

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 FY08 Operating Budget for the Office of Human Resources is \$160,390,340, an increase of \$11,238,520 or 7.5 percent from the FY07 Approved Budget of \$149,151,820. Personnel Costs comprise 4.3 percent of the budget for 81 full-time positions and five part-time positions for 61.6 workyears. Operating Expenses account for the remaining 95.7 percent of the FY08 budget.

Not included in the above is a total of \$2,971,490 and 4.7 workyears that are charged to: Capital Improvements Program - CIP (\$223,250, 1.5 WYs); Fire and Rescue Service (\$1,716,960, 2.0 WYs); Fleet Management Services, Motor Pool Internal Service Fund (\$82,010, 0.2 WY); Health and Human Services, General Fund (\$73,220, 0.2 WY); Liquor Control (\$54,340, 0.1 WY); HOC (\$490); Silver Spring Parking District (\$10,830); Permitting Services (\$15,660); Police, General Fund (\$436,760); Recreation (\$9,590); Solid Waste Collection (\$630); Solid Waste Disposal (\$1,890); Mass Transit (\$343,660, 0.7 WY); Silver Spring Urban District (\$1,760); and Wheaton Urban District (\$440). The funding and workyears for these items are included in the receiving departments' budgets.

HIGHLIGHTS

❖ Productivity Improvements

- Implemented an on-line group insurance open enrollment for County employees resulting in 80 percent of 2007 elections for group insurance being processed without paper.
- Streamlined labor relations through the Alternate Dispute Resolution Process. Led to resolution of 90 percent of disciplinary actions against employee through pre-settlement conferences.

❖ Hire Special Needs Employment Coordinator

❖ Implement Community Service Fellows Program

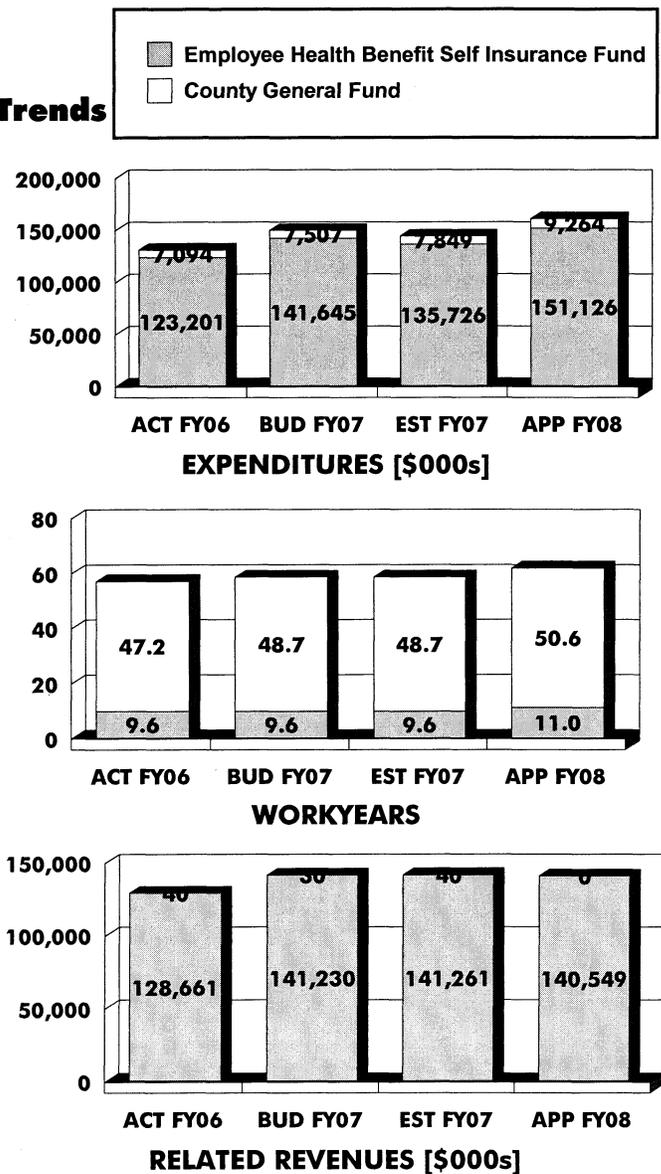
PROGRAM CONTACTS

Contact Angela Dizelos of the Office of Human Resources at 240.777.5036 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

Program Summary

	Expenditures	WYs
Training and Development	1,790,470	7.0
Equal Employment Opportunity and Diversity	384,270	4.0
Benefits and Information Management	150,582,450	9.7
Occupational Medical Services	1,656,350	1.3
Management Services	4,228,150	25.9
Administration	1,748,650	13.7
Totals	160,390,340	61.6

Trends



PROGRAM DESCRIPTIONS

Training and Development

The Training and Organizational Development Team administers a centralized workforce development program that recognizes employee's contributions, develops leadership competencies and facilitates professional and personal development to enhance the delivery of services and ensures that the County has a well-qualified workforce available to meet current and future needs. Services include leadership and manager development, performance management, employee recognition, internships, exit survey, core mandatory training, tuition assistance, information technology, and course work that leads to a certificate of completion for various professional development tracks. In addition, OHR customizes training to meet specific training needs of departments.

The Training and Organizational Development program provides a curriculum of study and activities that allow employees to enhance their skills and develop professionally in order to ensure that the County has a well-qualified workforce available to meet current and future needs. Services include management and leadership development, performance management, technical and professional management training, and tuition assistance.

FY08 Changes

	Expenditures	WYs
FY07 Approved	1,622,490	6.7
FY08 Approved	1,790,470	7.0

Equal Employment Opportunity and Diversity

The Equal Employment Opportunity (EEO) and Diversity Management Team provides assistance, guidance and training to employees and managers concerning equal employment and diversity management in order to promote a discrimination free workplace that values diversity. The team also investigates complaints of harassment and discrimination by and against employees. Additional services and programs include mediation program, EEO compliance training, workplace harassment training, and the annual Montgomery County Diversity celebration. This program also supports the Montgomery County Diversity Council and participates in the ADA Task Force, Community Outreach Forum, Limited English Proficiency Committee, Diversity Health Fair, Diversity Educational Fair, the Juneteenth Program, Black History Month program and co-sponsors events with the various employee organization. The Team is responsible for the production of the annual EEO and Diversity Action Plan and complying with other Federal EEO-related reporting requirements and statistical analysis.

FY08 Changes

	Expenditures	WYs
FY07 Approved	404,290	4.0
FY08 Approved	384,270	4.0

Benefits and Information Management

The Benefits and Information Management program is comprised of the Employee Benefits team and the Information Technology team. The Employee Benefits team manages the County's group insurance and retirement benefit programs, including the 457 deferred compensation plan. In addition to maintaining operations associated with benefit eligibility and payment processing, the team provides customer service, education and consulting to County employees, participating County agencies, and retirees in a manner that ensures an understanding of benefit program provisions and their value as part of total compensation. Services include: conducting presentations and workshops; retirement and investment counseling; benefit processing and eligibility maintenance, development and administrative oversight of all benefit plans and related communication; COBRA; and ensuring legal compliance. The Information Technology team provides management and oversight to the department's information technology initiatives.

FY08 Changes

	Expenditures	WYs
FY07 Approved	141,235,280	8.7
FY08 Approved	150,582,450	9.7

Occupational Medical Services

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. Services include: comprehensive medical evaluations of employees to determine their state of health vis a vis employment; providing early identification of health risks and diseases; ensuring equal job opportunities through reasonable accommodation of disabled persons in the workplace; and improving personal well-being and workforce health and health awareness through a comprehensive employee wellness program that utilizes the Employee Assistance Program (EAP) and an employee wellness provider.

Occupational Medical Services also manages the Disability Retirement Program and the medical services component of the Fire and Rescue Service's Wellness Initiative.

FY08 Changes

	Expenditures	WYs
FY07 Approved	1,204,910	1.1
FY08 Approved	1,656,350	1.3

Management Services

The Management Services program is comprised of the Employee/Labor Relations team, the Recruitment and Selection team, and the Classification and Compensation team. The Employee/Labor 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 through collective bargaining and by providing early intervention strategies in workplace disputes in

order to enable managers to comply with labor contractual and legal requirements and improve employee labor relations. Services include: the administration of the grievance processes through Alternative Dispute Resolution and/or formal grievance meetings to address employee/management disputes concerning alleged violations; assisting departments and agencies with labor related and employee relations issues through training workshops and consultation; reviewing proposed adverse and disciplinary actions; developing personnel policies and regulations changes; and overseeing bilateral work groups and committees. The Employee/Labor Relations team is also responsible for oversight and administration of the County's policies on compensation.

The Recruitment and Selection team is responsible for attracting, hiring, and promoting 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, provides guidance to departments and agencies on selection and hiring, conducts new employee orientation, administers reduction-in-force, and designs and administers public safety promotional examinations and other employment tests.

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.

FY08 Changes

	Expenditures	WYs
FY07 Approved	1,577,340	14.4
FY08 Approved	1,748,650	13.7

FY08 Changes

	Expenditures	WYs
FY07 Approved	3,107,510	23.4
FY08 Approved	4,228,150	25.9

Administration

The Administration program is comprised of the Director's Office and the Administrative Services Team. 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 Administrative Services Team supports the responsibilities of the Director's Office and provides management and oversight to office procurements, records management, 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 billing, and remits bills to employees and retirees as necessary.

BUDGET SUMMARY

	Actual FY06	Budget FY07	Estimated FY07	Approved FY08	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,701,117	3,987,650	4,389,640	4,489,500	12.6%
Employee Benefits	1,139,079	1,153,160	820,400	1,237,010	7.3%
County General Fund Personnel Costs	4,840,196	5,140,810	5,210,040	5,726,510	11.4%
Operating Expenses	2,253,949	2,366,360	2,639,110	3,537,400	49.5%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	7,094,145	7,507,170	7,849,150	9,263,910	23.4%
PERSONNEL					
Full-Time	65	68	68	81	19.1%
Part-Time	6	5	5	5	—
Workyears	47.2	48.7	48.7	50.6	3.9%
REVENUES					
Federal Financial Participation (FFP)	40,450	30,000	40,450	0	—
County General Fund Revenues	40,450	30,000	40,450	0	—
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND					
EXPENDITURES					
Salaries and Wages	709,989	770,190	696,810	888,560	15.4%
Employee Benefits	236,663	229,880	199,600	249,770	8.7%
Employee Health Benefit Self Insurance Fund Pers.Costs	946,652	1,000,070	896,410	1,138,330	13.8%
Operating Expenses	122,254,016	140,644,580	134,829,730	149,988,100	6.6%
Capital Outlay	0	0	0	0	—
Employee Health Benefit Self Insurance Fund Exp.	123,200,668	141,644,650	135,726,140	151,126,430	6.7%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	9.6	9.6	9.6	11.0	14.6%
REVENUES					
Self Insurance Employee Health Income	127,863,607	140,989,630	140,060,640	140,209,240	-0.6%
Investment Income	797,735	240,350	1,200,000	340,030	41.5%
Employee Health Benefit Self Insurance Fund Revenues	128,661,342	141,229,980	141,260,640	140,549,270	-0.5%
DEPARTMENT TOTALS					
Total Expenditures	130,294,813	149,151,820	143,575,290	160,390,340	7.5%
Total Full-Time Positions	65	68	68	81	19.1%
Total Part-Time Positions	6	5	5	5	—
Total Workyears	56.8	58.3	58.3	61.6	5.7%
Total Revenues	128,701,792	141,259,980	141,301,090	140,549,270	-0.5%

FY08 APPROVED CHANGES

	Expenditures	WYs
COUNTY GENERAL FUND		
FY07 ORIGINAL APPROPRIATION	7,507,170	48.7
Changes (with service impacts)		
Add: Internal Salary Equity Review [Management Services]	188,360	2.0
Add: Senior Initiative: Community Service Fellows [Management Services]	50,000	0.0
Add: Senior Initiative: Special Needs Employment Consultant [Management Services]	50,000	0.0
Other Adjustments (with no service impacts)		
Increase Cost: General Wage and Service Increment Adjustments	494,140	0.0
Increase Cost: Occupational Medical Services [Occupational Medical Services]	475,870	0.0
Increase Cost: Labor Contracts - Other	320,250	0.5
Increase Cost: Bargaining costs in response to bargaining contract re-openers [Management Services]	137,000	0.0
Increase Cost: Tuition Assistance [Training and Development]	103,830	0.0
Increase Cost: Applicant Tracking System Contract [Management Services]	57,000	0.0
Increase Cost: Position to Support Administration of Volunteer Firefighter Bargaining Rights [Management Services]	38,690	0.7

	Expenditures	WYs
Increase Cost: Annualization of FY07 Personnel Costs	35,060	0.0
Increase Cost: MLS Adjustment	32,810	0.0
Increase Cost: Neutrals for Volunteer Firefighter Bargaining [Management Services]	26,000	0.0
Increase Cost: Consultant for Bargaining with Volunteer Firefighters [Management Services]	25,000	0.0
Increase Cost: Printing and Mail Adjustments [Administration]	13,560	0.0
Increase Cost: Temporary Salary for Volunteer Firefighter Records Imaging [Administration]	8,220	0.0
Increase Cost: ADA Compliance Costs [Occupational Medical Services]	7,000	0.0
Decrease Cost: Technical Adjustment for Workload Allocation	0	-0.3
Shift: Police Stress Management Office - Transfer 4 Positions (3 Full Time and 1 Part Time) from Police to Office of Human Resources	0	0.0
Decrease Cost: Computer Equipment Repair/Maintenance [Administration]	-13,950	0.0
Decrease Cost: Elimination of One-Time Items Approved in FY07	-18,000	0.0
Decrease Cost: Group Insurance Rate Adjustment	-25,130	0.0
Decrease Cost: Data Entry Operator/Imaging [Management Services]	-37,000	-1.0
Decrease Cost: Underfill Human Resources Specialist as Public Administrative Intern	-40,000	0.0
Decrease Cost: Abolish Manager III in Labor/Create Labor Relations Advisor [Management Services]	-45,000	0.0
Decrease Cost: Retirement Rate Adjustment	-126,970	0.0
FY08 APPROVED:	9,263,910	50.6
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND		
FY07 ORIGINAL APPROPRIATION	141,644,650	9.6
<u>Changes (with service impacts)</u>		
Add: Senior IT Specialist for Benefits Self-Billing	71,020	0.8
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Increase in Claims and Other Related Benefit Costs	9,219,880	0.0
Increase Cost: Employee Wellness Program Contract	79,350	0.0
Increase Cost: Professional Services	46,850	0.0
Increase Cost: General Wage Adjustment	40,180	0.0
Increase Cost: Workforce Allocation Shift	21,530	0.6
Increase Cost: FY08 Compensation	5,120	0.0
Increase Cost: MLS Adjustment	3,720	0.0
Increase Cost: Retirement Rate Adjustment	1,090	0.0
Decrease Cost: Mail Charges Adjustment	-2,560	0.0
Decrease Cost: Group Insurance Rate Adjustment	-4,400	0.0
FY08 APPROVED:	151,126,430	11.0