program created by the Office of Personnel Services and Benefits to facilitate the movement of laid-off or separated employees and employees with disabilities into other skill areas.

**CIVILIAN LABOR FORCE:** The number of persons 16 years of age and over, (except those in the armed forces), who are employed or who are unemployed and seeking employment in the geographic area from which an employer would recruit. (United States Department of Labor.)

**COORDINATOR:** The Statewide Equal Employment Opportunity Coordinator (Annotated Code of Maryland State Personnel and Pensions Article, §5-201).

**DEMOTION:** A change from one class to another class with a lower maximum rate of compensation.

**DESIGNATED POLITICAL SPECIAL APPOINTMENT:** Those job functions that satisfy the political appointment criteria as stated in the law. These include:

1. Administrative support work for an Executive Service official or agency head;
2. Special Assistant to an Executive Service official or agency head;
3. Legislative Liaison or Director of Government Affairs;
4. Public Information Officer or Director of Communications;
5. Chief of Staff or Primary Executive Administrator for an agency;
6. Certain positions in the Office of the Attorney General, as provided in § 6-105 of the State Government Article.

**DISABILITY:** With respect to an individual –

1. a physical or mental impairment that substantially limits one or more of the major life activities of such individual;
2. a record of such an impairment; or
3. being regarded as having such impairment. (Americans with Disabilities Act, Title I, vol. 42, United States Code §12102, et seq. 1990).

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### **EXECUTIVE SERVICE:**

(a) ***Executive Branch*** – Except as otherwise provided by law, the following positions in the Executive Branch of State government are in the executive service:

- (1) the chief administrator of a principal unit or a comparable position that is not excluded from the State Personnel Management System under §6-301 of this title as a constitutional or elected office; and
- (2) a deputy secretary or assistant secretary of a principal unit or a position that the Secretary determines has similar stature.

(b) ***Other positions.*** – The executive service includes any other position that is determined by the Secretary to be in the executive service. (Annotated Code of Maryland State Personnel and Pensions Article §6-404).

**EXTERNAL COMPLAINT:** A complaint filed with the Maryland Commission on Civil Rights, Department of Justice, Courts, and/or Equal Employment Opportunity Commission.

**INTERNAL COMPLAINT:** A complaint received at the originating agency and/or appealed to the Office of Statewide Equal Employment Opportunity Coordinator.

### **MANAGEMENT SERVICE:**

(a) ***Executive Branch*** – Except as otherwise provided by law, a position in the Executive Branch of State government is in the management service if the position:

- (1) primarily involves direct responsibility for the oversight and management of personnel and financial resources;
- (2) requires the exercise of discretion and independent judgment; and
- (3) is not in the executive service.

(b) ***Other positions.*** – The management service includes any other position that is determined by the Secretary to be in the management service. (Annotated Code of Maryland State Personnel and Pensions Article §6-403).

**MULTIRACIAL:** Two or more races.

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**NEW HIRES:** An employee who was hired for the first time or rehired after a break in service for permanent full-time employment.

**PERMANENT PART-TIME EMPLOYEE:** An employee who works an average of 50% or more but less than 100% of the regular workweek. (Annotated Code of Maryland State Personnel and Pensions Article §7-701).

**PRINCIPAL UNIT:** A principal department or other principal independent unit of State government.

### **PROFESSIONAL SERVICE:**

(a) ***Executive Branch*** – Except as otherwise provided by law, a position in the Executive Branch of State government is in the professional service if the position:

- (1) requires knowledge of an advanced type in a field of science or learning customarily acquired by a course of specialized intellectual instruction and study; and
- (2) normally requires a professional license, advanced degree, or both.

(b) ***Other positions.*** – The professional service includes any other position that is determined by the Secretary to be in the professional service. (Annotated Code of Maryland State Personnel and Pensions Article §6-402).

**PROGRAM:** Equal Employment Opportunity Program established under the Annotated Code of Maryland State Personnel and Pensions Article, Title 5.

**PROMOTION:** A change from one class to another class with a higher maximum rate of compensation.

**PROMOTIONAL CANDIDATE:** An employee in a non-temporary position in the skilled or professional services who is not a special appointment.

**PROTECTED GROUP:** A group that is specifically protected by Maryland law from discrimination.

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**SKILLED SERVICE:**

- (a) **Executive Branch** – Except as provided in this title or otherwise provided by law, all positions in the Executive Branch of State government that are included in the State Personnel Management System are in the skilled service.
- (b) **Judicial Branch** – Except as otherwise provided by law, the following positions in the Judicial Branch of State government are in the skilled service.
  - (1) clerical and administrative positions in the District Court of Maryland; and
  - (2) full-time constables in the District Court of Maryland.
- (c) **Other positions.** – The skilled service includes any other position that is specified by law to be in the service. (Annotated Code of Maryland State Personnel and Pensions Article §6-401).

**SPECIAL APPOINTEES:** Except as otherwise provided by law, individuals in the following positions in the skilled service, professional service, management service, or executive service are considered special appointments:

- (1) a position to which an individual is directly appointed by the Governor by an appointment that is not provided by the Maryland Constitution;
  - (2) a position to which an individual is directly appointed by the Board of Public Works;
  - (3) as determined by the Secretary, a position which performs a significant policy role or provides direct support to a member of the executive service;
  - (4) a position that is assigned to the Government House;
  - (5) a position that is assigned to the Governor’s Office; and
  - (6) any other position that is specified by law to be a special appointment.
- (Annotated Code of Maryland State Personnel and Pensions Article § 6-405).

**UNDER-UTILIZATION:** Having a lower number of protected group employees in the overall work force and within categories than would reasonably be expected by their availability in the relevant Civilian Labor Force.

**UNIFORM POLICE:** Used exclusively for uniformed police positions at the Maryland State Police – Not used for other police positions.

**UTILIZATION ANALYSIS:** A statistical comparison of an agency’s workforce in various job categories with the relevant Civilian Labor Force.

## Racial/Ethnic Categories

**White (*not of Hispanic origin*):** A person having origins in any of the original peoples of Europe, the Middle East, North Africa.

**African-American (*not of Hispanic origin*):** A person having origin in any of the black racial groups of Africa.

**American Indian or Alaskan Native:** All persons having origins in any of the original peoples of North or South America, including Central America, and who maintain cultural identification through tribal affiliation or community recognition.

**Asian:** A person having origin in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

**Hispanic or Latino:** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.

**Native Hawaiian or Pacific Islander:** All persons having origins in any of the original peoples of the Hawaii, Guam, Samoa, or other Pacific Islands.

**Multiracial:** Two or more races.

## **Description of Job Categories**

**Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division and fire chief and inspectors, examiners (*bank, hearing, motor vehicle, warehouse*), inspectors (*construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation*), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

**Professionals:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dieticians, lawyers, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

**Protective Service Workers:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (*except maintenance*), and kindred workers.

**Sworn police officer:** means a law enforcement officer who in an official capacity is authorized by law to make arrests; and is within the Secretary's salary setting authority.

**Administrative Support:** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

**Service-Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and grounds keepers, refuse collectors, construction laborers, park rangers, (*maintenance*), farm workers (*except managers*), craft apprentices/trainees/helpers, and kindred workers.

**Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work, which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, kindred workers.

**Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (*medical, dental, electronic, physical sciences*), police and fire sergeants, inspectors (*production or processing inspectors, testers and weighers*), and kindred workers.