

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 FY12 Operating Budget for the Office of Human Resources is \$197,564,120, an increase of \$4,091,510 or 2.1 percent from the FY11 Approved Budget of \$193,472,610. Personnel Costs comprise 2.7 percent of the budget for 70 full-time positions and six part-time positions for 49.1 workyears. Operating Expenses account for the remaining 97.3 percent of the FY12 budget.

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 FY11 estimates incorporate the effect of the FY11 savings plan. FY12 and FY13 targets assume the approved FY12 budget and FY13 funding for comparable service levels.

Measure	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Multi-Program Measures					
Average customer satisfaction rating on the yearly internal customer survey of County managers ¹	2.60	2.62	2.65	2.65	2.70
Percentage of grievances resolved before reaching third party neutral	93	87	90	90	90

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

ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Implemented the Human Capital Management Enterprise System**

PROGRAM CONTACTS

Contact Jennifer Shovlin of the Office of Human Resources at 240.777.5039 or Lori O'Brien of the Office of Management and Budget at 240.777.2788 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.

FY12 Approved Changes	Expenditures	WYs
FY11 Approved	730,970	3.5
Increase Cost: Printing and Mail Adjustment	3,900	0.0
Increase Cost: Help Desk - Desk Side Support	1,250	0.0
Decrease Cost: Verizon Point to Point T1 Replacement	-1,090	0.0
Shift: Personnel Costs for Charges to the Office of the County Attorney	-30,000	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-29,580	0.3
FY12 Approved	675,450	3.8

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.

FY12 Approved Changes	Expenditures	WYs
FY11 Approved	1,509,350	13.1
Increase Cost: MCGEO Classification Studies	100,000	0.0
Shift: Position Transfer from Compensation and Employee Benefits NDA	95,840	1.0
Increase Cost: Records Management Position Shift	2,100	-0.2
Decrease Cost: Abolish Administrative Specialist III, Reclassify Fiscal Assistant, and Shift Manager III	-68,670	-0.6
Decrease Cost: Contractual Services for Unified Data Modular (UDM) Support for Human Resources Information Systems	-107,000	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-214,560	-1.5
FY12 Approved	1,317,060	11.8

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 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 FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Customer satisfaction with training: Percentage who found training helpful to job	86	89	86	86	86
Customer satisfaction with training: Percentage who found training helpful to professional development	87	89	87	87	87

FY12 Approved Changes	Expenditures	WYs
FY11 Approved	659,110	5.4
Increase Cost: Tuition Assistance - Fraternal Order of Police	135,000	0.0
Technical Adj: Operating Expenses to Personnel Expenses for the Senior Fellow Program	0	1.0
Reduce: Management Leadership, Computer, and Professional Development Training	-68,000	0.0
Decrease Cost: Abolish Human Resources Specialist Position	-70,970	-1.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-33,800	-0.4
FY12 Approved	621,340	5.0

Selection and Recruitment

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 reductions-in-force, and designs and administers public safety promotional

examinations and other employment tests.

Program Performance Measures	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Average number of days to fill a vacant County position	48	46	47	47	47
Average satisfaction of departments with pools of candidates for positions, based on a survey of hiring managers ¹	4.3	4.3	4.3	4.3	4.3

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

FY12 Approved Changes	Expenditures	WYs
FY11 Approved	942,050	5.8
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	97,330	1.6
FY12 Approved	1,039,380	7.4

Labor and Employee Relations

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 through collective bargaining and by providing early intervention strategies in workplace disputes in order to enable managers to comply with 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.

FY12 Approved Changes	Expenditures	WYs
FY11 Approved	910,870	5.4
Restore: Funding for Labor Relations Manager	34,260	0.3
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	185,400	1.3
FY12 Approved	1,130,530	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 the 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 organizations. 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.

FY12 Approved Changes	Expenditures	WYs
FY11 Approved	386,810	3.0
Reduce: Abolish Human Resources Specialist Position	-73,570	-1.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-72,210	0.0
FY12 Approved	241,030	2.0

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 team also manages the Disability Retirement Program. The Information Technology team provides management and oversight to the Department's information technology initiatives.

FY12 Approved Changes	Expenditures	WYs
FY11 Approved	186,936,180	8.6
Increase Cost: Increase in Anticipated Claims, Carrier Administration, and In-house Administration Costs	4,142,240	0.0
Increase Cost: Restore Personnel Costs - Furloughs	19,580	0.4
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	10,370	0.8
FY12 Approved	191,108,370	9.8

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-à-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 medical services component of the Fire and Rescue Service's Wellness Initiative.

FY12 Approved Changes	Expenditures	WYs
FY11 Approved	1,397,270	2.4
Shift: Costs from Fire and Rescue Service for Occupational Medical Services Positions	121,300	0.6
Decrease Cost: OMS Restructuring	-58,470	-0.5
Reduce: Police Stress Management - Abolish Principal Administrative Aide Position	-78,260	-1.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	49,120	0.8
FY12 Approved	1,430,960	2.3

BUDGET SUMMARY

	Actual FY10	Budget FY11	Estimated FY11	Approved FY12	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,035,175	3,230,420	3,247,940	3,232,310	0.1%
Employee Benefits	1,201,668	862,760	899,720	814,130	-5.6%
County General Fund Personnel Costs	5,236,843	4,093,180	4,147,660	4,046,440	-1.1%
Operating Expenses	2,155,315	1,989,620	1,874,310	1,950,100	-2.0%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	7,392,158	6,082,800	6,021,970	5,996,540	-1.4%
PERSONNEL					
Full-Time	80	74	74	70	-5.4%
Part-Time	6	6	6	6	—
Workyears	45.6	35.7	35.7	36.4	2.0%
REVENUES					
Federal Financial Participation (FFP)	500	0	0	0	—
County General Fund Revenues	500	0	0	0	—
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND					
EXPENDITURES					
Salaries and Wages	707,511	949,630	949,590	1,058,450	11.5%
Employee Benefits	225,784	290,340	210,570	254,700	-12.3%
Employee Health Benefit Self Insurance Fund Pers. Costs	933,295	1,239,970	1,160,160	1,313,150	5.9%
Operating Expenses	117,416,520	186,149,840	174,095,800	190,254,430	2.2%
Capital Outlay	0	0	0	0	—
Employee Health Benefit Self Insurance Fund Exp.	118,349,815	187,389,810	175,255,960	191,567,580	2.2%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	11.8	11.5	11.5	12.7	10.4%
REVENUES					
Self Insurance Employee Health Income	166,399,923	186,494,920	177,238,770	190,368,690	2.1%
Investment Income	48,130	141,710	12,280	38,320	-73.0%
Employee Health Benefit Self Insurance Fund Revenues	166,448,053	186,636,630	177,251,050	190,407,010	2.0%
DEPARTMENT TOTALS					
Total Expenditures	125,741,973	193,472,610	181,277,930	197,564,120	2.1%
Total Full-Time Positions	80	74	74	70	-5.4%
Total Part-Time Positions	6	6	6	6	—
Total Workyears	57.4	47.2	47.2	49.1	4.0%
Total Revenues	166,448,553	186,636,630	177,251,050	190,407,010	2.0%

FY12 APPROVED CHANGES

	Expenditures	WYs
COUNTY GENERAL FUND		
FY11 ORIGINAL APPROPRIATION	6,082,800	35.7
Changes (with service impacts)		
Reduce: Management Leadership, Computer, and Professional Development Training [Change Management, Training, and Organizational Development]	-68,000	0.0
Reduce: Abolish Human Resources Specialist Position [Equal Employment Opportunity and Diversity]	-73,570	-1.0
Reduce: Police Stress Management - Abolish Principal Administrative Aide Position [Occupational Medical Services]	-78,260	-1.0
Other Adjustments (with no service impacts)		
Increase Cost: Tuition Assistance - Fraternal Order of Police [Change Management, Training, and Organizational Development]	135,000	0.0
Shift: Costs from Fire and Rescue Service for Occupational Medical Services Positions [Occupational Medical Services]	121,300	0.6
Increase Cost: MCGEO Classification Studies [Business Operations and Performance]	100,000	0.0
Increase Cost: Restore Personnel Costs - Furloughs	98,650	1.3
Shift: Position Transfer from Compensation and Employee Benefits NDA [Business Operations and Performance]	95,840	1.0
Shift: Full Funding for 2 Positions Allocated to ERP CIP	59,990	0.6

	Expenditures	WYs
Restore: Funding for Labor Relations Manager [Labor and Employee Relations]	34,260	0.3
Increase Cost: Annualization of FY11 Personnel Costs	7,140	0.0
Increase Cost: Printing and Mail Adjustment [Director's Office]	3,900	0.0
Increase Cost: Records Management Position Shift [Business Operations and Performance]	2,100	-0.2
Increase Cost: Help Desk - Desk Side Support [Director's Office]	1,250	0.0
Technical Adj: Operating Expenses to Personnel Expenses for the Senior Fellow Program [Change Management, Training, and Organizational Development]	0	1.0
Decrease Cost: Verizon Point to Point T1 Replacement [Director's Office]	-1,090	0.0
Decrease Cost: Reduce OE to Meet Reduction Requirement and Reallocate Funds to Personnel Costs	-4,860	1.0
Shift: ERP Job Functions to Self Insurance Fund	-7,140	-0.2
Shift: Personnel Costs for Charges to the Office of the County Attorney [Director's Office]	-30,000	0.0
Decrease Cost: Retirement Adjustment	-46,440	0.0
Decrease Cost: OMS Restructuring [Occupational Medical Services]	-58,470	-0.5
Decrease Cost: Reallocate IT Positions and Shift Functions from General Fund to the Health Benefits Insurance and Retirement Funds	-65,480	-0.6
Decrease Cost: Group Insurance Adjustment	-65,740	0.0
Decrease Cost: Abolish Administrative Specialist III, Reclassify Fiscal Assistant, and Shift Manager III [Business Operations and Performance]	-68,670	-0.6
Decrease Cost: Abolish Human Resources Specialist Position [Change Management, Training, and Organizational Development]	-70,970	-1.0
Decrease Cost: Contractual Services for Unified Data Modular (UDM) Support for Human Resources Information Systems [Business Operations and Performance]	-107,000	0.0
FY12 APPROVED:	5,996,540	36.4

EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND

FY11 ORIGINAL APPROPRIATION	187,389,810	11.5
Other Adjustments (with no service impacts)		
Increase Cost: Increase in Anticipated Claims, Carrier Administration, and In-house Administration Costs [Benefits and Information Management]	4,142,240	0.0
Increase Cost: Net Personnel Funding Shifts into Health Fund and Other Miscellaneous Changes	48,340	0.8
Increase Cost: Restore Personnel Costs - Furloughs [Benefits and Information Management]	19,580	0.4
Decrease Cost: Retirement Adjustment	-12,100	0.0
Decrease Cost: Group Insurance Adjustment	-20,290	0.0
FY12 APPROVED:	191,567,580	12.7

PROGRAM SUMMARY

Program Name	FY11 Approved		FY12 Approved	
	Expenditures	WYs	Expenditures	WYs
Director's Office	730,970	3.5	675,450	3.8
Business Operations and Performance	1,509,350	13.1	1,317,060	11.8
Change Management, Training, and Organizational Development	659,110	5.4	621,340	5.0
Selection and Recruitment	942,050	5.8	1,039,380	7.4
Labor and Employee Relations	910,870	5.4	1,130,530	7.0
Equal Employment Opportunity and Diversity	386,810	3.0	241,030	2.0
Benefits and Information Management	186,936,180	8.6	191,108,370	9.8
Occupational Medical Services	1,397,270	2.4	1,430,960	2.3
Total	193,472,610	47.2	197,564,120	49.1

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY11		FY12	
		Total\$	WYs	Total\$	WYs
COUNTY GENERAL FUND					
CIP	CIP	1,057,550	8.4	962,160	7.9
Fire and Rescue Service	Fire	1,502,310	1.2	1,283,610	0.5
Fleet Management Services	Motor Pool Internal Service Fund	71,320	0.1	61,930	0.1
Health and Human Services	County General Fund	74,720	0.1	64,880	0.1
Liquor Control	Liquor Control	56,040	0.1	48,660	0.1
NDA - Comp. and Employee Benefits Adj.	County General Fund	0	0.0	0	0.0
Parking District Services	Bethesda Parking District	4,340	0.0	3,770	0.0
Parking District Services	Montgomery Hills Parking District	80	0.0	70	0.0
Parking District Services	Silver Spring Parking District	5,070	0.0	4,400	0.0

Charged Department	Charged Fund	FY11		FY12	
		Total\$	WYs	Total\$	WYs
Parking District Services	Wheaton Parking District	700	0.0	610	0.0
Permitting Services	Permitting Services	8,490	0.0	7,380	0.0
Police	County General Fund	243,040	2.0	242,910	2.0
Recreation	Recreation	49,250	0.1	42,760	0.0
Solid Waste Services	Solid Waste Collection	250	0.0	230	0.0
Solid Waste Services	Solid Waste Disposal	2,040	0.0	1,760	0.0
Transit Services	Mass Transit	336,250	0.5	291,960	0.3
Transportation	Vacuum Leaf Collection	1,100	0.0	960	0.0
Urban Districts	Bethesda Urban District	60	0.0	50	0.0
Urban Districts	Silver Spring Urban District	2,050	0.0	1,790	0.0
Urban Districts	Wheaton Urban District	1,280	0.0	1,110	0.0
Total		3,415,940	12.5	3,021,000	11.0

