



Human Resources

Recommended FY18 Budget

\$251,947,464

Full Time Equivalents

69.90

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 FY18 Operating Budget for the Office of Human Resources is \$251,947,464, a decrease of \$2,106,120 or 0.83 percent from the FY17 Approved Budget of \$254,053,584. Personnel Costs comprise 3.39 percent of the budget for 68 full-time position(s) and three part-time position(s), and a total of 69.90 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 96.61 percent of the FY18 budget.

The Office of Human Resources Budget is comprised of a General Fund component of \$8,355,091 and a Employee Health Benefit Self Insurance Fund component of \$243,592,373.

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 FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 recommended budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Multi-Program Measures					
Average customer satisfaction rating (1-4) on the yearly internal customer survey of County managers	3.1	3.1	3.2	3.3	3.4

Initiatives

-  Implement the automated candidate qualification assessment and rating process to create efficiency, reduce the time to fill positions, and encourage internal recruitment opportunities for existing County employees.
-  Begin process to implement a formal Background Investigation Policy in FY18.

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- ★ Implement the telework program countywide, following the successful completion of the pilot program in March 2017 by the Labor and Employee Relations Team.

Accomplishments

- ✓ Implemented second phase of the Candidate Qualification initiative to expand career advancement opportunities by changing the rating process to consider all previous work experience relevant to the job vacancy announcement.
- ✓ Facilitated the execution of Executive Regulation 17-15, Amendment to Allow Social Worker Interns at HHS to Apply for "Employees Only Vacancies at HHS".
- ✓ Participated in several recruitment community outreach events including Blair High School, the University of Baltimore, Bowie State University, and the African American Community Meeting Group, to present information regarding County internship programs and employment opportunities, and the importance of networking and social media.
- ✓ Successfully placed all mid-year Reduction in Force (RIF) employees from the Department of Economic Development and Department of Liquor Control.
- ✓ Produced new intern web page, which is designed for interested applicants and managers to use as a resource guide.
- ✓ Provided additional support and training for Wellness Champions, County leaders, and human resource professionals around wellbeing in the workplace.
- ✓ Received multiple awards for the Wellness Program, including 2016 Achievement Award, National Association of Counties (NACo), 2016 Alliance for Workplace Excellence Award, 2016 Silver Health at Work Award, ComPsych, and 2016 Virgin Pulse Game Changer Award.
- ✓ Implemented signature and special programs and events, including wellness classes and webinars, on-site fitness classes, departmental workshops, outreach events for field-based employees, Yoga Challenge, Walk@Lunch Day, Spring Fitness Challenge, "Maintain Don't Gain," and fire station cooking demonstrations.
- ✓ Launched Virgin Pulse "V2"; an upgraded platform that enhances the employee experience in wellness tracking and awareness.
- ✓ Reached 48 percent enrollment in Virgin Pulse with over 4,000 of eligible employees enrolled in just under a year after the program launched.
- ✓ Provided labor and employee relations training to over 200 MLS employees to enhance knowledge and understanding of the County's labor relations processes and procedures.
- ✓ Coordinated and managed the collective bargaining process with all four unions to achieve negotiated agreements that represent the County's best interests.
- ✓ Executed over ten new contracts with mediators and arbitrators for collective bargaining and grievances.

Innovations and Productivity Improvements

- ★ Allowed retirees to make changes to their benefits throughout the year, which will save time, effort, and resources.
- ★ Implemented MC311 Tier II calls through the establishment of a separate phone number for MC311 that identifies callers trying to reach the Office of Human Resources.
- ★ Changed the frequency of sending carrier files to the health insurance vendors from a bi-weekly to weekly basis, which has promoted timelier communication regarding enrollment changes to ensure receipt of ID cards sooner and lowering the number of telephone calls OHR receives from new hires requesting status of their ID cards.

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- * Implemented enhancements to the Firefighter recruitment process including outreach plan developed in FY16, interview question and selection changes, Promotional Candidate Application Process system improvements eliminating the need for dual entry applications, and enhancements to the background check process.

Collaboration and Partnerships

- * Preference points for Veterans

Collaborated with labor units and County public safety departments to develop Executive Regulation 20-14, Hiring Preference Points for Veterans Who Apply for Uniformed Public Safety Positions.

Partners

Department of Correction and Rehabilitation, Montgomery County Fire and Rescue Service, Department of Police, Sheriff's Office

- * Compassion Fatigue sessions

Established Compassion Fatigue sessions for staff of Police Department Animal Services Division.

Partners

Department of Police

- * Caregivers Support Group

Developed and established a Caregivers Support Group for employees in the Police Department that meets monthly to discuss the challenges of being a caregiver for parents, spouses, and children.

Partners

Department of Police

- * Occupational Medical and Wellness Services

Successfully executed the new Occupational Medical and Wellness Services contract in partnership with Fire and Rescue Service.

Partners

Montgomery County Fire and Rescue Service

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 the 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 the Office's procurement of goods and services, budget preparation, administration, and financial management of the employee health benefits fund, and management over the Records Management Section. 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.

FY18 Recommended Changes	Expenditures	FTEs
FY17 Approved	2,390,671	18.55
Shift: Personnel to Health Fund	1,966	(0.05)
Shift: Personnel to General Fund	(1,966)	0.05
Decrease Cost: Printing and Mail	(3,188)	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.	105,140	0.85
FY18 Recommended	2,492,623	19.40

Business Operations and Performance

The Business Operations and Performance Division is comprised of the Classification, Compensation, Training and Organizational Development, 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 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 and 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.

FY18 Recommended Changes	Expenditures	FTEs
FY17 Approved	2,294,790	13.70
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	21,367	0.05
FY18 Recommended	2,316,157	13.75

Recruitment and Selection

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 FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Average satisfaction score (1-5) of departments with pools of candidates for positions, based on a survey of hiring managers	4.5	4.6	4.6	4.7	4.7
Average number of days to fill a vacant County position	87	82	63	50	50

FY18 Recommended Changes	Expenditures	FTEs
FY17 Approved	1,344,426	10.40
Add: Candidate Assessment System	57,000	0.00
Decrease Cost: Lapse reduction	50,000	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.	122,760	0.00
FY18 Recommended	1,574,186	10.40

Labor and Employee Relations

Labor and Employee Relations consists of two teams: Labor and Employee Relations and Occupational Medical Services. The Labor and Employee Relations team is designed to support County managers in the areas of advice and training on labor issues, advice on related personnel policies and procedures, and the negotiation of collective bargaining agreements including competitive compensation and benefits. The Labor and Employee Relations team helps lead the collective bargaining process and provides early intervention strategies for workplace disputes to ensure that managers comply with contractual and legal requirements and improve employee labor relations.

The Occupational Medical Services team (OMS) (including Fire and Rescue Occupational Medical Services) 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 Labor and Employee Relations team also includes the County's Disability Program Manager

who administers the County's Americans with Disabilities Act (ADA) program.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of grievances resolved before reaching third party neutral	93	92	93	95	96

FY18 Recommended Changes	Expenditures	FTEs
FY17 Approved	2,767,806	9.00
Increase Cost: Labor Negotiations Funding	175,000	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.	235,469	0.00
FY18 Recommended	3,178,275	9.00

EEO Compliance and Diversity Management

The Equal Employment Opportunity (EEO) and Diversity Management team provides assistance, guidance, and training to employees and managers concerning equal employment and diversity management to promote a discrimination free workplace that values diversity. The team investigates complaints of harassment and discrimination by and against employees, and it 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.

FY18 Recommended Changes	Expenditures	FTEs
FY17 Approved	302,582	2.00
Enhance: Additional Support - EEO Compliance	101,385	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	11,190	0.00
FY18 Recommended	415,157	3.00

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, retirees, and their dependents (over 45,000 total lives) in a manner that ensures an understanding of program provisions and their value as part of total compensation.

The Wellness Program uses a dynamic, comprehensive data-driven strategy to promote employee health and well being. The Wellness Program provides employee wellness activities such as health screenings, educational seminars, wellness and fitness classes, incentive programs, and utilizes communication channels such as web, social media, and a monthly newsletter.

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.

FY18 Recommended Changes	Expenditures	FTEs
FY17 Approved	244,953,309	14.35
Shift: Health and Wellness Programs from General Fund	659,700	2.00

FY18 Recommended Changes	Expenditures	FTEs
Increase Cost: New OMS contract	243,376	0.00
Enhance: Additional Support - Police Stress Management	38,000	0.00
Shift: Health and Wellness Programs to Health Fund	(659,700)	(2.00)
Decrease Cost: Claims Expenditure Adjustment	(3,056,693)	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.	(206,926)	0.00
FY18 Recommended	241,971,066	14.35

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Recommended FY18	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,439,574	4,326,565	4,453,837	4,343,216	0.4 %
Employee Benefits	1,218,153	1,250,001	1,199,056	1,168,914	-6.5 %
County General Fund Personnel Costs	5,657,727	5,576,566	5,652,893	5,512,130	-1.2 %
Operating Expenses	2,522,633	2,624,070	2,988,267	2,842,961	8.3 %
County General Fund Expenditures	8,180,360	8,200,636	8,641,160	8,355,091	1.9 %
PERSONNEL					
Full-Time	64	66	66	68	3.0 %
Part-Time	6	4	4	3	-25.0 %
FTEs	46.05	45.70	45.70	44.65	-2.3 %
County General Fund Revenues	0	0	0	0	—
EMPLOYEE HEALTH SELF INSURANCE					
EXPENDITURES					
Salaries and Wages	1,942,211	1,996,980	2,049,341	2,378,492	19.1 %
Employee Benefits	477,714	564,394	464,096	662,703	17.4 %
Employee Health Self Insurance Personnel Costs	2,419,925	2,561,374	2,513,437	3,041,195	18.7 %
Operating Expenses	219,627,076	243,291,574	229,415,264	240,551,178	-1.1 %
Employee Health Self Insurance Expenditures	222,047,001	245,852,948	231,928,701	243,592,373	-0.9 %
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	21.25	22.30	22.30	25.25	13.2 %
REVENUES					
Investment Income	32,893	144,140	64,730	110,970	-23.0 %
Medicaid/Medicare Reimbursement	8,663,516	0	0	0	—
Other Charges/Fees	8,991,631	0	0	0	—
Self Insurance Employee Health Income	48,113,858	249,856,329	238,878,514	247,904,253	-0.8 %
Employee Health Self Insurance Revenues	65,801,898	250,000,469	238,943,244	248,015,223	-0.8 %

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Recommended FY18	%Chg Bud/Rec
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	1,118	0	0	0	—
Grant Fund - MCG Expenditures	1,118	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	230,228,479	254,053,584	240,569,861	251,947,464	-0.8 %
Total Full-Time Positions	64	66	66	68	3.0 %
Total Part-Time Positions	6	4	4	3	-25.0 %
Total FTEs	67.30	68.00	68.00	69.90	2.8 %
Total Revenues	65,801,898	250,000,469	238,943,244	248,015,223	-0.8 %

FY18 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	8,200,636	45.70
<u>Changes (with service impacts)</u>		
Enhance: Additional Support - EEO Compliance [EEO Compliance and Diversity Management]	101,385	1.00
Add: Candidate Assessment System [Recruitment and Selection]	57,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: New OMS contract [Health & Employee Welfare]	243,376	0.00
Increase Cost: Labor Negotiations Funding [Labor and Employee Relations]	175,000	0.00
Increase Cost: FY18 Compensation Adjustment	145,531	0.00
Decrease Cost: Lapse reduction [Recruitment and Selection]	50,000	0.00
Increase Cost: Annualization of FY17 Personnel Costs	32,359	(0.10)
Increase Cost: Annualization of FY17 Compensation Increases	13,612	0.00
Increase Cost: Retirement Adjustment	1,046	0.00
Shift: Personnel to General Fund [Director's Office]	(1,966)	0.05
Decrease Cost: Printing and Mail [Director's Office]	(3,188)	0.00

FY18 RECOMMENDED CHANGES

	Expenditures	FTEs
Shift: Health and Wellness Programs to Health Fund [Health & Employee Welfare]	(659,700)	(2.00)
FY18 RECOMMENDED	8,355,091	44.65

EMPLOYEE HEALTH SELF INSURANCE

FY17 ORIGINAL APPROPRIATION	245,852,948	22.30
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Changes (with service impacts)

Enhance: Additional Support - Police Stress Management [Health & Employee Welfare]	38,000	0.00
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Other Adjustments (with no service impacts)

Shift: Health and Wellness Programs from General Fund [Health & Employee Welfare]	659,700	2.00
Increase Cost: FY18 Compensation Adjustment	48,425	0.00
Increase Cost: Annualization of FY17 Personnel Costs	47,250	1.00
Increase Cost: Annualization of FY17 Compensation Increases	8,898	0.00
Shift: Personnel to Health Fund [Director's Office]	1,966	(0.05)
Decrease Cost: Retirement Adjustment	(8,121)	0.00
Decrease Cost: Claims Expenditure Adjustment [Health & Employee Welfare]	(3,056,693)	0.00
FY18 RECOMMENDED	243,592,373	25.25

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 REC Expenditures	FY18 REC FTEs
Director's Office	2,390,671	18.55	2,492,623	19.40
Business Operations and Performance	2,294,790	13.70	2,316,157	13.75
Recruitment and Selection	1,344,426	10.40	1,574,186	10.40
Labor and Employee Relations	2,767,806	9.00	3,178,275	9.00
EEO Compliance and Diversity Management	302,582	2.00	415,157	3.00
Health & Employee Welfare	244,953,309	14.35	241,971,066	14.35
Total	254,053,584	68.00	251,947,464	69.90

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total\$	FY17 FTES	FY18 Total\$	FY18 FTES
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	1,315,010	0.00	1,315,010	0.00
Police	General Fund	281,922	2.00	286,846	2.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	35,441	0.30	23,453	0.20

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17	FY17	FY18	FY18
		Total\$	FTES	Total\$	FTES
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	218,247	0.70	208,312	0.40
NDA - Montgomery County Employee Retirement Plans	Non-Appropriated Funds	16,318	0.00	25,880	0.00
Total		1,866,938	3.00	1,859,501	2.60

FUTURE FISCAL IMPACTS

CE RECOMMENDED (\$000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Recommended	8,355	8,355	8,355	8,355	8,355	8,355
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY18	0	(10)	(10)	(10)	(10)	(10)
Items recommended for one-time funding in FY18, related to the Candidate Assessment System, will be eliminated from the base in the outyears.						
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	8,355	8,382	8,382	8,382	8,382	8,382
EMPLOYEE HEALTH SELF INSURANCE						
EXPENDITURES						
FY18 Recommended	243,592	243,592	243,592	243,592	243,592	243,592
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	12	12	12	12	12
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	243,592	243,604	243,604	243,604	243,604	243,604