

**STEVEN P. MINKOWSKY**  
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### **CAREER PROFILE**

Accomplished senior executive with extensive background in regulatory compliance, human resources, and legislative affairs. Proven ability to:

- Provide consultation to employers, resulting in both reduction of Workers' Compensation rates and improved return to work outcomes.
- Achieve legislative consensus and collaborate with legal counsel.
- Control budgets and shape and motivate effective teams during periods of restructuring.

### **PROFESSIONAL EXPERIENCE**

**State of Maine, Augusta, ME**

**1980-2011**

Held progressively responsible administrative positions, including:

**Maine Workers' Compensation Board (MWCB)**, Maine State Executive Branch, Augusta, ME: 1988-2011.

Deputy Director of Benefits Administration, 1993-2011. Managed Office of Monitoring, Audit and Enforcement (MAE Program) and served as agency Legislative Liaison and Human Resources Representative. Supervised staff of up to 13 and developed/controlled budget of up to \$850,000.00.

**Program management:** Developed policies, designed systems, and staffed new program established by statute to enhance Board operations by providing timely data to policymakers; monitoring and auditing payments and filings; and identifying insurers, self-administered employers, and third-party administrators failing to comply with minimum standards. Oversaw and reviewed audits of employer and insurance company Workers' Compensation practices. Drafted associated regulations and conducted public hearings, developed forms and wrote technical manuals, and conducted statewide employer training. Wrote RFPs, selected actuarial firms, negotiated terms, and managed contracts to determine permanent impairment ratings. Documented program performance through generating Quarterly and Annual Compliance Reports.

- Reviewed best practices and created first in nation program utilizing compliance matrix measurement.
- Increased system stability and predictability, contributing to 50% reduction since 1997 in Workers' Compensation insurance premiums. Supporting factors included:
  - State's licensed Workers' Compensation insurance companies increased from 3 in 1993 to approximately 220 currently, resulting in enhancement of competitive rates.
  - Timely filing of First Reports of Injury increased from 37% in 1997 to over 80% currently, resulting in improved timeliness for initial indemnity payments, reduced litigation, and earlier return to work.
  - Timely filing of Initial Memorandum of Payment increased from 57% in 1997 to over 87% currently, resulting in fewer underpayments or overpayments.
- Conducted ongoing operational analysis, improving efficiency and maintaining quality performance standards with recurring staff downsizings.
- Program recognized by the International Association of Industrial and Accident Boards and Commissions (IAIABC) as model for other states to efficiently administer claims and lower costs. Program adopted in part or being considered by several states, including Vermont and New York.

**Legislative activities:** Represented agency before Labor and Appropriations Committees to influence Workers' Compensation related legislation and obtain fiscal support for operations. Conducted extensive research concerning Workers' Compensation issues and collaborated with staff, legislators, employers, insurance companies, and legal counsel with goal of achieving legislative consensus in demanding timelines.

**Human resource activities:** Handled staff disability, position reclassification, discipline, and grievance issues for agency with over 100 employees. Partnered with centralized human resources service (Department of Administration and Financial Services) and maintained strong working relationship with Maine State Employees Association (MSEA).

- Achieved resolution of 100% of grievances at lower stages, mitigating necessity of formal hearings.
- Obtained approval for reclassification of Employee Advocates, resulting in increased salaries and morale which enabled handling of workload with minimal staff.

**Maine Workers' Compensation Board (Continued)**

Manager of Benefits Administration/Regional Office Administrator, 1989-1993. Led staff of 26 to manage office handling Workers' Compensation dispute resolution and oversee Claims, Insurance Coverage, and Notices of Controversy/Petitions Divisions.

- Appointed to direct MAE Program, established as part of transition from Maine Workers' Compensation Commission to Maine Workers' Compensation Board.

Employee Assistant, 1988-89. Researched and analyzed employee claims to identify and resolve disputes. Held informal conferences to confer with employers, insurers, attorneys, and injured employees. Presented and defended determinations orally and in writing.

**Maine Department of Human Services, Augusta, ME: 1979-1988**

Income Specialist, 1980-1988. Met with clients and made determinations regarding applications for Food Stamps, AFDC, and Medicaid.

- Promoted from entry level position as Clerk I, 1979.

**EDUCATION**

**University of Southern Maine**, Portland, ME  
Honors: Summa Cum Laude

Political Science: **B.A. 1978**

**University of Maine**, Orono, ME  
Honors: High Distinction

Resource and Business Management: **A.S. 1974**

**CONTINUING PROFESSIONAL EDUCATION**

**Muskie School of Public Service, University of Southern Maine**, Portland, ME

**1998**

Completed graduate courses in Managing the Human Organization and Applied Statistical Management and Policy.

**University of Southern Maine**, Portland, ME

Program For Legal Assistants: **Certificate 1990**

**COMMUNITY ACTIVITIES**

**Maine Democratic State Party**, Augusta, ME

**1978-Present**

Held leadership positions and campaigned for numerous candidates for mayor, state house, state senate, governor, and U.S Congress. Held offices, including:

State Committee Member, 2011 and 2012. Elected to represent Cumberland County party members in issues related to political platforms and candidates. Previously served in similar capacity in Androscoggin County.

Treasurer, 1999-2002. Monitored and controlled candidate campaign expenditures of up to \$2 million, ensuring compliance with campaign law regulations.

**Orr's and Bailey Islands Fire Department**

**2004-Present**

Volunteer Firefighter. Suppress fires and complete over 60 hours of related training annually. Certified for Self Contained Breathing Apparatus (SCBA) for rapid interior extraction.

**Friends of Admiral Peary Eagle Island Association**

**2000-Present**

Volunteer. Perform conservation work annually at historic site.