HRD launches the Commonwealth Supervisor Certificate Program

Due to an overwhelming response from non-managers seeking a certificate program similar to the one HRD recently offered for management, HRD announced the Commonwealth Supervisor Certificate Program (CSCP) and applications were accepted through January 21, 2011. The program is designed to provide employees in supervisory positions with the skills they need to achieve mission critical goals particularly during ever-changing work environments. The program will commence in February and end in June, 2011. Students will be enrolled in four, one-day courses and a one, half-day reflection exercise. Classes will be offered at locations across the Commonwealth.

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Moving MassHR
An Interview with Lana Jerome,
MassHR Business Lead

As part of Governor Deval Patrick’s reform under Executive Order 517, the Human Resources Division (HRD) and the Executive Branch HR Community is charged with developing a cost-effective and efficient HR delivery model. The model is aimed at increasing workforce productivity through the greater automation of HR transactions, thereby eliminating redundant, HR systems. As a result of this directive, the MassHR program was born.

Lana Jerome, the MassHR Business Lead, is responsible for implementing numerous components of the program and is excited about the opportunity she has to simplify, streamline and improve the delivery of HR services.

Lana hopes that people realize the significance of MassHR and its’ effect on the way we do business in the Commonwealth. She stated, “I think the most important thing is for people to understand that MassHR is not just about turning on new technology. It is about challenging how and why we do the things we do, in an effort to find better solutions.”

Lana transitioned over to the program this summer from the Executive Office of Health and Human Services. For many, such a transition would be a little intimidating; however, Lana was eager to take on the challenge. “It is an exciting time for HR in the Commonwealth, and I wanted to be involved on the ground floor of this reform.”

(Continued on page 3)
The Test Development Team is responsible for the creation and documentation of all written examinations given by the Civil Service Unit, including the performance of in-house job analyses and review of examinations by subject matter experts. Currently, the Team provides examinations for annual municipal Police and Fire Entry-Level and Promotional titles; provides examinations upon request for certain State Agency job series, such as Correction Officers, Correctional Program Officers, Recreation Officers, Industrial Instructors, Parole Officers, and Environmental Police Officers; reviews and monitors all examinations given for Civil Service titles that are created by private consultants at the request of a municipality; reviews and approves municipal Psychological Screening Plans; and creates and publishes examination announcements, Reading Lists, and Examination Preparation Guides, to assist candidates in preparing or studying for examinations. The Team also performs post-examination statistical analyses and responds to candidate appeals.

The Team’s ultimate goal is to create an examination that directly determines the most qualified candidates for a specific job. Civil Service examinations are used for many titles statewide and are one of the primary means of determining the hiring or promoting of individuals for jobs. The Team works diligently to ensure that fair and relevant examinations are given and that they reflect the changing nature of each job. In order to create a new written examination, the Team starts by studying the job to be tested. Determinations are made as to the most important tasks involved in performing the work and the competencies required to perform those tasks. The team then statistically creates an examination plan detailing the competencies that will be tested. Relevant sources of information, such as agency materials, textbooks, and job relevant manuals, are identified and used by the Team to create examination questions. Each of these steps involves multiple Subject Matter Experts, who have work experience in the ranks being examined and thereby, have intimate knowledge of the job requirements.

The Team is always seeking to improve the services they offer and in recent years has made progress in reaching that goal. For example, the Team now provides online testing for candidates on active military duty, giving online exams to candidates in exotic and faraway locales, like Djibouti, Iraq, Japan, Kosovo, Qatar, Germany, Hawaii, and Guam. Another example is the Regional Assessment Center Initiative, which was first implemented in 2009. An Assessment Center is a type of examination that is drastically different from the usual written exam. Using methods such as task simulations and role playing, it tests for critical supervisory/administrative abilities, such as leadership, communication, and decision making. The candidate is given critical and frequently performed job situations to resolve and then is scored by experts on her/his performance. The Team has been working closely with the Massachusetts Chiefs of Police Association to create those exams and administer them regionally for certain titles. This initiative is continuing to expand, including more job titles and gaining popularity among cities and towns.
Moving MassHR

An Interview with Lana Jerome, Mass HR Business Lead

(Continued from page 1)

Lana began working for the Commonwealth as a student intern for the Division of Capital Asset Management in Human Resources. Early on in her career, Lana enjoyed interacting with employees and assisting management in solving problems. Her 20 plus years of experience has given her an appreciation for the importance of providing effective HR services. As the MassHR Business Lead, Lana is focusing her attention on implementing the 4 strategic initiatives that embody Executive Order 517. These include:

- Implementing new strategic workforce enhancement programs;
- Providing professional development for the HR community;
- Implementing a more efficient service delivery model using shared services;
- Implementing supporting technologies

Lana’s days are anything but typical. Her focus now is on supporting the rollout of a pilot program for the Self-Service Time and Attendance component in the Commonwealth’s Human Resources Compensation Management System (HR/CMS). The Self Service Time and Attendance Pilot was launched as a learning experience to inform HR professionals about the application. Lana indicated, “At full implementation, we could have over 80,000 employees entering time and attendance directly into the application, including those outside the Executive Branch. To effectively plan for the pilot, I drew on my agency experience and worked with our pilot agencies and the Project Team to ensure the business requirements are addressed in the system, with an eye towards greater automation of time and attendance rules.” Lana asserts that her greatest challenge is “building a system that meets the critical needs of such a diverse workforce while supporting greater automation. Commonwealth employees include health care workers, correction officers, engineers, scientists, police officers, teachers, administrative staff, and so on, many with their own unique collective bargaining agreements and rules governing time and attendance. We must revisit our business rules and practices to allow for greater standardization, if we are to move toward greater automation, which is the ultimate goal.”

Since launching the second phase of the pilot, Lana’s focus has shifted to supporting the issuance of an RFR for an Integrator, a vendor that will help the Commonwealth deliver all components of MassHR, including Talent Management, Shared Services and a full rollout of Self Service Time and Attendance and other technology modules.

As for “pearls of wisdom” that Lana would share with folks who are just embarking on this type of project, Lana said, “sometimes the solutions will require changes in policy or contract language, sometimes they will require enhanced automation, and oftentimes they will require both! For MassHR to be a success, we need to embrace change and embark upon a path of continuous improvement.” Lana’s goal as MassHR Business Lead is for the Commonwealth to become an employer of choice - an employer that attracts and retains the best and the brightest talent and invests in its workforce on a continuous and sustainable basis.
MassHR Self-Service Solutions

The recent successful upgrade of HR/CMS to version 9.0 was an important milestone for MassHR. We now have the PeopleSoft infrastructure to support the rollout of new and exciting HR self-service modules that will allow us to automate many of our paper-based business processes over the next several years.

The first implementation, expected to begin in September 2011, will be for Time and Attendance. Other modules such as those that support and streamline the Hiring Process, Absence Management, e-Learning and e-Performance will be rolled out once the Time and Attendance program is on line.

In preparation for the Time and Attendance roll-out, MassHR conducted two pilots to test the system and to apply existing business rules to determine necessary changes. In these well-received pilots, we worked with our partner agencies, CTR and ITD, and with HR professionals and employees from Shattuck Hospital and the Berkshire Sheriff’s Department to determine if the proposed module will be able to support us in reducing the time spent on repetitive time data entry. The results from the pilots are still being analyzed, but first reports are extremely positive.

Implementing new technology provides an opportunity to examine the way we do business and to focus on defining and incorporating best practices into MassHR to optimize every opportunity to change the mission of state HR from “transaction police” to assisting our employees and managers in delivering services to our clients and customers.

I invite you to read the Governor’s Executive Order 517 and the HR Strategic Plan located under MassHR at mass.gov/hrd, for more information. Upcoming events and activities will also be posted there so that you may follow MassHR’s development.

Please send any questions or comments about MassHR and our upcoming automation projects to me at: HRD-dl-policyunit@massmail.state.ma.us.

I look forward to hearing from you.

Paul D. Dietl

For the HR Professional:

Corporate Leadership Council Meetings/Teleconferences/Webinars:

Building Next Generation HR-Line Partnerships - Part II
March 10, 2011

Building a World Class HIPO Program with CLC Pro
March 15, 2011

Building and Managing an Effective Employment Value Proposition
March 17, 2011

Building Engagement Capital E-vent
March 29, 2011

Next Generation HR Operating Models
April 5, 2011

JetBlue's "Workforce of Brand Ambassadors": A Conversation with Julia Gomez
April 15, 2011

Building Engagement Capital - Part 1
April 29, 2011

Building Engagement Capital—Part 2
May 5, 2011

To register for any of the above, please visit the Corporate Leadership Council Website. You will need to request site access if you do not already have an account.
Case Summary

This case was heard before the Civil Service Commission (Commission) regarding whether the Department of Transitional Assistance (DTA) had the authority to fill fourteen out of nineteen open BERS C Supervisor positions with provisional civil service employees. In March 2010, DTA posted nineteen vacancies for BERS C supervisor positions specifying that the positions would be filled as “provisional appointments.” Under MGL ch. 31 § 12, Appointing Authorities may consider permanent or provisional civil service employees as well as external candidates for an open position. Civil service employees are considered “provisional employees” if they were hired without taking an eligibility examination and therefore, without appearing on an eligibility list established by HRD. In contrast, “permanent” civil service employees are candidates who were hired after being certified on an eligibility list created pursuant to the examination process. The eleven appellants filed an appeal with the Commission arguing that it is against civil service laws to fill the BERS C positions with provisional employees, specifically the Appellants argued that it is a violation of the Felder decision regarding provisional appointments. DTA argued that the nineteen selected candidates had the best interview scores of all the interviewed candidates and without an eligibility list to draw candidates from, DTA properly selected the fourteen provisional candidates according to civil service rules and basic merit principals.

Decision

The Commission concluded that it has been an accepted fact that for the last few years HRD has been unable to administer examinations for most non-public safety positions and as such, there are no eligibility lists from which to certify candidates for many civil service positions resulting in many civil service candidates being hired as provisional employees. According to the Commission’s interpretation of MGL ch. 31 § 15, Appointing Authorities may not promote provisional employees through the provisional promotion process because under the statute only permanent civil service employees may be promoted provisionally. If an Appointing Authority wishes to promote provisional employees to a higher title, they may do so under MGL ch. 31 § 12 which governs “provisional appointments”. Using the guidelines outlined above, the Commission could not find that DTA filled the nineteen BERS C positions in violation of civil service rules or laws.

Appeal Dismissed.
The Human Resources Division (HRD) will be offering an open competitive civil service examination for Police Officer on April 30, 2011. The last date for applications is March 15, 2011. This examination is being held to establish an eligibility list from which to fill Police Officer vacancies in civil service cities & towns and the Massachusetts Bay Transportation Authority (MBTA). The eligibility list may also be used to fill police officer vacancies in non-civil service jurisdictions.

Candidates must meet the following criteria:

1) Posses high school diploma or equivalency certificate approved by the Massachusetts Department of Education OR have three years of experience in the armed forces of the United States with last release or discharge under honorable conditions.

2) Must be at least 21 years of age on or before April 30, 2011. While there is no upper age limit to take this examination, some departments accept only candidates who meet certain age requirements. Candidates are encouraged to review the age requirements of the Police Departments Covered by Civil Service before applying.

Please visit HRD’s website for additional examination information, including the online application and a list of upcoming examinations. There will be an additional $50 dollar processing fee for applications filed after the March 15, 2011 deadline. Applications WILL NOT BE ACCEPTED after APRIL 1, 2011.

Since 2002, applicants for municipal police and fire services, MBTA transit police, DOC correction officer, and other public safety examinations have accessed SOARIS, the Civil Service Standings & On-line Applicant Record Information System. SOARIS is a self-service system that allows Civil Service exam applicants to access a wide range of information, including their scores, standings, and examination information. Applicants can also use the SOARIS system to update their personal information, cutting back on processing time. The Human Resources Division (HRD) developed this system to provide applicants with the opportunity to gain access to a wide variety of self-service functions and information, 24 hours a day, 7 days a week.
The curriculum includes the following topics:

- Communication
- Team Building
- Managing change
- Leveraging the talent, knowledge and skill of a diverse workforce
- Supervision
- Problem Solving

In order to be eligible for the CSCP, candidates were required to have the following at time of application:

- Have completed at least 12 months of full-time service with the Commonwealth;
- Be in an active status;
- Have completed at least one Performance Evaluation (e.g., EPRS or its equivalent) for another state employee in the last year (2010).

The application period closed on Friday, January 21, 2011. More than 250 supervisors applied to the program and 200 of these will be selected to attend. Applicants will be notified regarding their status the first week of February.

For additional information please visit the HRD website at www.mass.gov/hrd.
BLOOD DONATION LEAVE PROGRAM

Blood Donations Save Lives!

We would like to recognize two state agencies which recently organized blood drives for their employees. We appreciate their support of the blood donation program and thank all state employees who donate blood. Every blood donation saves 3 lives!

**American Red Cross Blood Drive**

On November 19, 2010 the Department of Workforce Development (DWD) and the Division of Unemployment Assistance (DUA) held its **first** blood drive for employees at the Hurley Building in Boston. The blood drive coordinator is Bob Young, Job Specialist. Executive supporters of the blood drive include: DUA Director Judi Cicatiello, DWD Chief Operating Officer Tim McMahon, DWD Deputy Director George Moriarty, DWD Director of Operations Terry Fancher, DUA Call Center Director, Jack Cullinane, and DUA Claims Rep Manager Petri Turner. Several DWD employees staffed the reception and post-donation refreshment table as SERV volunteers. The blood drives resulted in 34 units of blood being collected to serve the needs of patients throughout Massachusetts.

“Having a blood drive here allowed so many of us the convenience of donating vital “gift” for others.”
- Judi Cicatiello, Director, Division of Unemployment Assistance

“Our staff recognizes the duty we all have to help those in need and they responded generously. The spirit of giving is central to their professional lives, but it is also hardwired into their personal value systems.”
- Tim McMahon, Chief Operating Officer, Department of Workforce Development

The next blood drive for Hurley building employees was held on 2/10/11. If your agency would like to host an American Red Cross blood drive at your state agency please visit: [http://www.redcrossblood.org/forms/host-blood-drive](http://www.redcrossblood.org/forms/host-blood-drive).

Left to right: Kaity Lawler (Red Cross), Len Walker (Red Cross), Tim McMahon (DWD), Judi Cicatiello (DUA), Bob Young (DUA), Terry Fancher (DWD), and George Moriarty (DWD).
Brigham and Women’s Hospital Blood Drive

On November 9, 2010 the Massachusetts Office of Coastal Zone Management (EEA: Executive Office of Energy Environmental Affairs) held its fourth Brigham and Women’s Hospital (BWH) blood drive for state employees at 251 Causeway Street, Boston. The blood drive coordinator is Bob Boeri, Project Review Coordinator, who assumed this responsibility when his colleague who started the drives left the agency.

The blood drive resulted in 108 units of blood being collected (that is over 13 gallons!) including many O-negative units (universal blood donor type), which are particularly helpful for the Newborn ICU. The blood drive supports the diverse transfusion needs of patients at BWH and Dana-Farber Cancer Institute and have provided 159 patient transfusions.

The next blood drive open to any state employee is scheduled for 3/1/11 from 9am-4pm at 251 Causeway Street, Boston. To make a donor appointment email: Robert.Boeri@state.ma.us. All who donate will receive a "Kiss Me I'm A Blood Donor," long-sleeve, green and white T-shirt from BWH. The hospital is developing a new program called "Friends 4 Life", a special recognition program honoring volunteer blood donors who commit to donate blood at least 4 times a year. After their successful 4th donation, a special gift is given in addition to the regular thank you gift.

If your agency would like to host a Brigham and Women’ Hospital blood drive at your state agency please call Linda Perry at 617-732-6620.

To learn more about the blood donation leave program, please see:

Blood Donation Leave Program Memo:
http://www.mass.gov/Eoaf/docs/hrd/policies/files/pol_blood_prog_memo.doc

Blood Donation Leave form:
http://www.mass.gov/Eoaf/docs/hrd/policies/forms/pol_blood_program_slip.doc

Have you sponsored a blood drive at your agency? Send an email to natalie.wadzinski@massmail.state.ma.us to be featured in a future newsletter.
With over 30 years of experience working for the Commonwealth, Lisa Peduto brings a wealth of knowledge and ability to the Operations and Maintenance section of the HRD, HR/CMS Project Office, working as a Functional Analyst. “Having worked two summer jobs while in high school in the public sector and then as an “03” student intern while in college, I enjoyed the work and the people who I worked with, who were career employees. The Department of Social Services was just beginning when I was seeking full-time employment. I was able to obtain a job at the brand new department with an awesome group of people.” Now at HRD, Lisa is responsible for assisting fellow employees through their Help Desk questions. Although she admits missing the financial analysis functions she used to perform for over 20 years, she really enjoys adapting to all of the changing technology which has evolved. She stated, “When I started, if you worked on an IBM Selectric you had it made.”

Although Lisa’s position can be demanding at times, her experience gives her the insight and skills she needs to assist others and has led to a successful career. She commented, “With HRCMS moving to Self Service Time and Attendance there has been testing, updating data, and participating in the Pilot for both 9-5 and 24/7 employees. As we are almost a year after implementation there have been fewer questions as users become familiar with the upgraded system and the resources available for self help such as the job aids and resource documents.” Lisa is also responsible for updating job aids and resource documents.

During her spare time, she has the most important role of being #1 aunt as she has 10 nieces and nephews, five of whom are currently in high school. Lisa also is an active participant in arts and crafts. Lisa stated, “When I have some free time, I enjoy being with good friends and my family and love attending the musical and sporting activities of my nieces and nephews.”

As a native and current resident of the Silver City (Taunton, Massachusetts), Diana Silvia is truly dedicated to the Bay State. Diana has over 20 years of work experience in the field of HR and she eagerly joined HRD in August of 2010. As a HR/CMS Functional Analyst, Diana’s position is filled with numerous and various duties. Everyday is different as she explained, “Each day brings a new challenge which I truly welcome. I have been afforded a great opportunity in which I gain knowledge on a day to day basis. Working with the HR/CMS team has made HRD a great place to work. We all work together and value each other’s opinion.” Diana possesses a wealth of technical knowledge which she utilizes when responding to Help Desk inquiries. One of the main reasons she began her employment with the Commonwealth is because she enjoys helping others. As for advice Diana would give to a new HR hire, she stated, “I have had a great time working for the Commonwealth. I wish you the same. Remember that things can change at a moment’s notice so be sure that you can switch gears quickly and swiftly.”

When not working on HR/CMS, Diana enjoys spending time with her family. She commented on her winter vacations, “We like to travel up north for snowmobiling, tubing and relaxing by the fire. During the summer (hurry up already!!), we enjoy most of our time having family barbecues.” Diana’s most proud accomplishments is her 8-year-old daughter, Paige. She stated with pride, “She (Paige) is truly the most heart-warming little girl you could ever meet. She always wants to help others. She brings joy to anyone around her. Listening to the laughter of your family and friends is priceless!”

Who knows, maybe Paige will follow in her mother’s footsteps and work for the Commonwealth one day and of course, reside in the Bay State!
Questions (True or False)

1. FMLA leave is available to an employee to care for an in-law whether or not they live with the employee.

2. **FMLA Military Exigency**, a military family leave provision, is available to an employee with a spouse, parent, or child who is a regular service member or a reservist.

3. An employee needs to follow normal call-in procedures if missing work time due to an FMLA serious health condition.

4. An employee can dictate whether absences for a serious health condition will be counted against their FMLA allowance for the year.

5. A Registered Nurse (RN) is not an acceptable health care provider to sign FMLA forms.

Answers:

1. **False** – In-laws are not eligible under the FMLA even if the employee has legal guardianship or power of attorney. Some collective bargaining agreements and the Red Book allow the use of “sick in family time” to provide care for an individual residing in the employee’s household but this does not mean the employee has FMLA protected leave.

2. **True** – the US Department of Labor extended military exigency leave for eligible family members of regular service members, formerly this was only awarded to family of reservists who were deploying.

3. **True** – an employee on FMLA should be notifying his supervisor on a daily basis if leave is being taken intermittently and a specific date/time was not specifically approved in advance. For an employee who is approved for continuous leave, only one notification to the supervisor is needed. Employees who fail to follow call-in procedures can be subject to disciplinary action.

4. **False** – it is the employer’s obligation to designate eligible absences as FMLA if it meets the definition of a serious health condition. This is true whether or not the employee wants the time counted and regardless of whether the employee is receiving any compensation for the leave (sick, vacation, personal time, EILB, workers’ comp, STD, or LTD.

5. **True** – only certain health care providers are authorized to sign FMLA forms; Registered Nurses are not one of the accepted disciplines but Nurse Practitioners and Physician Assistants can sign FMLA forms. (see list on page 15 of FMLA Guide for a complete list.) [http://www.mass.gov/Eoaf/docs/hrd/policies/fmla/guide_employees.doc](http://www.mass.gov/Eoaf/docs/hrd/policies/fmla/guide_employees.doc)

You can check the status of a health care provider at:


Board of Registration in Medicine (physicians)


Division of Professional Licensure (allied health professions)

- [https://licensecheck.hhs.state.ma.us/mylicenseverification/](https://licensecheck.hhs.state.ma.us/mylicenseverification/)

Dept of Public Health Division of Health Professions (dentists, nursing, physician assistant)

Send us your FMLA question for inclusion in the next newsletter.
Governmental Financial Manager Certificate
Recommended as a Preferred Qualification

In an effort to encourage state agencies to find development opportunities for existing employees and to recruit highly skilled/trained professionals, the Human Resources Division (HRD), in partnership with the Office of the State Comptroller (OSC), has been reviewing the existing Association of Government Accountants (AGA) Certified Governmental Financial Manager (CGFM) program. This certificate program can now be utilized by agencies as a preferred qualification as part of the recruitment process.

In order to earn a CGFM, an individual must have the following:

1. A Bachelor’s Degree from accredited college or university with 24 credit hours within the following areas: Accounting, Auditing, Budgeting, Finance, Electronic Data Processing, Information Resource Management, or Public Administration; and
2. Two years of professional experience in government and taken and passed three exams dealing with the government environment, including managing financial resources and accounting and reporting on such resources.

Certified individuals are also required to continue their education and update their skills by earning 80 continuing professional education credits every two years.

When agencies post vacancies for fiscal positions such as Administrator Series (when the nature of the business is financial), Fiscal Officer Series, Accountant Series, Auditor Series, Federal Aid Coordinator Series, Internal Auditor Series, and the Management Analyst Series (when the nature of the business is financial) the CGFM can be considered a preferred qualification.

More information about the CGFM program may be found at: www.agacgfm.org

Quarterly Quotes
Of all the things I’ve done, the most vital is coordinating those who work with me and aiming their efforts at a certain goal.

— Walt Disney