

**Department of Public Works**  
**And**  
**Department of Human Resources**  
**Response**  
**Case # 25-0004-I**



CITY OF BALTIMORE  
MAYOR BRANDON M. SCOTT

MEMORANDUM

<b>TO</b>	Isabel Mercedes Cumming, Inspector General
<b>FROM</b>	Quinton M. Herbert, Director, Department of Human Resources Khalil Zaied, Director, Department of Public Works
<b>DATE</b>	September 30, 2024
<b>SUBJECT</b>	OIG Case #25-0004-I

On the afternoon of Friday, September 20, 2024, the Office of Inspector General (“OIG”) referred Case #25-0004-I to the Departments of Human Resources and Public Works (hereinafter “DHR” and “DPW”) for a response to the investigation conducted by the OIG (Exhibit A). This correspondence will serve as the DPW’s and the DHR’s official management response to OIG Case #25-0004-I.

The OIG highlighted that over a hundred solid waste workers within the DPW’s Bureau of Solid Waste (“BSW”) were without health insurance and were unaware of the waiver credit options available to them. Witnesses indicated difficulties in accessing Workday (“WD”), the City of Baltimore’s human capital management system, which may have contributed to this lack of awareness. Ultimately, the OIG recommended that DPW and DHR work collaboratively “to complete immediate outreach for the 276 DPW employees who currently do not have insurance so that health insurance and waiver credit information can be thoroughly explained...[and] offer follow-up training on the WD system to employees if needed.”

**Background**

The Office of Employee Benefits (“OEB”) within the DHR manages the City’s health and welfare benefits plans for employees, retirees, and eligible dependents. The City offers medical, prescription drug, dental, vision, optional life, AD&D, and FSA plans. This office also supplies wellness programs, support groups, and workshops. Agency HR Practitioners ensure that new hires complete New Employee Orientation (“NEO”) and provide assistance to employees in the onboarding process including enrollment in employee benefits.

Of the 12,958 active employees eligible for an employer-sponsored health, prescription drug, or other benefit (e.g. dental, vision or optional life insurance), 11,830 (or 91%) are enrolled in at least

one benefit. 522 employees have actively waived coverage.<sup>1</sup> 605 employees currently reflect no benefit election.<sup>2</sup> In short, only 4.6% of the total population of benefit eligible employees reflect no election.

That said, we acknowledge the anecdotal information related to the challenges faced by BSW employees in DPW accessing and enrolling in the City's employee benefits program. Our commitment to supporting all employees in their benefits enrollment is paramount and we take these concerns seriously.

In response to the Management Alert, we wish to articulate several current processes and programs that are in place within DHR and DPW to address these concerns and highlight several actions that are in process to further minimize any barriers to employees participating in the benefits enrollment process.

### **DPW Current Programs and Processes**

1. ***Agency Tech Tuesday Training:*** For over two years, during its 2-day New Employee Orientation, DPW-HR has been conducting Tech Tuesdays, on the second day of DPW's in-person orientation, to assist employees in acclimating to WD.

2. ***Culture Camp:*** DPW-HR also conducts Culture Camp for all new hires, which is a comprehensive 30-60-90-day onboarding program strategically designed to cultivate our organization's positive, high-performance work culture. More specifically, during the 30-day meeting, new hires are reminded about the comprehensive benefits the city provides, an overview of Benefits Enrollment is provided, and new hires are reminded to contact the DHR-Benefits team or DPW-HR for assistance (Exhibit B).

3. ***Targeted Communication:*** Recently, DPW has hand-delivered and mailed the attached letters to all 136 BSW employees identified in the Management Alert and informed them of their status and options (Exhibit C). DPW also has a training session scheduled for supervisors on Monday, September 30, 2024 during which DPW Leadership will encourage them to follow up with employees and reinforce the importance of understanding and utilizing their benefits.

### **DHR Current Programs and Processes**

1. ***New Employee Orientation ("NEO"):*** DHR currently provides NEO virtually to all new hires. The Benefits section of NEO covers who/when/waiver credit/optional coverage/how to enroll etc. and directs employees to WD and to additional resources along with contact information for

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<sup>1</sup> To be eligible for the collectively bargained waiver credit, employees must provide proof that they have health insurance coverage. The source of that coverage cannot be a City-sponsored plan and the employee must actively waive health benefits and upload proof of coverage to their Workday profile. It is worth noting that of the 523 employees receiving a waiver credit 80, or 15% are in AFSCME Local 44, in similar classifications to the employees in the BSW.

<sup>2</sup> 46% of the employees reflecting no benefit election are in DPW.

additional help.

<https://360.articulate.com/review/content/40f17333-e3c6-4f3b-b5be-2ddf629f5814/review>

Of the 276 employees in DPW without any benefit election, 171 were hired post-Workday Learning (“WDL”) go-live, and therefore had NEO supplied to them via WDL, using learning campaigns. All 171 employees were captured into the learning campaign (task item appears in WD to both the employee and the manager). 99 acted on their task, by enrolling into NEO. 96 have completed or are in progress with NEO, leaving 4 who took initial action, but have not started NEO. 72 employees failed to complete the initial task of enrolling in NEO. Out of the 276 employees in DPW without benefit election, only 11 have not logged into WD at all. That is only 4%<sup>3</sup>.

**2. Digital Literacy Training:** As it pertains to digital literacy concerns, Digital Skills is a program specifically designed to increase digital literacy among city employees by ensuring they have foundational computer skills and digital basics needed to navigate their professional and personal lives. It was launched as a pilot program targeting DPW in March 2023. The pilot program ran over the course of 3 months and included in person instruction at the Park Terminal location for ease of access for the pilot population. The program was launched city wide in October 2023. It is now taught regularly at DHR’s Learning Lab located at 7 E. Redwood, Floor 15.

Digital Skills is a full day course that is approved by the Office of the Labor Commissioner where an employee can use up to 8 hours of permission leave to attend. In addition to the regularly scheduled courses there have been successful agency cohort initiatives for DPW, DGS and BCRP. Digital Skills has 5 modules which covers a host of core digital literacy skills and concludes with Workday specific training covering:

- Logging into Workday
- Workday Main Menu
- Personal Information
- Benefits
- Absence
- Entering Time Worked
- Workday Learning

In total, 70 DPW employees have participated in the program to date.<sup>4</sup> DPW and DHR continue to coordinate efforts to provide this training to a larger set of employees.

**3. OEB Regular Office Hours:** The OEB has daily office hours from 8:30am-4:30pm Monday-Friday. On average, benefits specialists handle over 600 calls each week from employees and retirees related to employee benefit availability, coverages, specific claims and other benefits related questions. OEB Benefits specialists are also available for scheduled in-person appointments during those office hours. To the extent that employees in the BSW have specific

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<sup>3</sup> Of the 276 employees in DPW without any benefit election, all but 4 have signed into Workday via computer or mobile device. This data highlights potential lapses in individual employee accountability.

<sup>4</sup> Approximately 56% of the employees who completed the Digital Skills Training are assigned to the BSW.

questions related to their employee benefits, the Monday office hours provide access during time when BSW employees are not working in the field and have more flexibility.

**Future Actions:**

1. ***Enhanced Communication and Training:*** We will work collaboratively to develop targeted communications that clearly outline the employee benefits that are available, enrollment procedures, and important deadlines. Additionally, DHR will work with DPW to schedule training sessions for both supervisors and employees ensuring that everyone is equipped with the necessary knowledge to navigate the enrollment process effectively.

2. ***Regular Reporting:*** Moving forward, DHR commits to regular reporting on the enrollment rates for the agency. This will help in tracking improvement over time while ensuring accountability.<sup>5</sup>

3. ***Increased Access to Technology for BSW Staff:*** The DPW-Information Technology (IT) team is in the process of installing WD Kiosks at all BSW yards, enabling employees to conveniently enroll in benefits.<sup>6</sup> (Exhibit D) All computers are operational, with the exception of one located at the Sisson Street yard. DPW is currently collaborating with BCIT to address this issue and anticipates having all computers fully functional by the first week in October. DPW will also help employees enroll in benefits during the in-person informational session referenced below.

4. ***Addition of In-Person Informational Session During 2024 Open Enrollment:*** In conjunction with DPW-HR, DHR's OEB will facilitate an in-person informational session on Monday, October 21, 2024, from 7:00 AM to 12:00 PM at the Middle Branch Aquatic Center, to accommodate employees in the Bureau of Solid Waste. Employee Benefits Partners will provide information and answer any questions related to the benefits offered by the City, while DPW-HR staff will be on hand to provide technical assistance to employees in enrolling for benefits in WD. (Exhibit E)<sup>7</sup>

We are committed to creating a transparent and equitable system that enables all employees, regardless of their job classification, to access and benefit from the programs offered. DPW and DHR will take the recommendations of the Management Alert under advisement and work to provide information and access to employees to make the best-informed choice regarding their employee benefits elections. DPW has already been in the process of developing and implementing processes to empower employees by utilizing WD. We are continuously evaluating our training options to determine the most optimal way to disseminate information to our employees. Please let me know if you have any questions or need any additional information.

cc The Honorable Brandon M. Scott, Mayor

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<sup>5</sup> Enrollment in health benefits remains an individual choice and the City cannot compel employees to enroll in employer-sponsored health and prescription drug benefits. Consequently, some employees will make the choice not to enroll in the City's health and prescription drug plans.

<sup>6</sup> DPW-HR will ensure that all job aids will be posted at all Kiosks to guide employees in *inter alia* enrolling/waiving their City benefits.

<sup>7</sup> BSW Leaders were instructed to post Exhibit E at all yards.

Faith Leach, City Administrator  
Simone Johnson, Deputy City Administrator  
Marvin James, Chief of Staff  
Richard J. Luna, Deputy Director, DPW  
Deepti Modha, Chief Administrative Officer, DPW  
Tonya Brinkley, Deputy Director, DHR  
Michael Tate, Assistant Deputy Director Operations, DHR  
Lindsay Wines, Assistant Deputy Director Administration, DHR

# **Exhibit B**

# Culture Camp

Building Success from Day 1: A Comprehensive 30-60-90 Onboarding Program

Created By: Carleita T. James



BALTIMORE CITY  
DEPARTMENT OF  
PUBLIC WORKS





# Introduction



# Welcome to Culture Camp

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Welcome to the DPW Culture Camp! An immersive 30, 60, and 90-day onboarding journey designed to cultivate skill development, foster professional growth, and introduce our new employees to the diverse and enriching landscape of our organization. We will meet for 90 minutes at the 30, 60, and 90-day mark of employment.



# Day 30 - Skill Development

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In the first 30 days, we focus on equipping new employees with the essential skills required for success. From technical proficiencies to understanding our unique workflows, We will lay the foundation for a thriving career at DPW. We will also cover:

**Benefits and Enrollment**

**Communication**

**Soft Skills**

**Goal Setting & Expectations**

**Job Aptitude**

**Skill Development via Workday**



# Benefits Overview

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DPW commits to supporting all employees through a comprehensive benefits package. Enrollment is done online through Workday. The links below will help you navigate Workday to complete enrollment. If you need further assistance, please reach out to the Office of Employee Benefits at 410-396-5830 or 410-396-5831. Myself or someone from DPW HR can assist as well.

- [Basic Workday Navigation](#)
- [Logging into Workday](#)
- [Manage Benefits](#)



## Day 60 - Professional Development

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As we progress into the 60-day mark, our Culture Camp shifts gears to emphasize professional development. Engage in mentorship, skill workshops in Workday, and collaborative projects to enhance your expertise and navigate your career path within DPW. We also prepare new hires for:

Staff Engagement

Community Engagement

Volunteering

Networking



## Day 90 – Goal Setting for the Future

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### 1. Specific

- Define Clear Objectives:** The goal should clearly outline what the new hire is expected to achieve. Ensure the objective is focused and detailed enough to provide direction.
- Example:** Instead of "improve skills," a specific goal would be "complete training on the new project management tool by the end of the month."

### 2. Measurable

- Establish Criteria for Success:** Determine how progress and success will be measured. Quantifiable indicators help the new hire track their progress.
- Example:** "Increase team productivity by 10% by implementing the new software."

### 3. Achievable

- Ensure the Goal is Realistic:** While goals should be challenging, they should still be attainable based on the new hire's skills, experience, and available resources.
- Example:** "Attend three onboarding training sessions and apply the learned processes within the first two weeks."



## Day 90 – Goal Setting for the Future

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### 4. Relevant

- **Align with Organizational Objectives:** The goal should tie into broader company or team priorities. It should matter to both the new hire and the organization.
- **Example:** "Master the company's CRM system to contribute to improving client relationship management."

### 5. Time-Bound

- **Set a Deadline:** Provide a clear timeframe for achieving the goal to create urgency and focus. This helps manage expectations and keeps the new hire on track.
- **Example:** "Submit a report on workflow improvements by the end of the second quarter."



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As you embark on this exciting journey, remember that DPW Culture Camp is more than just an onboarding program—it's a community, a learning environment, and a pathway to your success. Let's build excellence together and continue to be BEST IN CLASS –  
Carleita T. James

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B A L T I M O R E C I T Y  
**DEPARTMENT OF  
PUBLIC WORKS**

# Exhibit C

## CITY OF BALTIMORE

BRANDON M. SCOTT, Mayor



## DEPARTMENT OF PUBLIC WORKS

Khalil Zaied, Acting Director  
Abel Wolman Municipal Building, 6th Floor  
200 N. Holliday Street  
Baltimore, Maryland 21202

September 17<sup>th</sup>, 2024

Greetings:

You are receiving this letter because you are not enrolled in insurance benefits through the City of Baltimore. I would like to take a moment to remind you about the valuable benefits offered by the City of Baltimore, including medical, prescription drug, dental, vision, basic life and accidental death and dismemberment (AD&D) insurance, optional life insurance, waiver credits, and flexible spending account (FSA) benefits.

The City of Baltimore is conducting its Open Enrollment period from October 21<sup>st</sup> to November 4<sup>th</sup>, 2024. During this time, you will have the opportunity to enroll in or modify your benefits through Workday. Any coverage you elect during this period will be effective from January 1<sup>st</sup> through December 31<sup>st</sup>, 2025.

Furthermore, if you wish to opt out of certain City of Baltimore health benefits, you may be eligible for a Waiver Credit. The amount of the Waiver Credit is determined based on your union affiliation. The waiver credit amount is disseminated or spread over the full plan year (either at the beginning of plan year or by the number of pay periods left in the plan year for a new employee. New Employees have forty-five (45) days from their date of hire to enroll online using Workday. Each year, during the annual open enrollment period, you may choose to enroll in the waiver credit. Your participation will begin on January 1<sup>st</sup>, following your enrollment. You must re-enroll for waiver credits during the open enrollment period annually. It will not carry over from year to year.

Please ensure that your personal information is updated and all changes or selections regarding your benefits are completed via Workday by November 4<sup>th</sup>, 2024. Should you have any questions or need assistance, please do not hesitate to contact the City's Benefits Office at (410) 396-5830 or (410) 396-5831. Alternatively, you can reach out to the Department of Public Works-Human Resources Office at (410) 396-3330 for additional support with signing up or opting out of benefits.

Thank you for your attention to this important matter. We're here to help ensure you have the coverage that best meets your needs.

Sincerely,

*Khalil Zaied*

Khalil Zaied  
Acting Director

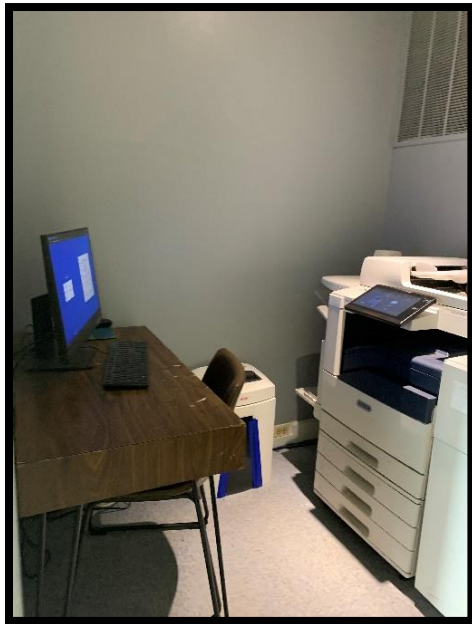
cc Richard J. Luna, Deputy Director, Department of Public Works  
LaToya Curtis, Chief of Staff, Department of Public Works  
Michael Tate, Assistant Deputy Director, Department of Human Resources

# Exhibit D

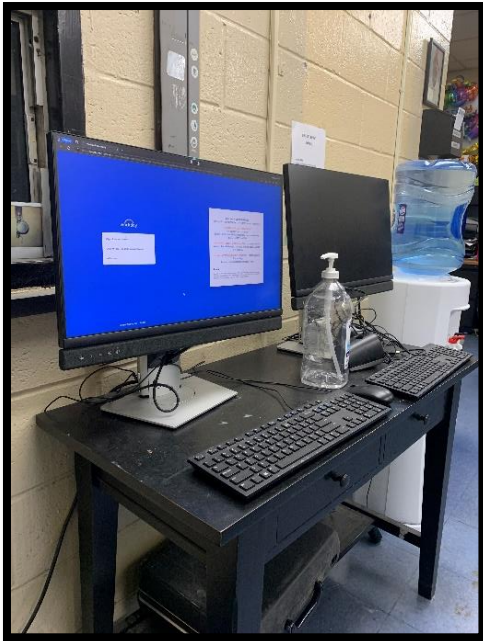
## Workday Kiosk' at DPW Bureau of Solid Waste (BSW) Facilities:

On 9/16/2024, DPW IT visited five BSW facilities. Four locations already have a dedicated Workday Station. Only Kane Street is missing one. Sission Street is using a regular computer for this purpose, but they want a dedicated kiosk as well. More details below.

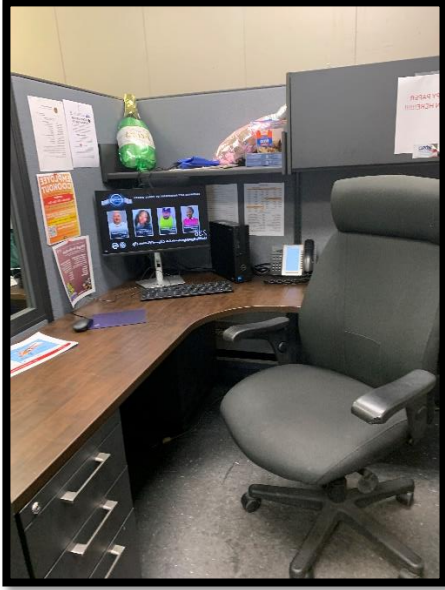
1. **Inner Harbor Marina:** This location already has a computer set up in Kiosk mode for the purpose of Workday.



2. **Bowley's Lane:** This location already has a computer set up in Kiosk mode for the purpose of Workday.



3. **Kane St:** This location does not have a dedicated Workday computer for the employee. We were not able to connect with Yolanda Cason or Robin Ghee. We think, a kiosk near their printers is a good spot, unless advised otherwise by Yolanda/Robin. We will follow up with them, first and then create a ticket to BCIT for any needed network drop for us to connect the machine,
  
4. **Sisson St:** This location has a regular computer dedicated for Workday. But Rodney Bennet mentioned that this spot is going to be used by a new employee, and they need a dedicated kiosk. We have identified a suitable location, and we are going to put a BCIT ticket for a network drops. Once that is completed, we can install the machine.



5. **Reedbird Ave:** location already has a computer set up in Kiosk mode for the purpose of Workday.



# **Exhibit E**





# Mini-Benefits Fair

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**October 21, 2024, 7:00 AM - 12:00 PM**

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Baltimore City DPW & DHR is hosting a mini-benefits fair at the Middle Branch Fitness and Wellness Center!

During this event, the DHR Benefits team will provide information on the various City benefits, and DPW-HR staff will assist employees in benefits enrollment through Workday.

Middle Branch Fitness and Wellness Center  
201 Reedbird Ave, Baltimore, MD 21225

