

Human Resources

MISSION STATEMENT

To provide a proactive and responsive human resources program that attracts, develops, and retains a diverse, high-performing, and well-qualified workforce.

BUDGET OVERVIEW

The total approved FY14 Operating Budget for the Office of Human Resources is \$206,347,040, an increase of \$3,951,470 or 2.0 percent from the FY13 Approved Budget of \$202,395,570. Personnel Costs comprise 3.3 percent of the budget for 68 full-time positions and six part-time positions, and a total of 66.50 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 96.7 percent of the FY14 budget.

The Office of Human Resources Budget is comprised of a General Fund component of \$7,656,440 and a Employee Health Benefit Self Insurance Fund component of \$198,690,600.

LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

❖ ***A Responsive, Accountable County Government***

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY13 estimates reflect funding based on the FY13 approved budget. The FY14 and FY15 figures are performance targets based on the FY14 approved budget and funding for comparable service levels in FY15.

Measure	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Multi-Program Measures					
Average customer satisfaction rating on the yearly internal customer survey of County managers ¹	2.68	2.76	2.80	2.80	2.86
Percentage of grievances resolved before reaching third party neutral	84	85	87	87	87

¹ The satisfaction scale ranges from low (1) to high (4).

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Launched Disability Employment Initiative to encourage and assist Departments in hiring graduates of the County's internship programs for people with disabilities.***
- ❖ ***Launched a new quarterly Labor and Employee Relations newsletter.***
- ❖ ***Implemented quarterly HR Liaison meetings to encourage and enhance communication with departments on HR related issues.***
- ❖ ***Implemented the Project SEARCH program to increase employment opportunities for individuals with disabilities.***
- ❖ ***Instituted an online onboarding process, which automated and centralized all new employee onboarding materials, resources, and information.***
- ❖ ***Hired a Wellness Program Manager to design and implement a County-wide wellness program.***
- ❖ ***Developed a numeric rating process to be used for all preferred criteria rating processes to formalize and simplify the rating process for all raters.***
- ❖ ***Developing a sick leave donor bank and program for MCGEO and unrepresented employees in Occupational Medical Services.***

❖ **Centralized the County's FMLA process in Occupational Medical Services. This has streamlined requests from departments and created a more consistent application of the law.**

❖ **Productivity Improvements**

- **Delegated outside advertising to departments to expedite the hiring process and improve billing and invoice tracking process.**
- **Expedited the selection process by allowing direct placement on the Eligible List when five or fewer applicants apply for a job and meet minimum qualifications.**
- **Expedited recruitments by allowing one week recruitments for large volume recruitments.**

PROGRAM CONTACTS

Contact Jennifer Shovlin of the Office of Human Resources at 240.777.5039 or Helen P. Vallone of the Office of Management and Budget at 240.777.2755 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Director's Office

The Director's Office is responsible for human resources policy development and planning; the administration of human resources programs; ensuring the integrity of the merit system; and directing the design and implementation of new initiatives to better serve customers and improve organizational performance. The team also provides direct customer service at the main reception area. The Information Technology team provides management and oversight to the Department's information technology initiatives.

FY14 Approved Changes	Expenditures	FTEs
FY13 Approved	673,972	4.10
Shift: Manager III position from Enterprise Resource Planning (ERP) to Human Resources	86,820	0.50
Shift: Funding for Information Technolog (IT) Manager from Technology Modernization Capital Project	57,880	0.40
Increase Cost: Printing and Mail Adjustment	3,659	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	269,429	1.65
FY14 Approved	1,091,760	6.65

Business Operations and Performance

The Business Operations and Performance division is comprised of the Classification, Compensation, Records Management, and Administration teams. The Classification and Compensation team reviews and evaluates the duties and responsibilities of individual positions and occupational classes in response to employee, department, and union requests in order to assure that positions are correctly assigned at comparable grade levels. This program also ensures that employees are accurately and appropriately compensated through technical analysis and equitable application of compensation systems and procedures. The team designs compensation plans and provides leadership to departments on performance-based pay. The Classification and Compensation team is also responsible for oversight and administration of the County's policies on compensation.

The Records Management team is responsible for establishing and maintaining personnel records that are required by law and/or necessary for the administration of the merit system. The team enters data for the position into Enterprise Resource Planning (ERP) Human Resources System and other ERP systems, so that an employee's paycheck can be generated. The Administration team provides management and oversight to office procurements and contracts, budget preparation and administration, and financial management of the employee health benefits and retirement funds. The team also remits payments to benefit program carriers and third party administrators, approves invoices, and remits bills to employees and retirees as necessary.

FY14 Approved Changes	Expenditures	FTEs
FY13 Approved	1,389,509	13.35
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	165,616	2.50
FY14 Approved	1,555,125	15.85

Change Management, Training, and Organizational Development

The team promotes collaboration, competence, and organizational effectiveness through leadership, workforce development, succession planning, and change management. The goal of the team is to ensure an organizational framework that is designed to lead Countywide change efforts for improved organizational effectiveness and strategic intervention. The team leads and facilitates a

strategic business effort to align training/organizational development, organizational effectiveness, and change management with the County's objectives and desired outcomes. The team designs short and long term business strategies to create required professional competencies, organizational performance and effectiveness, and champions organizational change efforts to support the County's objectives. The team establishes strong and credible relationships with management and employees to successfully build trust, collaboration, and integrity.

Program Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Customer satisfaction with training: Percentage who found training helpful to job	89	92	89	89	89
Customer satisfaction with training: Percentage who found training helpful to professional development	89	89	89	89	89

FY14 Approved Changes	Expenditures	FTEs
FY13 Approved	996,054	6.55
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-890	-1.50
FY14 Approved	995,164	5.05

Selection and Recruitment

The Recruitment and Selection team is responsible for attracting, hiring, and promoting and retaining candidates for County departments and agencies that result in a highly skilled, competent, and diverse workforce. The team engages in a wide variety of outreach activities designed to ensure quality and diversity in the candidate population such as providing recruitment planning, guidance, and advisory services to departments and agencies on selection and hiring, conducts new employee orientation, administers reductions-in-force, and designs and administers public safety promotional examinations and other employment tests, administers the County's internship, fellowship and volunteer programs, and provides Selection Guidelines Training on Interviewing and Selecting Employees.

Program Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Average number of days to fill a vacant County position	38	84	84	84	84
Average satisfaction of departments with pools of candidates for positions, based on a survey of hiring managers ¹	4.3	4.5	4.3	4.3	4.3

¹ The satisfaction scale ranges from low (1) to high (5).

FY14 Approved Changes	Expenditures	FTEs
FY13 Approved	1,098,942	9.40
Add: Disability Employment Initiative	225,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	42,287	1.00
FY14 Approved	1,366,229	10.40

Labor and Employee Relations

Employee Relations consists of two teams: Labor and Employee Relations and Equal Employment Opportunity and Diversity.

The Labor and Employee Relations team is designed to support County managers in the areas of collective bargaining and related personnel policies and procedures by negotiating competitive compensation and benefits. The Labor and Employee Relations team participates in collective bargaining and provides early intervention strategies for workplace disputes to ensure that managers comply with contractual and legal requirements and improves employee labor relations.

The Equal Employment Opportunity (EEO) and Diversity Management team provides assistance, guidance, and training to employees and managers concerning equal employment and diversity management to promote a discrimination free workplace that values diversity. The team also investigates complaints of harassment and discrimination by and against employees. The team is responsible for the production of the annual EEO and Diversity Action Plan and maintaining compliance with other Federal EEO-related reporting requirements and statistical analysis.

FY14 Approved Changes	Expenditures	FTEs
FY13 Approved	1,513,818	10.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	43,222	0.00
FY14 Approved	1,557,040	10.00

OHR Health and Employee Welfare Division

This Division is comprised of Employee Benefits, Occupational Medical Services, and Stress Management teams.

The Benefits Team manages the County's health and welfare programs. In addition to maintaining operations associated with program eligibility, the team provides customer service, education, and consulting to County employees, participating County agencies, and retirees in a manner that ensures an understanding of program provisions and their value as part of total compensation. This Team also oversees the County's Wellness Program.

The Occupational Medical Services (OMS) program provides multi-disciplinary occupational medical services, including health promotion, work-related medical and safety hazard assessments, and employee disability management in order to promote the health, wellness, and productivity of the County workforce. Occupational Medical Services also manages the medical services component of the Fire and Rescue Service's Wellness Initiative.

The Stress Management team promotes the emotional, mental, and physical well-being of Montgomery County Police Department employees and their family members through counseling, training, consultation services, and peer support.

FY14 Approved Changes	Expenditures	FTEs
FY13 Approved	196,723,275	17.05
Increase Cost: Operating Expense Adjustments including Claims and Administration	3,325,106	0.00
Increase Cost: Printing and Mail Adjustment	2,325	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-268,984	1.50
FY14 Approved	199,781,722	18.55

BUDGET SUMMARY

	Actual FY12	Budget FY13	Estimated FY13	Approved FY14	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,535,925	3,470,881	3,844,388	3,644,122	5.0%
Employee Benefits	955,848	1,094,508	1,168,881	1,134,529	3.7%
County General Fund Personnel Costs	4,491,773	4,565,389	5,013,269	4,778,651	4.7%
Operating Expenses	1,557,244	2,571,599	2,174,675	2,877,789	11.9%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	6,049,017	7,136,988	7,187,944	7,656,440	7.3%
PERSONNEL					
Full-Time	70	68	68	68	—
Part-Time	6	6	6	6	—
FTEs	36.40	44.30	44.30	46.25	4.4%
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND					
EXPENDITURES					
Salaries and Wages	1,126,560	1,334,686	1,137,849	1,552,471	16.3%
Employee Benefits	235,536	357,230	327,370	461,563	29.2%
Employee Health Benefit Self Insurance Fund Pers. Costs	1,362,096	1,691,916	1,465,219	2,014,034	19.0%
Operating Expenses	183,594,760	193,566,666	181,204,746	196,676,566	1.6%
Capital Outlay	0	0	0	0	—
Employee Health Benefit Self Insurance Fund Exp.	184,956,856	195,258,582	182,669,965	198,690,600	1.8%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	12.70	16.15	16.15	20.25	25.4%
REVENUES					
Investment Income	262	24,400	0	0	—
Medicaid/Medicare Reimbursement	2,415,262	0	0	0	—
Miscellaneous Revenues	1,357,538	0	0	0	—
Self Insurance Employee Health Income	181,075,608	190,203,450	181,741,180	192,432,260	1.2%
Other Charges/Fees	4,141,165	0	0	0	—
Employee Health Benefit Self Insurance Fund Revenues	188,989,835	190,227,850	181,741,180	192,432,260	1.2%
DEPARTMENT TOTALS					
Total Expenditures	191,005,873	202,395,570	189,857,909	206,347,040	2.0%
Total Full-Time Positions	70	68	68	68	—
Total Part-Time Positions	6	6	6	6	—
Total FTEs	49.10	60.45	60.45	66.50	10.0%
Total Revenues	188,989,835	190,227,850	181,741,180	192,432,260	1.2%

FY14 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY13 ORIGINAL APPROPRIATION	7,136,988	44.30
Changes (with service impacts)		
Add: Disability Employment Initiative [Selection and Recruitment]	225,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY14 Compensation Adjustment	149,826	0.00
Increase Cost: Other Labor Contract Costs	105,369	0.00
Increase Cost: Group Insurance Adjustment	65,701	0.00
Shift: Funding for Information Technolog (IT) Manager from Technology Modernization Capital Project [Director's Office]	57,880	0.40
Increase Cost: Printing and Mail Adjustment [Director's Office]	3,659	0.00
Increase Cost: Retirement Adjustment	562	0.00
Technical Adj: Adjust FTEs	0	1.55
Decrease Cost: Elimination of FY13 \$2,000 Lump Sum	-88,545	0.00
FY14 APPROVED:	7,656,440	46.25

	Expenditures	FTEs
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND		
FY13 ORIGINAL APPROPRIATION	195,258,582	16.15
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Operating Expense Adjustments including Claims and Administration [OHR Health and Employee Welfare Division]	3,325,106	0.00
Shift: Manager III position from Enterprise Resource Planning (ERP) to Human Resources [Director's Office]	86,820	0.50
Increase Cost: FY14 Compensation Adjustment	52,237	0.00
Increase Cost: Printing and Mail Adjustment [OHR Health and Employee Welfare Division]	2,325	0.00
Increase Cost: Other Labor Contract Costs	1,922	0.00
Technical Adj: Adjust FTEs	0	3.60
Decrease Cost: Retirement Adjustment	-3,419	0.00
Decrease Cost: Group Insurance Adjustment	-10,976	0.00
Decrease Cost: Elimination of FY13 \$2,000 Lump Sum	-21,997	0.00
FY14 APPROVED:	198,690,600	20.25

PROGRAM SUMMARY

Program Name	FY13 Approved		FY14 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Director's Office	673,972	4.10	1,091,760	6.65
Business Operations and Performance	1,389,509	13.35	1,555,125	15.85
Change Management, Training, and Organizational Development	996,054	6.55	995,164	5.05
Selection and Recruitment	1,098,942	9.40	1,366,229	10.40
Labor and Employee Relations	1,513,818	10.00	1,557,040	10.00
OHR Health and Employee Welfare Division	196,723,275	17.05	199,781,722	18.55
Total	202,395,570	60.45	206,347,040	66.50

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY13		FY14	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	1,003,199	7.85	910,326	6.95
Fire and Rescue Service	Fire	1,293,260	0.00	1,293,260	0.00
Police	County General Fund	240,574	2.00	252,741	2.00
Total		2,537,033	9.85	2,456,327	8.95