

HR Liaisons & MLS Meeting with OHR & MTime

Friday, November 6, 2020

Welcome to the Live Event. Please make sure your audio is turned on.
The meeting will begin shortly.



Office of *Human Resources*

Introduction

Berke Attila

Director, Office of Human Resources



Office of *Human Resources*

Agenda

- Kimberly D. Williams
 - Classification and Compensation Activities
- Melissa Voight Davis
 - Pay Equity Act
 - Temporary Administrative Services Contract (TASC) Update
 - WORK4MCG Post Hiring Process Survey
 - Multilingual Survey and Process Enhancements
- Heather Black
 - Timekeeping Review: COVID-19 Onsite Differentials, FFCRA, Admin Leave
- Question and Answer Session (Moderated by Katie Kasunic)



Classification and Compensation Activities

Kimberly D. Williams
Acting Business Operations &
Performance Division Chief



Office of *Human Resources*

Purpose

- Overview of key process:
 - Activities
 - Analytics
- Customer feedback
- OHR action steps



Key Classification Activities

Position Creations

A new position is created and/or a vacant position is re-purposed and aligned to the appropriate job classification and grade

- New position creations
- Reclass/re-purpose of vacant positions

Job Reclassifications

A job classification is changed as a result of conducting a job evaluation study to ensure alignment of duties and responsibilities to the appropriate job classification and grade

- Individual Study - an employee is performing work that is not within the scope of the job classification, duties and grade of the position **or**
- Occupational Study - the work defined within a job classification or occupational series no longer represents the actual duties and responsibilities needed and/or performed in the role.



Change in level of responsibilities/authority

Change in type of work/essential functions

Factors Considered for
Individual Position Study

Addition of more complex duties/removal of duties

Change in organizational structure

Factors not considered...

- Performance of the incumbent
- Increased workload
- Knowledge, skills and abilities of the incumbent
- Desired salary changes



Change in QES Factors

Evidence of a significant change to the work of the job classification

Factors Considered for Occupational Study

Change in the knowledge, skills and abilities or qualifications required to perform the work

Evidence of difficulty recruiting at the normal hiring rate or retention of employees

Factors not considered...

- Performance of the incumbent
- Increased workload
- Knowledge, skills and abilities of the incumbent
- Desired salary changes



Key Compensation Activities

Competitive Hire Salary Equity Reviews

Review of salary, relevant experience and education of incumbents and potential hires to ensure pay equity within the department for a specific job classification

- MCGEO wage equity analysis
- Above midpoint
- Competitive promotions

Other Non-Competitive Reviews

Analyses not associated with a specific competitive hire

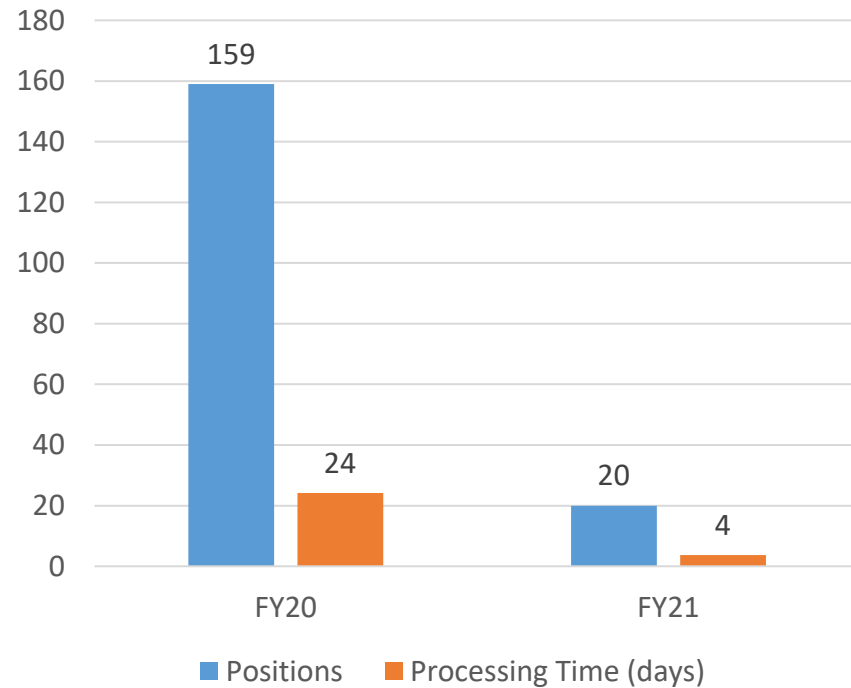
- Within grade adjustments
- Non-competitive promotions
- Grievances



Process Analytics - Classification

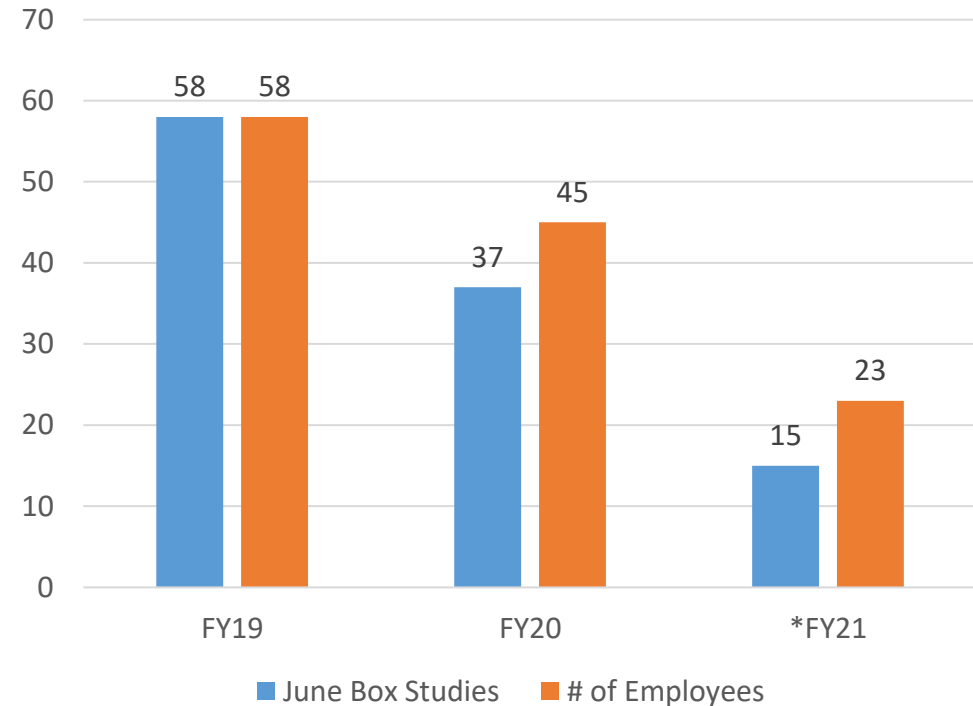
Positions

Position Creations



Studies

Individual Studies



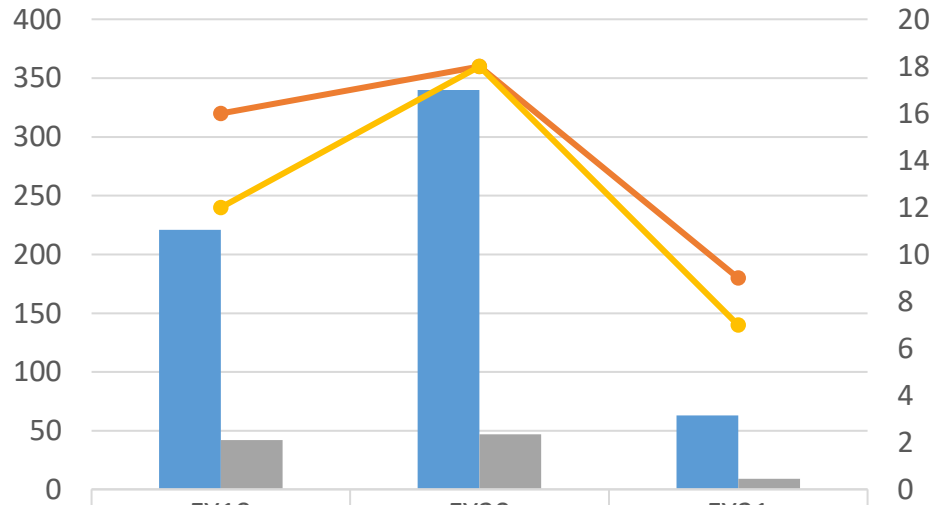
FY21 Occupational Studies

Dept	Class Title	BOP Owner	Status	Union Status
DOT	Highway Construction Field Supervisor	Mani	Completed	Non-Union
All Applicable Dept	Program Manager I Program Manager II Program Specialist I Program Specialist II Program Aide	Mani	In Progress	Mix
HHS	Income Assistance Program Specialist I, II & III, Supervisor	Mani	In Progress	Mix (Supervisor = Non-Union)
DGS	Autobody Repairer	Mani	In Progress	SLT
DGS	Energy Management Systems Technician	Mani	In Progress	OPT
DGS	Equipment Services Coordinator	Mani	In Progress	Non-Union
DOT	Motor Pool Attendant	Mani	In Progress	SLT
MCPL	Library Aide Library Assistant I Library Assistant II Library Assistant Supervisor Library Associate Library Associate II Library Desk Assistant Library Page Library Technician	Sherri	In Progress	Mix (Assistant Supervisor = Non-Union)
DLC	Alcohol and Tobacco Enforcement Specialist I + II	Sherri	In Progress	OPT
COR	Correctional Records Coordinator	Sherri	In Progress	OPT



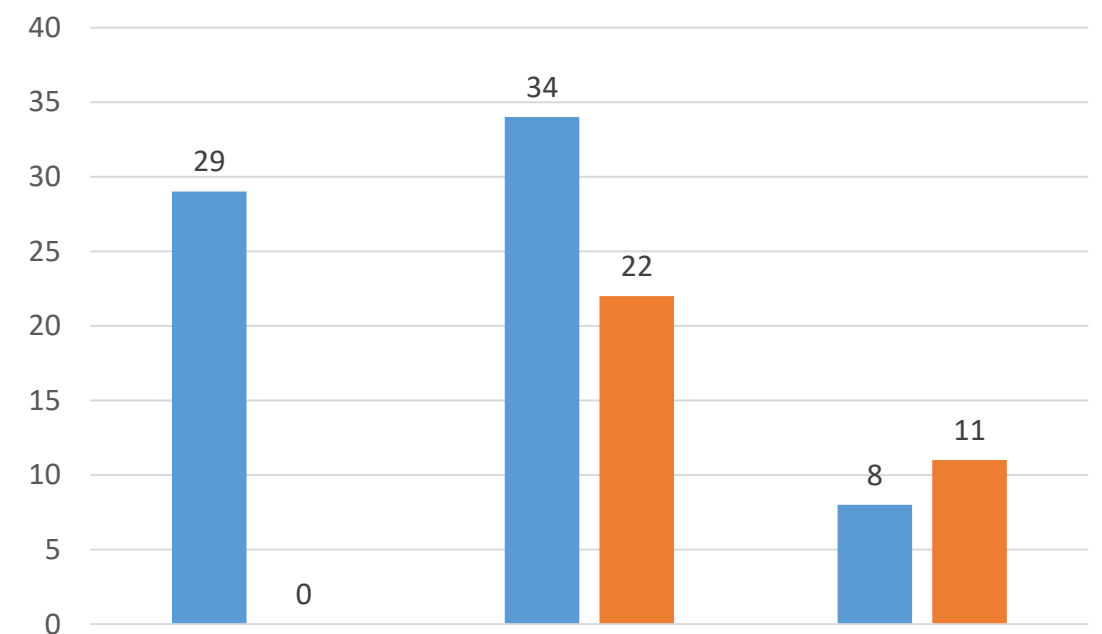
Process Analytics - Compensation

Competitive Hire Wage Equity



	FY19	FY20	FY21
Wage Equity Reviews	221	340	63
Promotions	42	47	9
Wage Equity Processing Time (days)	16	18	9
Promotions Processing Time (days)	12	18	7

Within Grade Adjustments



■ Within Grade ■ Processing Time (days)



Process Feedback

- Internal Customer Satisfaction (ICS) Results (hiring managers only)
 - Less than favorable or neutral results
- OHR Partner Survey (hiring managers and HR Liaisons)
 - The amount of time it takes to perform a classification study
 - The amount of time it takes to perform the wage equity process
 - Satisfaction with Classification and Compensation processes and procedures
 - Clarity with Classification and Compensation processes and procedures
- MSPB audit recommendations
 - Reduce the number of job classifications



Compensation Actions

- Revamp internal salary review process project
 - Data currently being compiled from focus group sessions
 - Share with focus groups and other partners
- Extend MCGEO new hire offers prior to the OHR Compensation review/recommendation
 - OHR Compensation committed to completing the salary review and recommendation within 30 days, but prior to candidate completing probationary period
- Created a dashboard to track and assess performance against targeted goals



Classification Actions

- Deactivate unused/obsolete job classifications
 - Identified ~90 job classifications not used in 5 years or more
 - Deactivate non-series job classifications not used in 5 years or more
- Create and/or update department position descriptions
 - Undefined number of missing incumbent position descriptions
 - Approximately 50% of job classifications require a position description
 - Create MLS position descriptions in the department
- Expand use of OMB Position Exemption Process for all positions
 - NEW: All Position Requests, including Freeze Exemptions – [Form](#) – [Instructions](#)
- Complete FY21 Occupational Studies (~24 job classifications)
 - (3) Large studies (Program Mgmt series, IAPS and Library)
- Created a dashboard to track and assess performance against targeted goals



Next Steps

Action Steps	Timeline	Responsible Party
Deactivate unused/obsolete job classifications		
Send list of proposed job classifications to departments	11/13/2020	OHR
Review, confirm and return deactivation list to OHR	11/27/2020	Departments/HRLs
Create and/or update department position descriptions		
Send instructions for creation of position descriptions for MLS incumbents	12/15/2020	OHR
Draft MLS position descriptions	1/31/2021	Departments/HRLs
Extend use of OMB Position Exemption and Approval Process		
Effective Monday, November 9, 2020 all departments must submit position creations and vacant position reclassifications via the OMB Position Exemption and Approval Process		
https://mcgov.sharepoint.com/teams/omb/SitePages/ebudget.aspx		



Pay Equity Act

Melissa Voight Davis

Chief, Recruitment and Selection Division

Update



Office of *Human Resources*

Reminder: Follow the County Pay Equity Act

Please share this information with your department staff.

- Section 10-5(b) of the Montgomery County Personnel Regulations was amended effective 10/06/2020.
- Make sure that you and your hiring managers are following the Act which prohibits:
 - seeking an applicant's salary history;
 - refusing to hire or retaliate against an applicant for refusing to disclose his or her salary history
 - considering or relying on an applicant's salary to determine their salary or to offer them a job
- You may still discuss an applicant's salary expectations.
- An applicant may voluntarily disclose their salary.
 - The County can still verify non-salary information disclosed or provided by an applicant.
 - The County can still rely on salary history that an applicant voluntarily provides if no pay inequity is created.



Temporary Administrative Services Contract (TASC)

Update

Melissa Voight Davis
Chief, Recruitment and Selection Division



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Highlights

- RFP #1102596
 - Temporary Administrative and Professional Services (TAPS)
- Only one contractor will be awarded a contract for an initial term of one year and optional four renewals of one year each.
- Effective March 1, 2021.
- Process and system automation:
 - No more paper!
 - Improved reporting.
 - Online workflow and approval process.
 - Improved program management efficiencies [TAPS Point of Contact].
 - Transition Plan and Training will be provided.



What's New

- New name: Temporary Administrative and Professional Services (TAPS)
- Additional assignment categories
 - Legal Assistant
 - Accounting Clerk
 - Government Associate/Intern
 - Customer Services/Communications Agent
- Updated duties to existing [Office Worker, Secretary, Executive Secretary] assignment categories
- Eliminated need for extensions
 - Short Term vs. Long Term Assignments
 - Short-Term: assignment for up to 12 months
 - Long-Term: assignment longer than 12 months, increased rates and benefits



WORK4MCG Post Hiring Process Survey



Melissa Voight Davis
Chief, Recruitment and Selection Division



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What's New?

- Re-named Hiring Manager Survey to WORK4MCG Post Hiring Survey
- Additional questions
- Using SurveyMonkey vs. internal OHR system
- Piloting with six departments: DOCR, HCA, HHS, MCERP, OHR, REC
- Pilot going live on 11/9/20
 - HR Specialist will send Hiring Managers and HR Liaisons a link to the survey along with notification of new hire start date confirmation.
 - In situations where there are multiple vacancies/recruitment, we will only be sending the survey for the first hire.



Multilingual Administration Departmental Survey

Update

Melissa Voight Davis
Chief, Recruitment and Selection Division



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Overview/Timeline

- Deputy Chief Administrative Officer (DCAO) Request on 4/29/20
- Survey went out on 5/21/20
 - 1091 employee records/28 using departments
 - 5 questions
 - 20% initial response rate
 - OHR individually reached out to all non-responsive departments and manually updated records [completed August 2020]



Survey Questions

- Is the Employee Information Correct [Name, Position, Division]?
- Is Language and Proficiency Level Correct?
 - Basic (oral communication skills-verbal translation only)
 - Advanced (oral and written communication – verbal translation and proper written translation)
 - Expert (FOP Only) (mastery of both basic and advanced skills necessary for comprehensive use in interrogations, investigations, and legal proceedings)
- Is Language Currently Required for Position?



Survey Questions (Continued)

- How Does the Employee Utilize the Language Skill?
 - Verbal Only (Basic)
 - Verbal and Written (Advanced)
 - (Expert) - Verbal, Written, Interrogations, Investigations, and Legal Proceedings (FOP Only)
- How Much is the Language Proficiency Required and Utilized?
 - Daily (at least once/day)
 - Weekly (at least once/week)
 - Monthly (at least once/month)
 - As Needed
 - Not Utilized



Survey Results

Employee Info Correct?	97% correct
Level/Proficiency Correct?	97% correct
Language Required?	38% Required 61% Not Required
Utilization	Basic – 51% Advanced – 47% Expert – <1%
Frequency	Daily – 63% As Needed – 25% Weekly – 10% Monthly – <1% Not Utilized – <1%



Reminder

- Supervisor Responsibility:
 - **Performance Plans:** Supervisors should address multilingual objectives in certified employee performance plans.
 - **Needs Analysis:** In the event a certified employee is no longer utilizing the multilingual skills, supervisor should (1) notify the employee in writing, and (2) notify OHR/MCTime.
 - **Certified Employees:** Should be available to provide language services to OHR and other agencies, as needed, pending operational needs.
 - **OHR is having difficulties obtaining certification exam proctors, within the 1000+ certified employee base. We rely heavily on these employees to assist with the testing process and appreciate all of their assistance!**



Items to Discuss

- Recertification Process
- Position Management
- Job Ads – Language



Multilingual Certification Request System/Process Enhancements

Coming Soon

Melissa Voight Davis
Chief, Recruitment and Selection Division



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Highlights

- OHR has developed an online Multilingual Certification Process/System.
 - **Employees:** Access via Employee Self Service
 - **New Hires:** HR Specialist will initiate
 - **Supervisors/Directors:** Electronically approve
- No more paper forms!
- Improved real time reporting.
- Communications:
 - Memo to department directors
 - Email to all employees
 - Guides: Employee, Supervisor, Proctor, Training Manual
 - Website



Timekeeping Review: COVID-19 Onsite Differentials, FFCRA, Admin Leave

Heather Black,
MCtime Manager
Finance



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Review COVID-19 Onsite Differentials

Examples 1a/1b – Timekeeping Guidance

Considerations:

- Is the Employee eligible based on the Designation by the Department Director?
 - Review “County Services That Must Be Maintained” Spreadsheet (link within Timekeeping Guidance)
 - Department Service/Program (COVID Direct Response or Critical Core Service)
 - Front Facing
 - Back Office
 - Telework
- Employees may work different combinations (FF/BO/Telework) depending on the circumstances of each day
- Differentials are in **ADDITION** to HOURS WORKED



Review COVID-19 Onsite Differentials

USE Genie: Differentials – COVID19

Common problems are:

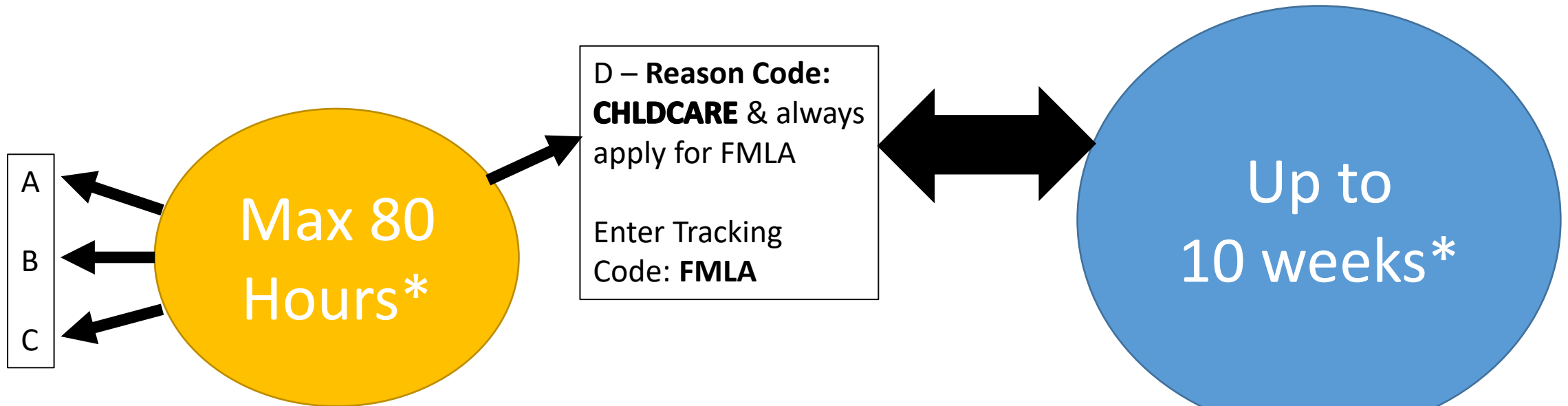
- Not using pay code: **Hours Worked** (wages) **in addition to** the COVID Differential (\$10 / \$3).
- Check that Total Hours Towards Schedule is accurate for scheduled hours. (80 Hrs for FT emps)
- Recording the OT Differential where **no** OT Hours were earned (Use Java – Totals & Schedules)
- Regular Differentials more than Regular Hours (See: FF + BO columns)
- Excess Hour OT Differentials more than Excess Hours (See: FFOT + BOOT columns)
- Applying both regular and OT differentials to the same hours
- For GSS UNREP, FLSA Exempt, Grade 25 and above – continue the regular 1.0 rate / no OT diff



Families First Coronavirus Response Act (FFCRA)

Example 8 - EPSL Pay Code:
FFCRA - 80 Hours Paid Sick Leave

Example 9 - EMFLA Pay Code:
FFCRA – Child Care



***Pro-rated for Part-time Employees**

FFCRA Leave can be used in future pay periods until Friday, December 31, 2020.



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FFCRA - 80 Hours Paid Sick Leave

Example 8 - EPSL Pay Code: **FFCRA - 80 Hours Paid Sick Leave**

Note: In consultation with the unions, the County will extend EPSL and EFMLA provisions to MCGEO and unrepresented employees; these provisions will not be extended to first responders at FRS (IAFF) and MCPD (FOP).

8a) Employee quarantined (pursuant to Federal, State, or local government order or on the advice of a health care provider)

8b) Employee or family member is experiencing COVID-19 symptoms and seeking a medical diagnosis, or

8c) Employee has a bona fide need to care for an individual subject to quarantine (pursuant to Federal, State, or local government order or on the advice of a health care provider).

The County provided Admin Leave – Other for these three reasons from (before) April 1 - July 4, 2020



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FFCRA - 80 Hours Paid Sick Leave

Add Row	Pay Code	Transfer	Sun 7/05	Mon 7/06	Tue 7/07	Wed 7/08	Thu 7/09	Fri 7/10	Sat 7/11	Total
	FFCRA - 80 Hours Paid Sick Leave ▼	<input type="text"/>	<input type="text"/>	<input type="text" value="8.0"/>	<input type="text" value="8.0"/>	<input type="text" value="8.0"/>	<input type="text" value="8.0"/>	<input type="text" value="8.0"/>	<input type="text"/>	40.0
			0.0	8.0	8.0	8.0	8.0	8.0	0.0	40.0

Add Row	Pay Code	Transfer	Sun 7/12	Mon 7/13	Tue 7/14	Wed 7/15	Thu 7/16	Fri 7/17	Sat 7/18	Total
	FFCRA - 80 Hours Paid Sick Leave ▼	<input type="text"/>	<input type="text"/>	<input type="text" value="8.0"/>	<input type="text" value="8.0"/>	<input type="text" value="8.0"/>	<input type="text" value="8.0"/>	<input type="text" value="8.0"/>	<input type="text"/>	40.0
			0.0	8.0	8.0	8.0	8.0	8.0	0.0	40.0



FFCRA - 80 Hours Paid Sick Leave

Example 8 - EPSL Pay Code: **FFCRA - 80 Hours Paid Sick Leave**

Note: In consultation with the unions, the County will extend EPSL and EFMLA provisions to MCGEO and unrepresented employees; these provisions will not be extended to first responders at FRS (IAFF) and MCPD (FOP).

8d) Employee is unable to work because of a bona fide need to care for a child (under 18 years of age) whose school or childcare provider is closed or unavailable for reasons related to COVID-19.

Note: Must use reason code: CHLDCARE & Apply for FMLA (though it can be used without provisioned)

Add Row	Pay Code	Transfer	Sun 8/02	Mon 8/03	Tue 8/04	Wed 8/05	Thu 8/06	Fri 8/07	Sat 8/08	Total
<input type="checkbox"/>	FFCRA – 80 Hours Paid Sick Leave	////CHLDCARE//	<input type="checkbox"/>	8.0	8.0	8.0	8.0	8.0	<input type="checkbox"/>	40.0
<input type="checkbox"/>	FMLA		<input type="checkbox"/>	8.0	8.0	8.0	8.0	8.0	<input type="checkbox"/>	40.0
			0.0	16.0	16.0	16.0	16.0	16.0	0.0	80.0
Add Row	Pay Code	Transfer	Sun 8/09	Mon 8/10	Tue 8/11	Wed 8/12	Thu 8/13	Fri 8/14	Sat 8/15	Total
<input type="checkbox"/>	FFCRA – 80 Hours Paid Sick Leave	////CHLDCARE//	<input type="checkbox"/>	8.0	8.0	8.0	8.0	8.0	<input type="checkbox"/>	40.0
<input type="checkbox"/>	FMLA		<input type="checkbox"/>	8.0	8.0	8.0	8.0	8.0	<input type="checkbox"/>	40.0
			0.0	16.0	16.0	16.0	16.0	16.0	0.0	80.0



FFCRA – Child Care

Example 9 - EFMLA Pay Code: **FFCRA – Child Care**

Note: In consultation with the unions, the County will extend EPSL and EFMLA provisions to MCGEO and unrepresented employees; these provisions will not be extended to first responders at FRS (IAFF) and MCPD (FOP).

Note: Must use Reason Code: CHLDCARE

*Employees may apply Example 8 in lieu of unpaid time or personal leave type

Add Row	Pay Code	Transfer	Sun 7/19	Mon 7/20	Tue 7/21	Wed 7/22	Thu 7/23	Fri 7/24	Sat 7/25	Total
<input type="checkbox"/>	FFCRA – Childcare	////CHLDCARE//	<input type="checkbox"/>	<input type="checkbox"/>	10.0	10.0	10.0	10.0	<input type="checkbox"/>	40.0
<input type="checkbox"/>	FMLA		<input type="checkbox"/>	<input type="checkbox"/>	10.0	10.0	10.0	10.0	<input type="checkbox"/>	40.0
			0.0	0.0	20.0	20.0	20.0	20.0	0.0	80.0

Add Row	Pay Code	Transfer	Sun 7/26	Mon 7/27	Tue 7/28	Wed 7/29	Thu 7/30	Fri 7/31	Sat 8/01	Total
<input type="checkbox"/>	FFCRA – Childcare	////CHLDCARE//	<input type="checkbox"/>	<input type="checkbox"/>	10.0	10.0	10.0	10.0	<input type="checkbox"/>	40.0
<input type="checkbox"/>	FMLA		<input type="checkbox"/>	<input type="checkbox"/>	10.0	10.0	10.0	10.0	<input type="checkbox"/>	40.0
			0.0	0.0	20.0	20.0	20.0	20.0	0.0	80.0



Mctime FFCRA TOOLS

NOTE: MCGEO and unrepresented employees and temporary employees should exhaust the 80 hours of FFCRA Paid Sick Leave before being granted any additional Administrative Leave – Other, with reason code ADMCOVID.

HyperFinds

FFCRA – 80Hours Paid SickLeave
 FFCRA 80Hrs + Childcare
 FFCRA-80Hrs Paid Sick L > 80Hr
 FFCRA – Childcare

_Admin Leave - Other Used

_Reason Code Used = ChildCare

Genie: (FMLA LY 1.5.2020 – 1.2.2021) (FFCRA – effective 4.1.2020 – 12.31.2020)

[Timecard](#) | [Schedule](#) | [People](#) | [Reports](#)

FFCRA - 1.5.2020 - 12.31.2020

Last Refreshed: 10:26PM

Show
 Time Period

Actions ▾ Amount ▾ Accruals ▾ Schedule ▾ Person ▾

Employee Name 2/	Emp ID	R T Seas	FT PT	Manager	FFCRA 80 Hours Paid Sick Leave	FFCRA Childcare	Total FFCRA 80 Hrs + Childcare	FMLA 1/	Pay Rule	Job Title	Dept Division
	16	R-N	F		max 80	max 400	max 480	max 480	MCGEO Rg FT EX G-1 R8		
	67	R-N	F						85R UNRP Rg FT EX G-1 R8 S...		
	23	R-N	F						MCGEO Rg FT ML-B EX G-1 R8		



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Mctime FFCRA TOOLS APPLIED

HyperFind	Review	Previous Pay Period	1/5/2020 – End Date of Previous Pay Period
FFCRA – 80 Hours Paid Sick Leave Admin Leave Other Used	<ul style="list-style-type: none"> Exhausted 80 HR Paid Sick Leave Before applying Admin Leave – Other (if appropriate) Pro-rate for Part time (*to all) 	-- YES YES	YES -- YES
FFCRA – 80 Hrs Paid Sick L>80 Hr	<ul style="list-style-type: none"> 80 hours not exceeded 	--	YES
FFCRA 80 Hrs + Childcare	<ul style="list-style-type: none"> Reason Code: CHLDCARE is applied FMLA applied Exhausted 80 HR Paid Sick Leave first 	YES YES --	-- -- YES
FFCRA – Childcare	<ul style="list-style-type: none"> Reason Code: CHLDCARE is applied FMLA applied Exhausted 80 HR Paid Sick Leave first 	YES YES --	-- -- YES
_Reason Code Used = CHLDCARE	<ul style="list-style-type: none"> Check for FMLA applied 	YES	--
_FMLA – Used	<ul style="list-style-type: none"> Review for FFCRA application 	YES	--



Review Administrative Leave

Use Genie: Leave Used – Admin

(Examples 7, 10, 11)

Common problems are:

- Union Business with no Reason Code entered
- Admin Leave – Other with no Reason Code entered
- Applying Admin Leave – Other with Reason Code ADMCOVID
before exhausting eligible FFCRA – 80 hours Paid Sick Leave
- Applying Admin Leave – Cnty Facility Closed
when the department has work for the POSITION (not the person)



Office of *Human Resources*

Upcoming Training

Ensuring Accountability in Timekeeping Training

Overview of Timekeeping Topics and where to find resources

Friday, November 13 1:00 – 3:00 via TEAMS

Sign Up – Employee Self Service

Key Word: Ensuring



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Timecard Reminders

- **Employee and Manager Approval Deadlines** (set Outlook appt)
- **Perform Pay Period Close Checklist**
- **Manager & Department Level Reviews**
- **Follow up quickly to resolve Payroll/MCtime requests**
- **Need Help? Email: MCtime@montgomerycountymd.gov**



Q & A

Moderated by Katie Kasunic



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Thank You for Attending

This presentation will be posted on the Weekly HR Liaisons & MLS Meeting Dashboard:
montgomerycountymd.gov/HR/Misc/WeeklyHRLiaisonsMLSOHRMCTime.html

For more information on Timekeeping, visit the MCTime Events - COVID-19:
montgomerycountymd.gov/mctime/resources.html#Events

OHR's Employee Coronavirus News Webpage:
montgomerycountymd.gov/employeenews covid19



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