



Human Resources

RECOMMENDED FY21 BUDGET

\$303,667,044

FULL TIME EQUIVALENTS

64.65

 BERKE ATTILA, DIRECTOR

MISSION STATEMENT

To foster excellence in people by providing quality human resources services to our employees, partners, and the community.

BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Office of Human Resources is \$303,667,044, an increase of \$21,899,305 or 7.77 percent from the FY20 Approved Budget of \$281,767,739. Personnel Costs comprise 2.83 percent of the budget for 62 full-time position(s) and two part-time position(s), and a total of 64.65 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 97.17 percent of the FY21 budget.

The Office of Human Resources Budget is comprised of a General Fund component of \$8,645,804 and a Employee Health Benefit Self Insurance Fund component of \$295,021,240.

In February 2020, the County Executive announced an update to the County Council related to ongoing efforts to identify no-cost/low-cost reorganization efforts that will strengthen the delivery of priority outcomes, realign resources with policy objectives, and improve the efficiency and effectiveness of County government. As part of this plan, the Office of Human Resources has been reorganized. The Labor and Employee Relations program has been shifted to the new Office of Labor Relations, the Occupational Medical Services program has been shifted out of the Health and Employee Welfare program, and the Training and Organizational Development program has been shifted out of the Business Operations and Performance program.

COUNTY PRIORITY OUTCOMES

While this program area supports all seven of the County Executive's Priority Outcomes, the following is emphasized:

 **Effective, Sustainable Government**

INITIATIVES

 The Office of Human Resources will implement an Applicant Tracking System to provide a better customer service experience and improved management and monitoring of all recruitments.

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- ★ Expand the MLS LEADS program into MCG LEADS to incorporate innovative learning strategies including tours, book clubs, mentoring, department orientations, project-driven cohort groups, conferences, boot camps, specialized departmental training, career development coaching, and virtual learning opportunities for aspiring leaders, new supervisors, and managers.
 - ★ Streamline the position creation and reclassification process for departments to improve the time to review and approve, and eliminate redundant steps.
 - ★ Launched the Turn the Curve Initiatives for Alternate Work Schedules/Telework, Candidate Qualification Pool, and Reduce the Time to Hire performance measures.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ EEO/Diversity Management implemented a new case-tracking system that employees may use to submit requests for review and response.
- ★ Implementing Self-Service Benefits, which will eliminate paper enrollment forms and reduce manual data entry for the health insurance team.
- ★ Stress Management team will continue efforts to procure a new Electronic Health Records system to facilitate administrative and clinical operations.
- ★ Continue efforts to lower the time to fill vacant positions through fillable forms, streamline the approval process, release of a "How to Apply" video to improve the candidate's experience in the recruitment process, and conduct Hiring Manager refresher training.

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 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 FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Recommended Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

★ Business Operations and Performance

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

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Job classification activities completed ¹	N/A	166	282	210	210
Number of new hire salary equity analyses completed	181	160	229	245	260
Average days to complete new hire salary equity analyses ²	N/A	16	24	20	16
Average days to complete non-study job classifications related to hires ³	N/A	N/A	26	14	10
Percent of job classifications reviewed/studied within the past 10 years ⁴	N/A	25%	28%	34%	41%

¹ Complete data not available prior to FY19

² Complete data not available prior to FY19

³ Data not available prior to FY20

⁴ Data not available prior to FY19

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	2,240,641	12.50
Realignment of Programs	(1,026,952)	(4.50)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(22,234)	0.00
FY21 Recommended	1,191,455	8.00

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 matters 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.

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	3,041,050	21.40
Increase Cost: Reduced Lapse Assumption	91,659	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.	80,778	0.00
FY21 Recommended	3,213,487	21.40

EEO Compliance and Diversity Management

The Equal Employment Opportunity (EEO) and Diversity Management team ensures compliance with local, State, and Federal discrimination laws, as well as Montgomery County Personnel Regulations Section 5, related to Equal Employment Opportunity. The Division provides mandatory and customized training to employees and managers concerning equal employment and diversity management. The training also extends to civilian and public safety employees. The Division is responsible for mandated Federal and State EEO-related reporting requirements, EEO certifications, data/statistical analyses, and other EEO related reporting compliance associated with grant funding. The Division's primary responsibility is EEO compliance as it relates to the investigation of EEO complaints, monitoring departmental investigations, providing guidance and assistance to managers/supervisors related to EEO matters and resolution of EEO issues/complaints including mediation and reaching amicable resolution of EEO complaints.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of Equal Employment Opportunity complaints/inquiries received	144	184	200	200	200
Number of participants in Equal Employment Opportunity and diversity management trainings	1,405	1,788	1,780	1,780	1,780
Percent of Equal Employment Opportunity cases with successful resolution	32%	37%	47%	57%	67%
Percent of trainings that are customized for departments	33%	34%	34%	34%	34%

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	438,830	3.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	13,841	0.00
FY21 Recommended	452,671	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 people) 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, and data-driven strategy to promote employee engagement in health and well-being. The Wellness Program provides employee wellness activities such as health screenings, educational seminars, wellness and fitness classes, and 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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of employees enrolled in Virgin Pulse wellness program	5,490	5,881	5,763	5,936	6,055
Percent of employees actively engaged in Virgin Pulse wellness program	58%	63%	61%	65%	67%
Percent of Virgin Pulse wellness program users whose chronic disease risk decreases	71%	82%	82%	82%	82%
FY21 Recommended Changes			Expenditures	FTEs	
FY20 Approved			271,198,799	14.35	
Increase Cost: Claims Expenditure Adjustment			22,073,850	0.00	
Shift: Return Charge to the Public Information Office			(4,500)	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.			38,748	0.00	
FY21 Recommended			293,306,897	14.35	

Occupational Medical Services

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. OMS also includes the County's Disability Program Manager who administers the County's Americans with Disabilities Act (ADA) program.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of mandatory incumbent physical exams performed by Occupational Medical Services	3,297	3,050	3,189	3,316	3,449
Number of candidates processed for medical clearances	2,246	2,174	2,350	2,444	2,541
Percent of medical encounters processed within five days of visit	84%	70%	76%	82%	85%
Average patient length of stay from sign in to discharge (minutes)	83	71	77	75	73
Percent of mandatory incumbent physical exams completed within required timeline	95%	72%	79%	82%	85%
FY21 Recommended Changes			Expenditures	FTEs	
FY20 Approved			0	0.00	
Realignment of Programs			2,130,986	2.40	
Increase Cost: Consumer Price Index Adjustment for Occupational Medical Services			35,527	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.			9,190	(0.40)	
FY21 Recommended			2,175,703	2.00	

☀ 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, Senior Fellow, Position and Career Education Program (PACE), Multilingual, Job Fairs and coordinates County transfers, demotions, promotions, noncompetitive reappointments, retiree rehiring; manages the County's Disability and Veteran Employment Initiatives; provides selection guidelines training on interviewing and selecting employees; community and employee briefing trainings on the County's employment process and interview/resume preparation; reviews and validates all County compensation (such as, wage equity, within grade salary requests, temporary promotion, promotion, demotion salary requests), develops candidate qualification templates (minimum qualifications/preferred criteria), and validates candidate qualifications; and facilitates priority consideration placements.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of people hired	1,449	1,369	1,400	1,400	1,400
Percent of vacancies filled within target duration	40%	40%	45%	50%	55%
Average hiring manager satisfaction rating with pools of candidates (scale of 1-5)	4.5	4.4	4.4	4.4	4.4
Percent of new hires who are racial minorities (compared to county labor force: 56%)	54%	57%	56%	56%	56%

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	1,589,273	10.40
Add: Applicant Tracking System	510,000	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.	(9,510)	0.00
FY21 Recommended	2,089,763	10.40

☀ 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 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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of training classes offered	817	743	750	750	750
Percent of employees who participate in at least two non-mandatory training/development programs ¹	N/A	3.5%	4.0%	5.0%	5.0%
Percent of training courses geared toward leadership development	4.0%	3.8%	4.0%	5.0%	5.0%
Percent of computer skills trainees who report applying skills to current position	93%	94%	95%	95%	95%

¹ Data not available prior to FY19

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	0	0.00
Realignment of Programs	1,026,952	4.50
Add: Management Development Program Initiative	150,000	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.	60,116	0.00
FY21 Recommended	1,237,068	5.50

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Labor and Employee Relations

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	3,259,146	7.00
Realignment of Programs	(2,130,986)	(2.45)
Shift: Labor Management Relations Committee Funding	(100,000)	0.00
Shift: Labor and Employee Relations Team to Office of Labor Relations	(1,036,255)	(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.	8,095	0.45
FY21 Recommended	0	0.00

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,411,800	4,676,270	4,454,634	4,388,336	-6.2 %
Employee Benefits	1,173,154	1,339,111	1,187,712	1,170,472	-12.6 %
County General Fund Personnel Costs	5,584,954	6,015,381	5,642,346	5,558,808	-7.6 %
Operating Expenses	2,793,965	2,896,040	3,272,597	3,086,996	6.6 %
Capital Outlay	92,229	0	0	0	—
County General Fund Expenditures	8,471,148	8,911,421	8,914,943	8,645,804	-3.0 %
PERSONNEL					
Full-Time	69	68	68	62	-8.8 %
Part-Time	3	2	2	2	—
FTEs	45.65	45.00	45.00	40.80	-9.3 %
County General Fund Revenues	0	0	0	0	—
EMPLOYEE HEALTH SELF INSURANCE					
EXPENDITURES					
Salaries and Wages	2,073,826	2,270,128	2,218,464	2,370,386	4.4 %

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Employee Benefits	487,043	688,339	603,919	679,153	-1.3 %
Employee Health Self Insurance Personnel Costs	2,560,869	2,958,467	2,822,383	3,049,539	3.1 %
Operating Expenses	256,490,683	269,897,851	270,162,458	291,971,701	8.2 %
Employee Health Self Insurance Expenditures	259,051,552	272,856,318	272,984,841	295,021,240	8.1 %
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	25.25	23.65	23.65	23.85	0.9 %
REVENUES					
Investment Income	187,498	562,010	156,720	118,600	-78.9 %
Medicaid/Medicare Reimbursement	2,131,531	0	27,266,333	31,037,577	—
Other Charges/Fees	10,429,235	0	0	0	—
Other Intergovernmental	0	0	8,143,360	8,357,060	—
Self Insurance Employee Health Income	64,419,629	281,967,908	247,968,210	255,584,170	-9.4 %
Employee Health Self Insurance Revenues	77,167,893	282,529,918	283,534,623	295,097,407	4.4 %
DEPARTMENT TOTALS					
Total Expenditures	267,522,700	281,767,739	281,899,784	303,667,044	7.8 %
Total Full-Time Positions	69	68	68	62	-8.8 %
Total Part-Time Positions	3	2	2	2	—
Total FTEs	70.90	68.65	68.65	64.65	-5.8 %
Total Revenues	77,167,893	282,529,918	283,534,623	295,097,407	4.4 %

FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
	FY20 ORIGINAL APPROPRIATION	8,911,421 45.00
<u>Changes (with service impacts)</u>		
Add: Applicant Tracking System [Recruitment and Selection]	510,000	0.00
Add: Management Development Program Initiative [Training and Organizational Development]	150,000	1.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY21 Compensation Adjustment	133,962	0.00
Increase Cost: Reduced Lapse Assumption [Director's Office]	91,659	0.00
Increase Cost: Consumer Price Index Adjustment for Occupational Medical Services [Occupational Medical Services]	35,527	0.00
Increase Cost: Annualization of FY20 Personnel Costs	27,407	0.00
Increase Cost: Print and Mail Adjustment	539	0.00
Decrease Cost: Retirement Adjustment	(33,985)	0.00

FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Re-align: Personnel Adjustment Between Funds	(44,471)	(0.20)
Shift: Labor Management Relations Committee Funding [Labor and Employee Relations]	(100,000)	0.00
Shift: Labor and Employee Relations Team to Office of Labor Relations [Labor and Employee Relations]	(1,036,255)	(5.00)
FY21 RECOMMENDED	8,645,804	40.80

EMPLOYEE HEALTH SELF INSURANCE

	FY20 ORIGINAL APPROPRIATION	272,856,318	23.65
Other Adjustments (with no service impacts)			
Increase Cost: Claims Expenditure Adjustment [Health & Employee Welfare]	22,073,850		0.00
Increase Cost: FY21 Compensation Adjustment	45,753		0.00
Re-align: Personnel Adjustment Between Funds	44,471		0.20
Increase Cost: Retirement Adjustment	7,385		0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(2,037)		0.00
Shift: Return Charge to the Public Information Office [Health & Employee Welfare]	(4,500)		0.00
FY21 RECOMMENDED	295,021,240		23.85

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Business Operations and Performance	2,240,641	12.50	1,191,455	8.00
Director's Office	3,041,050	21.40	3,213,487	21.40
EEO Compliance and Diversity Management	438,830	3.00	452,671	3.00
Health & Employee Welfare	271,198,799	14.35	293,306,897	14.35
Labor and Employee Relations	3,259,146	7.00	0	0.00
Occupational Medical Services	0	0.00	2,175,703	2.00
Recruitment and Selection	1,589,273	10.40	2,089,763	10.40
Training and Organizational Development	0	0.00	1,237,068	5.50
Total	281,767,739	68.65	303,667,044	64.65

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	1,591,025	0.00	1,609,896	0.00
Police	General Fund	307,101	2.00	0	0.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	26,071	0.20	26,939	0.20

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20	FY20	FY21	FY21
		Total\$	FTEs	Total\$	FTEs
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	185,851	0.40	187,929	0.40
NDA - Montgomery County Employee Retirement Plans	Non-Appropriated Funds	26,390	0.00	26,390	0.00
Total		2,136,438	2.60	1,851,154	0.60

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Recommended	8,646	8,646	8,646	8,646	8,646	8,646
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY21	0	23	23	23	23	23
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Recommended in FY21	0	(210)	(210)	(210)	(210)	(210)
Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), 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	8,646	8,496	8,496	8,496	8,496	8,496
EMPLOYEE HEALTH SELF INSURANCE						
EXPENDITURES						
FY21 Recommended	295,021	295,021	295,021	295,021	295,021	295,021
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	23	23	23	23	23
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	295,021	295,044	295,044	295,044	295,044	295,044

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Management Development Program Initiative	92,080	1.00	115,100	1.00

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Total	92,080	1.00	115,100	1.00

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