

MEMORANDUM

TO: Government Operations and Fiscal Policy Committee

FROM: Justina Ferber, ~~Legislative Analyst~~

SUBJECT: **Worksession:** FY17 Operating Budget
Office of Human Resources (General Fund, Excluding Compensation)

Those expected to attend this worksession:

Shawn Stokes, Director, Office of Human Resources (OHR)
Jennifer Shovlin, Budget Manager, OHR
Corey Orlosky, Management and Budget Specialist, OMB

Relevant pages from the FY17 Recommended Operating Budget are attached on ©1.

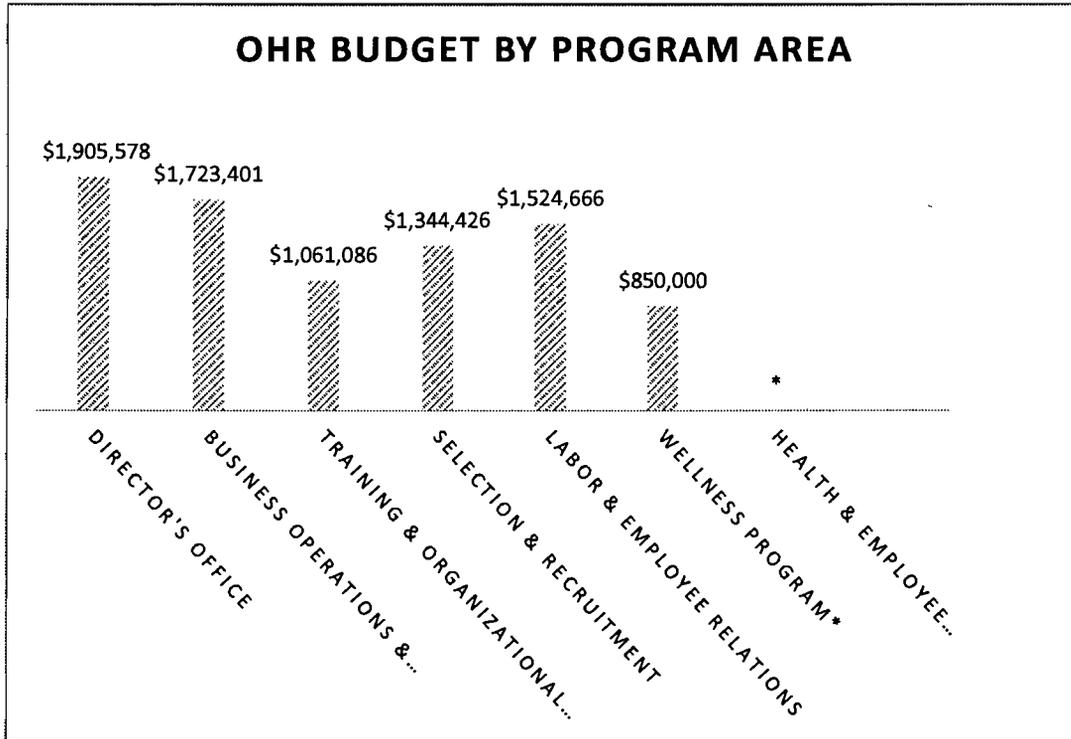
Budget Summary:

- Total General Fund for the OHR FY17 Operating Budget is \$8,205,240, an increase of 1.4%
- Increase funding for Police stress management, \$45,000
- Add Wellness Program to Health & Employee Welfare/Insurance Fund
- Telework continues to be under study as a pilot program
- OHR experienced a minor reorganization

Council Staff Recommendation:

- **Approve the OHR recommended FY17 General Fund budget for \$8,205,240 as submitted by the Executive**

Overview



*Health and Employee Wellness Division = \$246,500,637

This packet addresses the general fund portion of OHR's budget. Compensation and benefits, including the Employee Health Benefit Self-Insurance Fund, are addressed by the Council Administrator in a separate packet. The Executive's FY17 recommended budget for the General Fund portion of the OHR budget is \$8,205,240, a 1.4.0% increase over the approved FY16 budget of \$8,088,066.

	<i>FY15 Actual</i>	<i>FY16 Approved</i>	<i>FY17 Recommended</i>	<i>% Change FY16 - FY17</i>
<i>Expenditures by fund</i>				
General Fund	\$7,778,639	\$8,088,066	\$8,205,240	1.4%
Insurance Fund	\$204,252,969	\$227,060,946	\$245,854,554	8.3%
<i>Expenditures by type</i>				
Personnel Cost GF	\$5,023,029	\$5,437,653	\$5,581,170	2.6%
Operating Exp. GF	\$2,755,610	\$2,650,413	\$2,624,070	1.0%
<i>GF Positions</i>				
Full-Time	70	64	66	3.1%
Part-Time	6	6	4	-33.3%
<i>GF FTEs</i>	45.60	46.05	45.70	-0.8%
<i>Insurance Fund FTEs</i>	20.85	21.25	22.30	4.9%

Expenditure Issues

Add \$45,000 for Police Stress Management

The Psychologist assigned to the Police Stress Management Team (PSMT) retired in July 2015 after 15 years of County service. In FY10, the position was cut from a full-time 1.0 FTE to a part-time .5 FTE in response to the County's required budget reduction plan. Due to the small number of psychological staff, the PSMT was limited in hours available per week to offer counseling services to employees and their families. In addition, the PSMT was restricted in its ability to develop new training packages for critically-needed programs such as suicide awareness and prevention, promoting resilience and self-care, and proactively addressing specialized police units' needs. Addressing stress is even more important considering events that have resulted in heightened public scrutiny of police actions in the communities in which the officers serve. The OHR made a recommendation to fill the position at the full-time level.

Other Issues and Updates

OHR Reorganization

The OHR experienced a minor reorganization. Some divisions of OHR were combined; Equal Employment Opportunity and Diversity was combined with Labor and Employee Relations and Occupational Medical was combined with Health and Employee Welfare. The organizational changes represent the effort to develop a cohesive team that values and takes advantage of the interconnectivity that exists across programs and ultimately equips staff with the tools to quickly respond to the needs of customers. See ©9 for more details.

Wellness Update

The Wellness Program was added to the Insurance Fund for \$850,000.

An update on the Wellness Program is in a **PowerPoint** presentation at ©15-28.

Telework Update

Telework continues to be under study as a pilot program. The one year Pilot Telework Program was officially launched on February 29, 2016 through March 1, 2017. The Policies and Procedures for the Pilot Program were successfully bargained with MCGEO last year and went into effect on July 30, 2015. In the interim, the Pilot Program was designed, training was developed, and communications were sent to County departments. Seven departments are participating in the Pilot Program including DEP, DGS, MC311, DOT, DTS, HHS, and OHR. Each Department submitted the applications for their potential participants. A Telework

Coordinator within each participating County department conducted the preliminary screening process for all applicants to determine the suitability of their position for telework and their eligibility. Some aspects that were considered for their participation were: any disciplinary matters within the last year, current performance evaluation, job class, designations as “essential employee”, and overall job duties.

One hundred and seventy County employees currently participate in the Pilot Telework Program. The majority work in the Department of Technology Services. All participants and their immediate supervisors or managers were trained by the OHR Telework Coordinator on the Pilot Telework Program Policies and Procedures.

The OHR Telework Coordinator will initiate a midpoint check-in with participants and supervisors/managers in the summer to address any common issues or questions. The OHR Telework Coordinator will review the Pilot Program after its one year timeframe and “lessons learned” along with recommendations for a County-wide Telework Program will be provided to the OHR Director.

The OHR Telework Coordinator created a generic email for all participants and their managers/supervisors to send questions and issues to - telework.pilot@montgomerycountymd.gov. In this way, all inquiries and issues are directed to a single place for response or resolution. Thus far, there have been no issues with any participants and no modifications or terminations of Pilot Telework approvals of participation have taken place.

Staff Note: The Council introduced and enacted Bill 12-14, Personnel – Telecommuting – Amendments, which would require the County Executive to adopt a regulation to identify the circumstances under which a County employee may telework and establish procedures that a County employee must follow to obtain permission to telework. The Bill was signed into law May 1, 2014.

Family and Parental Leave

The OHR is currently exploring the Family and Parental Leave issues and expects to be prepared for a discussion with the GO Committee in early June.

Tuition Assistance for FY17

Operating funds of \$435,000 are budgeted for employee tuition assistance for FY17; the same as budgeted for FY15 and FY16.

Tuition Assistance FY17:

\$135,000 FOP

\$150,000 MCGEO

\$150,000 Non-represented, Volunteer Firefighters, IAFF

\$435,000 Total

Classification Studies

Funding of \$105,000 is included in the budget for classification studies. The OHR also plans to use in-house staff to conduct studies to limit the cost of using outside contractors:

The following classification studies were conducted in FY16:

Occupational Classification Studies

Senior Engineer
Capital Projects Manager
Senior Supply Technician
Transit Communications Supervisor
Transit Services Supervisor
Transit Coordinator
Bus Operator
Transit Operations Supervisor
Management And Budget Specialist Series

Twenty-eight individual classification studies have been conducted on a case by case basis.

Update on the use of MC311 and Customer Care Center by employees and retirees.

The Office of Human Resources (OHR) and MC311 researched new methods to improve customer service to Montgomery County employees and retirees. OHR and MC311 have identified some solutions to enhance the user's experience when contacting MC311:

- **Dedicated Support** – OHR will train a number of MC311 employees to answer first- and second-tier personnel questions. These trained members of the MC311 staff will be able to better support employees and retirees with their personnel-related issues.
- **Access to Data** – Trained MC311 staff will have limited access to personnel information to provide more timely responses to questions from employees and retirees. Having access to this information will reduce the service requests that get routed to OHR. The information seen by MC311 staff will be redacted to ensure security.
- **Rebranding and Marketing** – OHR will rebrand this customer service effort to provide employees with a sense of confidence that OHR and MC311 have partnered together to provide them with the best customer service solution. Targeted marketing to employees will reinforce that MC311 has dedicated staff, who are trained and ready to answer their questions with timely and accurate information.

OHR anticipates that the enhanced user experience will launch in the first quarter of FY17.

Updates on the following programs are included in the attachments:

Gainsharing/Rewarding Excellence Program ©10

Multilingual Pay Differential Program ©10-11

Talent Acquisition and Development (TAD) Project ©11-12

COUNCIL STAFF RECOMMENDATION

- **Approve the OHR recommended FY17 general fund budget for \$8,205,240 as submitted by the Executive.**

This Packet Contains:

FY16 Recommended Budget: Office of Human Resources
Responses to Council Staff Questions
Wellness Update PowerPoint, April 2016

Circle #

1
9
15

F:\FERBER\17 Budget\Operating Budget\OHR\OHR GO Comm 4-29-16.docx



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 recommended FY17 Operating Budget for the Office of Human Resources is \$254,059,794, an increase of \$18,910,782 or 8.04 percent from the FY16 Approved Budget of \$235,149,012. Personnel Costs comprise 3.21 percent of the budget for 66 full-time position(s) and four part-time position(s), and a total of 68.00 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 96.79 percent of the FY17 budget.

The Office of Human Resources Budget is comprised of a General Fund component of \$8,205,240 and a Employee Health Benefit Self Insurance Fund component of \$245,854,554.

Linkage to County Result Areas

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

A Responsive, Accountable County Government

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Multi-Program Measures					
Average customer satisfaction rating (1-4) on the yearly internal customer survey of County managers	3.0	3.1	3.1	3.1	3.1

Initiatives

- Collaborating with the Chief Innovation Officer on the Talent Acquisition and Development (TAD) Project and have completed a review of the current hiring process.

Accomplishments

- Offered over 872 different courses, which were taken by approximately 12,000 participants.
- Implemented Oracle Learning Management Instructor Learning Access and conducted hands on training for over 100 internal instructors, OHR staff, and HR Liaisons.
- Conducted an eLearning training assessment to evaluate the use of electronic and blended learning technologies within the Office of Human Resources.
- Completed the first phase of the Candidate Qualification Process and have started developing a plan to revise the process, outline training, and create a communication's plan.
- Placed all employees impacted by the FY15 Reduction in Force (RIF).



- ✓ Launched Live Well, the joint labor-management employee wellness program, and the Virgin Pulse program in September 2015 and reached 27% enrollment in the Virgin Pulse program in less than two months.
- ✓ Transitioned the MCGEO sick leave bank from a pilot project to an established County program.

Productivity Improvements

- ✱ Instituted a weekly carrier file transfer to the County's insurance carriers to provide timely information and ensure that employee ID cards are issued and terminations are reflected without delay.
- ✱ Consolidated the Fire Rescue Services Promotional application's process from two points of entry to one to eliminate the additional time taken to apply for the same job twice.
- ✱ Continued growth of Wellness Champion representation from 28 departments to all 40 departments by identifying at least one representative per department.
- ✱ Increased customer satisfaction and accuracy by prompting employees and retirees who call the MC311 system to "press 3" for direct assistance.
- ✱ Assigned the Health Insurance Team a mobile phone to handle emergency calls and provide direct level assistance. The hours of operation have been extended so customer service representatives are available from 7 am to 7 pm.

Program Contacts

Contact Jennifer Shovlin of the Office of Human Resources at 240.777.5039 or Corey Orlosky of the Office of Management and Budget at 240.777.2762 for more information regarding this department's operating budget.

Program Descriptions

Director's Office

The Director's Office provides services to the department: executive management and recruitment; policy direction; strategic and financial planning; communications and public relations; and resources management. In addition, the office provides consultation services on human resources matter to County Executive and other department directors. 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 Director's Office is also responsible for the departmental human capital strategy, which focuses on improving automation, customer service, cultural change and communication as recommended by key partners and stakeholders.

The Director's Office is comprised of the following:

- Information Technology - provides management and oversight of the Department's information technology initiatives.
- Administrative Services - provides management and oversight of office procurements and contracts, budget preparation and administration, and financial management of the employee health benefits fund. The team also remits payments to benefit program carriers and third party administrators, approves invoices, and remits bills to employees and retirees as necessary.
- Communications and Strategic Planning - provides management and coordination of communications strategies, website content management, and the department's strategic initiatives.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,456,329	9.20
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(27,710)	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.	476,959	3.45

FY17 Recommended Changes	Expenditures	FTEs
FY17 Recommended	1,905,578	12.65

Business Operations and Performance

The Business Operations and Performance division is comprised of the Classification, Compensation, Records Management, and Workforce Performance 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 to assure that positions are correctly assigned at comparable grade levels. This team 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 compensation policies.

Workforce Performance consists of the Rewarding Excellence and Performance Management team. Rewarding Excellence is a process that encourages, mentors and coaches front-line employees to work together as a team to implement improvement initiatives within Montgomery County Government. Performance management is a continuous process, which includes creating performance appraisals, observing and documenting performance and behavior, providing feedback, coaching, mentoring and evaluating employees. The goal is to help employees and supervisors achieve Montgomery County's overall vision of efficient, effective, innovative, and responsive delivery of quality services.

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 also enters data into the Enterprise Resource Planning (ERP) Human Resources System and other ERP-related systems.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,856,170	14.60
Decrease Cost: Contractual Services for Rewarding Excellence/Gainsharing	(25,000)	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.	(107,769)	0.00
FY17 Recommended	1,723,401	14.60

Training and Organizational Development

The Training and Organizational Development team provides training, workforce planning and organizational effectiveness programs and activities that increase the knowledge, skills and abilities of the County's workforce. The team offers professional development opportunities to employees and managers through online learning and instructor-led classes. Designs performance improvement strategies and specialized training to meet specific departmental needs. The team also designs short- and long-term business strategies to create required professional competencies, enhance organizational performance and effectiveness, and champions organizational change efforts to support the County's objectives.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Customer satisfaction with training: Percentage who found training helpful to job	93.1	93.3	93.0	93.0	93.0

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,046,361	5.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	14,725	0.00
FY17 Recommended	1,061,086	5.00

Selection and Recruitment

The Recruitment and Selection team is responsible for attracting, hiring, 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 including recruitment planning, guidance, and advisory services to departments and agencies on selection and hiring. In addition, the team conducts new employee orientation, administers reductions-in-force, designs and administers public safety promotional examinations and other employment tests, administers the County's internship, fellowship and volunteer programs, manages the County's Disability Employment Initiatives, and provides Selection Guidelines Training on Interviewing and Selecting Employees.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Average satisfaction score (1-5) of departments with pools of candidates for positions, based on a survey of hiring managers	4.5	4.5	4.5	4.5	4.5
Average number of days to fill a vacant County position	95	87	85	85	85

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,365,757	10.40
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(21,331)	0.00
FY17 Recommended	1,344,426	10.40

Labor and Employee Relations

Labor and 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 team provides assistance, guidance, and training to employees and managers regarding 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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of grievances resolved before reaching third party neutral	95	93	94	94	94

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,610,153	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.	(85,487)	(1.00)
FY17 Recommended	1,524,666	9.00

Health & Employee Welfare

The Health Insurance Team manages and administers the County's health and welfare plans in accordance with County policy and local, state and federal laws. In addition to maintaining operations associated with annual Open Enrollment and program eligibility, the team provides customer service, communications, education, and counseling to County employees, participating County agency employees, and retirees in a manner that ensures an understanding of program provisions and their value as part of total compensation. The Wellness Program coordinates wellness activities such as health screenings, educational seminars, health education classes, employee incentive programs, and contests through communication channels such as web, social media, and a monthly newsletter. The Program uses a dynamic, comprehensive data-driven strategy to promote employee health and wellness. The Occupational Medical Services Team (OMS) provides multi-disciplinary occupational medical services, such as work-related medical and safety hazard assessments to promote the health, wellness, and productivity of the County workforce. OMS also administers the County's drug and alcohol and centralized Family and Medical Leave programs. 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	225,974,549	14.60
Increase Cost: Claims and Administration for Health Insurance	17,831,593	0.00
Add: Wellness Program	850,000	0.00
Shift: Shift to Health Fund	126,046	0.85
Increase Cost: Actuarial Services	100,000	0.00
Increase Cost: Police Stress Management	45,000	0.50
Increase Cost: Oracle Advanced Benefits Annual Software Maintenance Fee	15,836	0.00
Decrease Cost: ERP Support	(48,324)	0.00
Shift: Shift to Health Fund	(63,671)	(0.85)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,669,608	1.25
FY17 Recommended	246,500,637	16.35

Occupational Medical Services

This program has been shifted into the Director's Office and Health & Employee Welfare programs.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,839,693	3.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,839,693)	(3.50)
FY17 Recommended	0	0.00

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,292,907	4,142,359	4,486,327	4,331,169	4.6 %
Employee Benefits	1,276,447	1,295,294	1,254,548	1,250,001	-3.5 %
County General Fund Personnel Costs	5,569,354	5,437,653	5,740,875	5,581,170	2.6 %
Operating Expenses	2,758,522	2,650,413	2,523,371	2,624,070	-1.0 %
County General Fund Expenditures	8,327,876	8,088,066	8,264,246	8,205,240	1.4 %
PERSONNEL					
Full-Time	70	64	64	66	3.1 %
Part-Time	6	6	6	4	-33.3 %
FTEs	45.60	46.05	46.05	45.70	-0.8 %
County General Fund Revenues	0	0	0	0	—

EMPLOYEE HEALTH SELF INSURANCE

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	% Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	1,827,187	1,992,500	1,952,375	1,998,586	0.3 %
Employee Benefits	434,952	525,977	476,838	564,394	7.3 %
Employee Health Self Insurance Personnel Costs	2,262,139	2,518,477	2,429,213	2,562,980	1.8 %
Operating Expenses	211,713,771	224,542,469	222,969,162	243,291,574	8.3 %
Employee Health Self Insurance Expenditures	213,975,910	227,060,946	225,398,375	245,854,554	8.3 %
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
FTEs	20.85	21.25	21.25	22.30	4.9 %
REVENUES					
Investment Income	31,249	100,900	100,900	144,140	42.9 %
Medicaid/Medicare Reimbursement	2,080,232	0	0	0	—
Other Charges/Fees	3,964,500	0	0	0	—
Self Insurance Employee Health Income	202,447,075	220,264,291	218,124,741	249,856,329	13.4 %
Employee Health Self Insurance Revenues	208,523,056	220,365,191	218,225,641	250,000,469	13.4 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	0	0	0	0	—
Operating Expenses	10,350	0	0	0	—
Grant Fund - MCG Expenditures	10,350	0	0	0	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Grant Fund - MCG Revenues	0	0	0	0	—
DEPARTMENT TOTALS					
Total Expenditures	222,314,136	235,149,012	233,662,621	254,059,794	8.0 %
Total Full-Time Positions	70	64	64	66	3.1 %
Total Part-Time Positions	6	6	6	4	-33.3 %
Total FTEs	66.45	67.30	67.30	68.00	1.0 %
Total Revenues	208,523,056	220,365,191	218,225,641	250,000,469	13.4 %

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	8,088,066	46.05
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY17 Compensation Adjustment	110,311	0.00
Increase Cost: Annualization of FY16 Personnel Costs	105,322	0.00
Increase Cost: Police Stress Management [Health & Employee Welfare]	45,000	0.50
Increase Cost: Group Insurance Adjustment	28,468	0.00
Increase Cost: Printing and Mail	1,029	0.00
Increase Cost: Motor Pool Adjustment	338	0.00
Decrease Cost: Contractual Services for Rewarding Excellence/Gainsharing [Business Operations and Performance]	(25,000)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account [Director's Office]	(27,710)	0.00
Decrease Cost: Retirement Adjustment	(56,913)	0.00
Shift: Shift to Health Fund [Health & Employee Welfare]	(63,671)	(0.85)
FY17 RECOMMENDED	8,205,240	45.70
EMPLOYEE HEALTH SELF INSURANCE		
FY16 ORIGINAL APPROPRIATION	227,060,946	21.25
<u>Changes (with service impacts)</u>		
Add: Wellness Program [Health & Employee Welfare]	850,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Claims and Administration for Health Insurance [Health & Employee Welfare]	17,831,593	0.00

	Expenditures	FTEs
Shift: Shift to Health Fund [Health & Employee Welfare]	126,046	0.85
Increase Cost: Actuarial Services [Health & Employee Welfare]	100,000	0.00
Increase Cost: FY17 Compensation Adjustment	31,145	0.00
Increase Cost: Oracle Advanced Benefits Annual Software Maintenance Fee [Health & Employee Welfare]	15,836	0.00
Increase Cost: Group Insurance Adjustment	13,469	0.00
Decrease Cost: Retirement Adjustment	(14,658)	0.00
Decrease Cost: ERP Support [Health & Employee Welfare]	(48,324)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(111,499)	0.20
FY17 RECOMMENDED	245,854,554	22.30

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Director's Office	1,456,329	9.20	1,905,578	12.65
Business Operations and Performance	1,856,170	14.60	1,723,401	14.60
Training and Organizational Development	1,046,361	5.00	1,061,086	5.00
Selection and Recruitment	1,365,757	10.40	1,344,426	10.40
Labor and Employee Relations	1,610,153	10.00	1,524,666	9.00
Health & Employee Welfare	225,974,549	14.60	246,500,637	16.35
Occupational Medical Services	1,839,693	3.50	0	0.00
Total	235,149,012	67.30	254,059,794	68.00

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	1,315,010	0.00	1,315,010	0.00
Police	General Fund	277,967	2.00	281,922	2.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	34,750	0.30	35,441	0.30
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	216,896	0.70	218,247	0.70
NDA - Montgomery County Employee Retirement Plans	Non-Appropriated Funds	16,318	0.00	16,318	0.00
Total		1,860,941	3.00	1,866,938	3.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	8,205	8,205	8,205	8,205	8,205	8,205
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	37	37	37	37	37
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	8,205	8,242	8,242	8,242	8,242	8,242

EMPLOYEE HEALTH SELF INSURANCE

EXPENDITURES

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
FY17 Recommended	245,855	245,855	245,855	245,855	245,855	245,855
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	18	18	18	18	18
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	245,855	245,873	245,873	245,873	245,873	245,873

FY17 Operating Budget Questions – Office of Human Resources

Reorganization

1. There appears to be a reorganization of the Department, please explain.
The change in OHR leadership led to an overhaul in the outdated operations, structure, and objectives that had previously been in place for many years. The current structure had fallen victim to the pitfalls many established organizations struggle with to deliver good customer service, promote effective teamwork and communication, and avoid workflows that exist within silos that limit and delay process improvements. Reshaping the structure is in response to feedback from the HR Community as well as observations by the OHR Director. The changes represent the effort to develop a cohesive team that values and takes advantage of the interconnectivity that exists across programs and ultimately equips staff with the tools to quickly respond to the needs of our customers and the changing world of human resource management. The changes take into account the need to minimize cost while maximizing the delivery of best in class customer service and administration of the County's human resources programs. The current budget display is a snapshot of the move toward a more efficient structure, but the organization is evolving and additional changes may occur to meet the needs of the organization.

Director's Office

1. Explain Multi-Program Adjustments resulting in added expenditures of \$476,959 and 3.45 FTE.
The Director's Office is reorganizing and the adjustment accounts for two positions that were transferred from the Communications team in Health and Employee Welfare and one position from Labor and Employee Relations to the newly formed Communications and Strategic Planning section in the Director's Office.

Business Operations and Performance

1. Provide info on any classification studies conducted in FY16.
Occupational Classification Studies

SENIOR ENGINEER
CAPITAL PROJECTS MANAGER
SENIOR SUPPLY TECHNICIAN
TRANSIT COMMUNICATIONS SUPERVISOR
TRANSIT SERVICES SUPERVISOR
TRANSIT COORDINATOR
BUS OPERATOR
TRANSIT OPERATIONS SUPERVISOR
MANAGEMENT AND BUDGET SPECIALIST SERIES

28 individual classification studies have been conducted on a case by case basis.

2. How much is budgeted for reclassification studies for bargaining and non-bargaining employees in FY17? If nothing, why not?

\$105,000 is recommend for classification studies. OHR also plans to use in-house staff to conduct studies to limit the cost of using outside contractors.

3. Provide a copy of the MLS Annual Report for 2015, if there is one.
This report is currently in development and will be forwarded to Council upon review by the County Executive. The anticipated completion date is by or before May 15, 2016.
4. Provide an update on the Gainsharing/Rewarding Excellence Program.
The Rewarding Excellence Bonus Incentive Award Program is designed to encourage and promote new, innovative ideas, concepts and strategies for the cost effective delivery of County services and products. The program rewards bargaining unit employees, general salary schedule employees and first-line supervisors for sustainable implemented recommendations that improve efficiency, increase productivity, reduce costs, streamline operations, and enhance customer satisfaction. When cost savings are realized, employees receive a portion of the cost savings in the form of a bonus on a 50/50 basis for the first year. Thereafter, the County retains the savings. This program helps achieve one of the County's key goals – to make County government more responsive and accountable.

Two of the team proposals should come to a close with documented savings this fiscal year as follows:

- ***The Cost Recovery of Damaged Signal Equipment*** submitted by the Division of Traffic Engineering and Operations in the Department of Transportation and
- ***The Excess Inventory Reuse System (EIRS)*** submitted by the Solid Waste Division of the Department of Environmental Protection

In the Cost Recovery of Damaged Signal Equipment, this team put a documented process in place to recover the costs incurred by the County to replace signal equipment damaged by traffic crashes, contractors, utility companies, and construction projects.

In the Excess Inventory Reuse System (EIRS) project, this team piloted the implementation of an inventory and reuse system that is similar in nature to seven (7) other jurisdictions in the State of Maryland. The team's research confirmed the existence of approximately twenty-two (22) inventory and reuse systems in national and international jurisdiction and cities. The inventory and reuse system tracks and catalogs existing office furniture, office supplies, and technology-related equipment making the items available to County departments to acquire free of charge in an effort to avoid and/or minimize new purchases.

5. What is the participation and cost of the Multi-lingual pay program?
The County's Personnel Regulations provide a multilingual pay differential to employees who are fluent in English and: (a) are certified by OHR as having basic or advanced multilingual skills; (b) are assigned to a position designated for a multilingual pay differential or who fill a general department need for specific language skills; and (c) actually provide or are available to provide multilingual services in the course of employment. The pay differential amount is specified in Montgomery County's collective bargaining agreements with MCGEO, FOP, and the IAFF. Unrepresented employees are also eligible for pay differential.

Multilingual Pay Differential by Employee Group

Employee Group	Basic Level Differential	Advanced Level Differential
MCGEO	\$1.00 per hour for all hours worked	\$1.50 per hour for all hours worked
Unrepresented	\$1.00 per hour for all hours worked	\$1.50 per hour for all hours worked
FOP *	\$1.00 per hour for all hours worked	\$2.00 per hour for all hours worked
IAFF	\$1.00 per hour for all hours worked	n/a

**Expert level multilingual pay differential for FOP members. Officers certified at the Expert skill level interrogations and investigations will receive three dollars per hour.*

With the exception of the FOP expert level, the multilingual pay differential is paid for all hours worked, regardless of whether the employee actually uses the language while working. Each employee who is certified to receive multilingual pay receives from \$2,080 to \$4,160 in additional salary each year.

6. Explain the reduction of \$25,000 for contractual services for Rewarding Excellence/Gainsharing. OHR reduced the funding for the contractual services as we anticipate managing the requirements in house by leveraging the expertise of existing staff to provide training and support to the teams.
7. Explain the Multi-Program Adjustment reduction of \$107,769. The adjustment is a result of program realignments tied to the reorganization and also reflect this division's portion of the changes associated with lapse and turnover in the department.

Training and Organizational Development

1. Explain why Training is adding \$14,725 to Multi-Program Adjustments when all other divisions are reducing adjustments. The adjustments are contained within the personnel costs and represent the increases budgeted for compensation for FY17. There were no changes to operating expenses in this division.
2. How much is budgeted for Tuition Assistance for bargaining units and non-bargaining employees?
MCG Tuition Assistance FY17
FOP: \$135,000
MCGEO: \$150,000
IAFF, Non-represented employee and volunteer firefighters: \$150,000
Total: \$435,000
Reimbursements are based on a first come first served basis.

Selection and Recruitment

1. What is the Talent Acquisition and Development (TAD) Project?
The County Executive launched the Talent Acquisition and Development initiative (TAD) to take a comprehensive look at the hiring and staff development processes. The primary focus of the effort was the time to hire, internal development, and the diversity of candidates. The initiative was led by the Chief Innovation Officer in partnership with the OHR Director, and included assistance from an external contractor and support from key internal stakeholders and external experts. There was an in depth review and evaluation of current policies, processes, and procedures used to assess, qualify and hire candidates for vacant positions. In addition, the use of systems or applications in the hiring process were reviewed and evaluated only as it related to efficient and effective acquisition and development of talent. The

intent is to create a government that is more diverse, hire qualified candidates more quickly, and give staff more opportunities for career advancement.

2. What is the outcome of the review of the current hiring process?

The outcome of the review revealed the average time to hire (ATTH) is driven by volume (of job postings, vacancies and candidates) combined with technology limitations and business practices that necessitate numerous manual "touches". The key remedies include reducing the number of touches through process and technology enhancements, revisiting job specifications to remove ambiguity and strengthening the practices for career progression from non-professional job classifications to professional job classifications. OHR is currently evaluating two candidate assessment systems that will eliminate two significant manual touches that impede the delivery of a timely and efficient hiring process. In addition, the career progression and candidate qualification process will be improved with the incorporation of clear job factors (as defined in the classification QES program) in the candidate assessment system.

3. What is the Candidate Qualification Process?

The Candidate Qualification Process is the process by which all candidates (internal and external) are reviewed and assessed using a consistent set of evaluative standards required to successfully perform the advertised vacant positions as previously defined in the job classification or announcement. Over the past 10 months, OHR has worked with a contractor to review and enhance the candidate qualification process with particular focus on strengthening the career opportunities for employees in non-professional job classifications. Focused attention was on professional level vacancies, particularly for candidates in non-professional positions who apply for opportunities in professional level classifications. The effort entailed evaluating the consistency of practices used for qualification of internal and external candidates for vacancies; reviewing practices of other jurisdictions; identifying challenges, issues and opportunities, and analyzing the results of the executed process. The goal was to define a standard policy and practice for the Office of Human Resources to use in evaluating both internal and external candidates' qualifications for both non-professional and professional level vacancies.

The outcome of the comprehensive review and evaluation of the Candidate Qualification Process is directly aligned with the TAD initiative, but also recommends a strengthening of policies, practices and terms awhile removing ambiguous and restrictive interpretations. As a result, the candidate qualification process will:

- use consistent terminology
- be aligned to the Job Classification QES model to validate relevant experience that is transferable and related to the job vacancy
- use an automated candidate assessment application for candidates to self-select options that best represent their experience
- use an automated candidate assessment system to validate relevant or related experience using the job specific factors as defined by the QES classification model
- use an automated candidate assessment system to calculate and rate candidates' responses using the job specific factors as defined by the QES classification model

This eliminates the level of subjectivity practiced by recruiters in determining a candidate's minimum qualifications. The process also eliminates the need for departmental raters and will significantly reduce the time to rate resumes and fill positions are the two major focus areas of the TAD initiative.

Labor and Employee Relations

1. Explain Multi-Program Adjustments resulting in reductions of \$85,487 and 1.0 FTE. One position was reclassified and transferred to the Director's Office under the Communications and Strategic Planning Section.
2. Please provide an update on the Telework Program implementation. The one year Pilot Telework Program was officially launched on February 29, 2016 through March 1, 2017. The Policies and Procedures for the Pilot Program were successfully bargained with MCGEO last year and went into effect on July 30, 2015. In the interim, the Pilot Program was designed, training was developed, and communications were sent to County departments. Seven departments are participating in the Pilot Program including DEP, DGS, MC311, DOT, DTS, HHS, and OHR. Each Department submitted the applications for their potential participants. A Telework Coordinator within each participating County department conducted the preliminary screening process for all applicants to determine the suitability of their position for telework and their eligibility. Some aspects that were considered for their participation were: any disciplinary matters within the last year, current performance evaluation, job class, designations as "essential employee", and overall job duties.

170 County employees currently participate in the Pilot Telework Program. The majority work in the Department of Technology Services. All participants and their immediate supervisors or managers were trained by the OHR Telework Coordinator on the Pilot Telework Program Policies and Procedures.

The OHR Telework Coordinator will initiate a midpoint check-in with participants and supervisors/managers in the summer to address any common issues or questions. The OHR Telework Coordinator will review the Pilot Program after its one year timeframe and "lessons learned" along with recommendations for a County-wide Telework Program will be provided to the OHR Director.

The OHR Telework Coordinator created a generic email for all participants and their managers/supervisors to send questions and issues to - telework.pilot@montgomerycountymd.gov. In this way, all inquiries and issues are directed to a single place for response or resolution. Thus far, there have been no issues with any participants and no modifications or terminations of Pilot Telework approvals of participation have taken place.

Health and Employee Welfare

1. Explain the increased cost in Police Stress Management - \$45,000, 0.50 FTE. The Psychologist assigned to the Police Stress Management Team (PSMT) retired in July 2015 after 15 years of County service. In FY10, the position was cut from a full-time 1.0 FTE to a part-time .5 FTE in response to the County's required budget reduction plan. Due to the small number of psychological staff, the PSMT was limited in hours available per week to offer counseling services to employees and their families. In addition, the PSMT was restricted in its ability to develop new training packages for critically-needed programs such as suicide awareness and prevention, promoting resilience and self-care, and proactively addressing specialized police units' needs, which is even more important considering events that have resulted in heightened public scrutiny of police actions in the communities in which the officers serve. OHR made a recommendation to fill the position at the full-time level and coordinated the request to increase the appropriation and FTE for FY17, which was approved by the County Executive.

2. Explain Multi-Program Adjustments shifts and additions, 1.25 FTE and \$1,669,608. Occupational Medical Services was collapsed into the Health and Employee Welfare Division resulting in an increase in operating expenses and the transfer of two positions.
3. Provide an update on the Wellness Program.
Please see attached Powerpoint presentation that provides an update on the Wellness Program.
4. Provide an update on the use of MC311 and Customer Care Center by employees and retirees. The Office of Human Resources (OHR) and MC311 researched new methods to improve customer service to Montgomery County employees and retirees. OHR and MC311 have identified some solutions to enhance the user's experience when contacting MC311:
 - **Dedicated Support** – OHR will train a number of MC311 employees to answer first- and second-tier personnel questions. These trained members of the MC311 staff will be able to better support employees and retirees with their personnel-related issues.
 - **Access to Data** – Trained MC311 staff will have limited access to personnel information to provide more timely responses to questions from employees and retirees. Having access to this information will reduce the service requests that get routed to OHR. The information seen by MC311 staff will be redacted to ensure security.
 - **Rebranding and Marketing** – OHR will rebrand this customer service effort to provide employees with a sense of confidence that OHR and MC311 have partnered together to provide them with the best customer service solution. Targeted marketing to employees will reinforce that MC311 has dedicated staff, who are trained and ready to answer their questions with timely and accurate information.
OHR anticipates that the enhanced user experience will launch in the first quarter of FY2017.
5. Provide information on Family and Medical Leave Act usage by County employees.
As of 4/15/16 total usage was 556 employees.
6. Provide statistics on participation by employees in the new supplemental benefits programs – Supplemental Disability and Critical Illness insurance coverage from Aflac.
Current number enrolled in Short Term Disability = 113

Current number enrolled in Critical Illness = 89

The County also executed a contract with LifeSecure to provide Long Term Care coverage and the current number enrolled = 37 employees and the enrollment period goes through June 8th.

Family and Parental Leave

1. Will OHR be prepared to discuss Family and Parental Leave issues in early June?
OHR is currently exploring the Family and Parental Leave issues and expects to be prepared for a discussion in early June.

Wellness Update

Leigh Ann Henderson, LiveWell Wellness Program Manager
April 2016



Office of Human Resources, Montgomery County Government

Wellness Updates



- Virgin Pulse Quarterly Report:
 - 1st Quarter, post-implementation: Sept-Dec 2015
- What's Next?
 - LiveWell. LeadWell.
 - Wellness Champion Update



Virgin Pulse



41% OF EMPLOYEES ARE CURRENTLY ENROLLED (As of 4/18/16)

88% OF ENROLLED MEMBERS ARE EARNING HealthMiles

58% OF UPLOADING MEMBERS ARE GETTING THE RECOMMENDED AMOUNT OF ACTIVITY

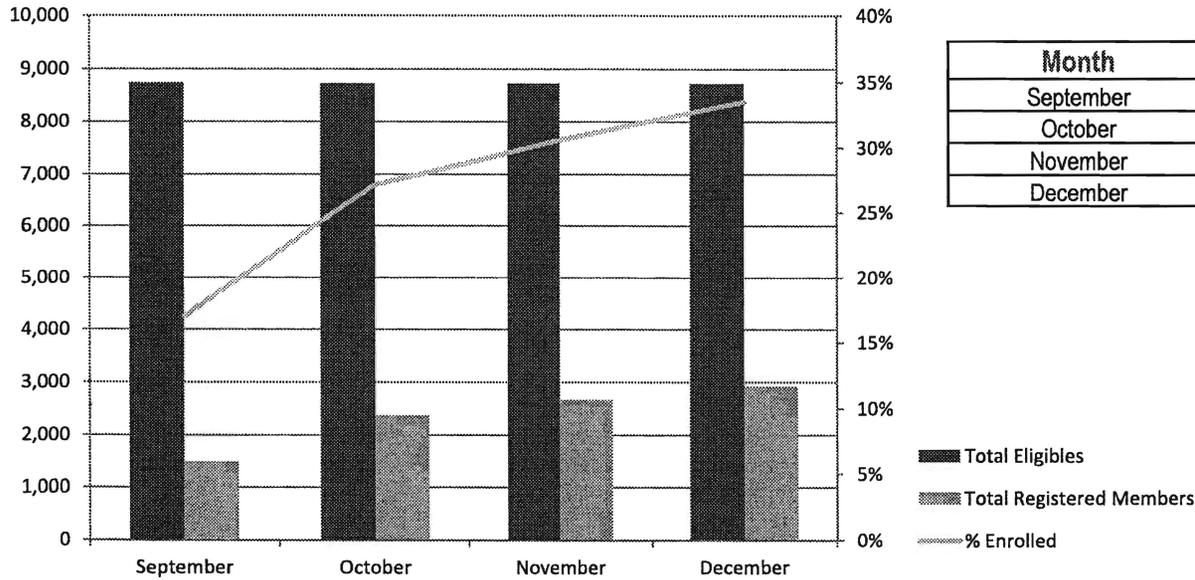
Montgomery County EMPLOYEES ARE ON AVERAGE
TAKING 6,527 STEPS A DAY



Office of Human Resources | Montgomery County Government

ENROLLMENT

September 1 - December 31, 2015



Month	#Eligible	#Active	%Enrolled
September	8,745	1,486	17%
October	8,728	2,372	27%
November	8,731	2,672	31%
December	8,733	2,926	34%



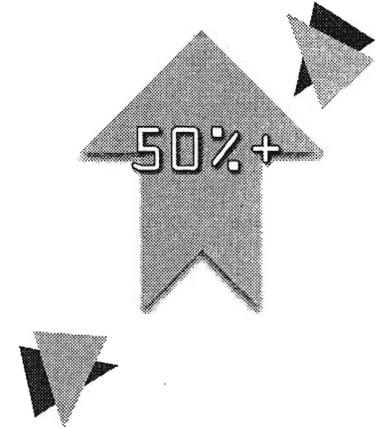
Office of Human Resources, Montgomery County Government

ENROLLMENT

As of April 11, 2016



Department	Not Enrolled	Enrolled	Grand Total	% Enrolled
County Executive Office		37	37	100%
Procurement	2	31	33	94%
Human Resources	5	57	62	92%
OAG	1	7	8	88%
Public Information Office	11	48	59	81%
Intergovernmental Relations	1	4	5	80%
Finance	26	87	113	77%
Economic Development	3	9	12	75%
Board of Investment Trustees	4	9	13	69%
Recreation	35	77	112	69%
Ethics Commission	1	2	3	67%
County Council	31	60	91	66%
Sheriff's Office	59	111	170	65%
Emergency Management & Homeland Security	4	7	11	64%
Community Use of Public Facilities	10	17	27	63%
Public Libraries	139	241	380	63%
Inspector General	2	3	5	60%
Technology Services	55	82	137	60%
Board of Elections	11	16	27	59%
Housing and Community Affairs	30	44	74	59%
Circuit Court	50	64	114	56%
Environmental Protection	72	87	159	55%
Correction and Rehabilitation	222	264	486	54%
Management and Budget	14	16	30	53%
Washington Suburban Transit Commission	1	1	2	50%



Office of Human Resources, Montgomery County Government

ENROLLMENT

As of April 11, 2016

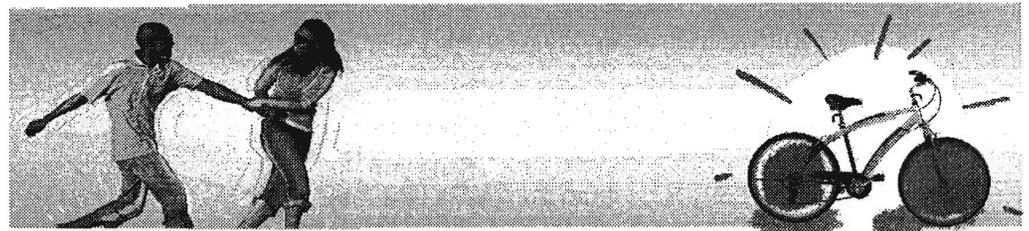
>25%

Permitting Services	100	96	196	49%
States Attorneys Office	71	62	133	47%
Legislative Oversight	6	5	11	45%
Health and Human Services	894	645	1539	42%
Community Engagement Cluster	41	28	69	41%
General Services	240	161	401	40%
County Attorneys Office	44	28	72	39%
Board of Appeals	2	1	3	33%
Police	483	241	724	33%
Fire and Rescue Service	862	407	1269	32%
Liquor Control	293	122	415	29%
Housing Opportunities Commission	250	83	333	25%
Zoning and Administrative Hearings	3	1	4	25%

LiveWell  Better You. Better Us.

Strathmore Hall	27	7	34	21%
Revenue Authority	49	12	61	20%
Transportation	969	236	1205	20%
Merit System Protection Board	15	3	18	17%
Human Rights Commission	7	1	8	13%
Circuit Court Judges	12	1	13	8%
Montgomery County Employees				
Federal Credit Union	24	1	25	4%
Montgomery Community Television	28	1	29	3%
Arts and Humanities Council	3		3	0%
Bethesda Urban Partnership	30		30	0%
District Court Judges	3		3	0%
Town of Chevy Chase View	1		1	0%
Town of Garrett Park	4		4	0%
Town of Somerset	3		3	0%
Village of Friendship Heights	7		7	0%

<25%



Office of Human Resources, Montgomery County Government

HRA Results



Top 3 Existing Conditions

- High Cholesterol (393, 24.6%)
- Current Joint Pain (356, 22.3%)
- High Blood Pressure (339, 21.2%)

Top 3 Health Risks

- High BMI (833, 52.2%)
- High Stress (633, 39.7%)
- Many Illness days (596, 37.3%)

Top Health Goals

- Lose some weight (82.7%)
- Get healthier (60.8%)
- Get my body back in shape (52.2%)
- Train for a sport (52.2%)
- Feel better about me (37.8%)

1,596 members have completed
HRA (55%)



ENGAGEMENT



Physical Activity Stats	2015	Municipality Industry
* Daily Avg. Steps per Member	6,527	7,945
% of Members with Activated Pedometers	73%	85%
* % of Members Averaging more than 7,000 Steps per Day	33%	51%
* % of Uploading Members who are Getting the Recommended Amount of Physical Activity (at least 150 moderate activity minutes per week)	58%	60%

TOTAL STEPS TAKEN BY ALL MEMBERS



Equivalent to:
518,087 miles
19,774 marathons
21 times around the equator
1 round trip to the moon and back

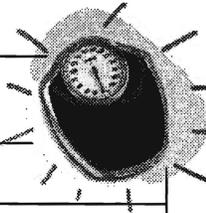


Office of Human Resources, Montgomery County Government

ENGAGEMENT



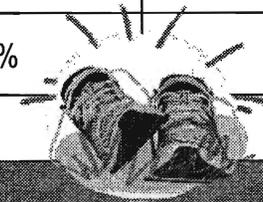
Health Station Visits



EOB Terrace Station	434
Occupational Medical Services (OMS)	286
Fleet-Crabbs Branch Way	139
101 Monroe St.	102
Public Safety Headquarters	72
Mobile	48
DOCR Whelan Lane	32
Silver Spring Ride On Depot	25

Member Engagement

	2015 Montgomery County	VP Book of Business
Earning HealthMiles	88%	46%
Connected to myfitnesspal	22%	2%
Tracking Calories	20%	12%
Browsing Healthy Recipes	12%	7%
Making Activity Journal Entries	48%	23%



Office of Human Resources, Montgomery County Government

ACTIVITY SHIFT



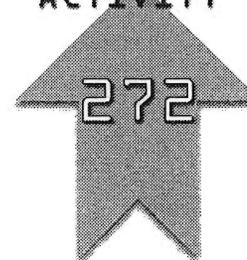
BASELINE CLASSIFICATION	
Population: 1,179	
High Active	459
Active	346
Low Active	188
Inactive	186

*130 members shifted to active & high active (35%)



35%
of at risk members shifted to the
ACTIVE & HIGH ACTIVE CATEGORY

**INCREASED
ACTIVITY**



PHYSICAL ACTIVITY CATEGORIES
High Active: 300 + minutes
Active: 150-299 minutes
Low Active: 60-149 minutes
Inactive: 1-59 minutes



Office of Human Resources, Montgomery County Government

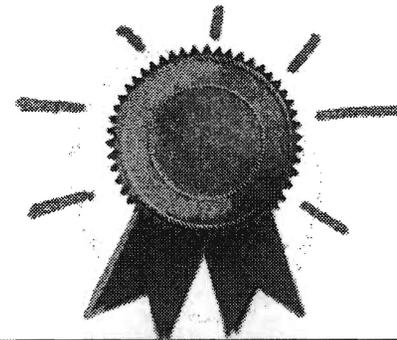
LEVELS



Reward Level	LEVEL ATTAINMENT	
	2015	
	Total	%
Level 1 (0-1,999)	1,469	51%
Level 2 (2,000-3,999)	463	16%
Level 3 (4,000-5,999)	272	9%
Level 4 (6,000-7,999)	218	7%
Level 5 (8,000+)	504	17%

Population	Incentive Earned	Avg. Incentive Earned
2015	\$65,345	\$45

*33% achieved Level 3 or higher



Office of Human Resources, Montgomery County Government

What's Next?

- Virgin Pulse Enrollment: Goal 60% by December 2016
 - Outreach to departments with lower enrollment
 - Invitations to all-staff meetings or events
 - Virgin Pulse: Sign Up & Support events around the County
 - "Life Changers" testimonials
- Departmental "Spring Fitness" Challenge: Starts May 2
- *LiveWell. LeadWell.* Monthly Leadership Messages
- Wellness Champion Recruitment & Retreat
- Ongoing Monthly Programs & Events



LiveWell. LeadWell.

- April: Dept. of Technology Services
- May: Council Member George Leventhal
- June: Housing & Community Affairs
- July: Corrections
- August: Libraries
- September: Dept. of Environmental Protection
- October: Commission for Women
- November: Transportation
- December: Health & Human Services



Office of Human Resources, Montgomery County Government

Wellness Champions



- As of April 18, 2016: 83 Champions from 30 Departments/Agencies
- Recruitment for 2016-2017 Champions is underway
- 2015 Champions are welcome to continue - new Champions welcome!
- Wellness Champions
 - Volunteer to promote LiveWell programs within their department
 - Communicate department needs to LiveWell
 - Participate in monthly conference calls & quarterly in-person meetings
 - Work with department leaders and the HR Community to support Virgin Pulse enrollment and engagement



Office of Human Resources, Montgomery County Government