



Human Resources

APPROVED FY23 BUDGET

\$324,350,521

FULL TIME EQUIVALENTS

74.50

 DARRYL GORMAN, ACTING 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 approved FY23 Operating Budget for the Office of Human Resources is \$324,350,521, an increase of \$7,250,682 or 2.29 percent from the FY22 Approved Budget of \$317,099,839. Personnel Costs comprise 3.01 percent of the budget for 72 full-time position(s) and two part-time position(s), and a total of 74.50 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 96.99 percent of the FY23 budget.


The Office of Human Resources Budget is comprised of a General Fund component of \$9,423,468 and a Employee Health Benefit Self Insurance Fund component of \$314,927,053.

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

-  As part of the continued work to implement the OHR Strategic Plan, new positions have been added to OHR's budget to address gaps in service delivery, enhance the customer experience, address critical areas of improvement, and strengthen partnerships within the Human Resources Community.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

-  Created a comprehensive mental health resources information webpage for first responders in the County (Police, Fire/Rescue, Corrections, Sheriff's Office).
-  Launched MCG Delivers, a project-based program that challenged an assembled team to address a real world problem facing Montgomery County Government.

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- ☀ OMS Launched Employee COVID-19 Vaccine Disclosure System.
 - ☀ Improved police stress management office space to ensure compliance with COVID-19 related protocols for continuation of in-person mental health service delivery.
 - ☀ Implemented electronic health record system to streamline documentation and logistical tasks for improved service delivery.
 - ☀ Automated the Tuition Assistance Program application process to enhance and improve the time to review and approve applications.
 - ☀ Automated and streamlined the certification process for completing Continuing Education Units (CEU) for users, improved distribution time, and partially eliminated the manual process for licensure compliance.
 - ☀ Launched eMultilingual in March 2021, significantly reducing data entry for staff and expediting time to certify for employees and candidates.
 - ☀ Digitized public safety promotional records.

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 FY22 estimates reflect funding based on the FY22 Approved Budget. The FY23 and FY24 figures are performance targets based on the FY23 Approved Budget and funding for comparable service levels in FY24.

PROGRAM DESCRIPTIONS

☀ Business Operations and Performance

The Business Operations and Performance Division is comprised of the Classification, Compensation, Workforce Performance, and Strategy and Innovation 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 Performance Management team. 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.

Strategy and Innovation is designed to assess, define, and execute an HR governance and service delivery model that focuses on the creation of a more streamlined, synergistic, consistent, and cost-effective execution of HR policies, collective bargaining agreements, services, programs, and other human capital related initiatives. In addition, the problem solver positions are dedicated to the development and management of process improvement initiatives, data analytics, and OHR performance goals and objectives while serving as a ready resource to support OHR divisions on solving complex business and operational issues.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Job classification activities completed	162	103	113	125	130
Number of new hire salary equity analyses completed	341	189	197	210	230
Average days to complete new hire salary equity analyses	18	11	15	13	11
Average days to complete non-study job classifications related to hires ¹	25	10	16	12	10
Percent of job classifications reviewed/studied within the past 10 years	24%	28%	30%	32%	34%

¹ Data not available prior to FY20

FY23 Approved Changes	Expenditures	FTEs
FY22 Approved	1,010,904	7.00
Enhance: Classification and Compensation Support	236,683	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.	612,395	4.00
FY23 Approved	1,859,982	14.00

☀ 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 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, and website content management.

FY23 Approved Changes	Expenditures	FTEs
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FY23 Approved Changes	Expenditures	FTEs
FY22 Approved	3,528,083	24.40
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(307,323)	(3.65)
FY23 Approved	3,220,760	20.75

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 EEO. 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of Equal Employment Opportunity complaints/inquiries received	145	172	180	198	195
Number of participants in Equal Employment Opportunity and diversity management trainings	1,288	2,129	2,000	2,000	2,000
Percent of Equal Employment Opportunity cases with successful resolution	26%	60%	38%	40%	45%
Percent of trainings that are customized for departments	41%	52%	49%	54%	55%

FY23 Approved Changes	Expenditures	FTEs
FY22 Approved	438,806	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.	5,501	0.00
FY23 Approved	444,307	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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of employees enrolled in Virgin Pulse wellness program	6,081	6,324	6,300	6,400	6,450
Percent of employees actively engaged in Virgin Pulse wellness program	51%	47%	47%	49%	51%
Percent of Virgin Pulse wellness program users whose chronic disease risk decreases	82%				

FY23 Approved Changes	Expenditures	FTEs
FY22 Approved	307,202,092	14.35
Increase Cost: Claims Expenditure Adjustment	5,855,120	0.00
Add: Police Stress Management	140,515	1.00
Enhance: Additional IT Support (General Fund)	46,677	0.45
Enhance: Additional IT Support (Employee Health Self Insurance Fund)	42,519	0.40
Enhance: Conversion of Contract Services to Permanent Staff	35,840	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.	(127,230)	(1.35)
FY23 Approved	313,195,533	15.85

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 testing 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of mandatory incumbent physical exams performed by Occupational Medical Services	2,424	1,348	3,000	3,150	3,310
Number of candidates processed for medical clearances	1,808	1,305	2,150	2,258	2,370
Percent of medical encounters processed within five days of visit	74%	79%	82%	85%	89%
Average patient length of stay from sign in to discharge (minutes)	70	67.5	70	70	73
Percent of mandatory incumbent physical exams completed within required timeline	78%	89.5%	85%	91%	93%

FY23 Approved Changes	Expenditures	FTEs
FY22 Approved	2,206,288	2.00
Enhance: OMS/FROMS Additional Support	91,024	0.00
Increase Cost: CPI Adjustment - OMS/FROMS Clinic Contract	65,085	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.	42,360	1.00
FY23 Approved	2,404,757	3.00

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 to include 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 program, Position and Career Education program (PACE), Multilingual, Job Fairs and coordinates County transfers, demotions, promotions, noncompetitive reappointments, and 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 (wage equity, within grade salary requests, temporary promotion, promotion, and demotion salary requests), develops candidate qualification templates (minimum qualifications/preferred criteria), and validates candidate qualifications; and facilitates priority consideration placements.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of people hired	1,382	816	850	950	1,050
Percent of vacancies filled within target duration	51%	60%	55%	60%	65%
Average number of days to fill a vacant County position	108	90	91	86	81
Percent of new hires who are racial minorities (compared to County labor force: 56%)	57%	50%	56%	57%	58%

FY23 Approved Changes	Expenditures	FTEs
FY22 Approved	1,826,708	12.40
Enhance: Applicant Tracking System	530,000	0.00
Technical Adj: LEAP4MCG Program	0	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.	(26,806)	0.00
FY23 Approved	2,329,902	13.40

✧ 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of training classes offered	745	1,039	750	750	750
Percent of employees who participate in at least two non-mandatory training/development programs	19.5%	14%	15%	17%	20%
Percent of training courses geared toward leadership development	4.0%	11%	10%	13%	15%
Percent of computer skills trainees who report applying skills to current position	98%	92%	95%	95%	95%

FY23 Approved Changes	Expenditures	FTEs
FY22 Approved	886,958	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.	8,322	0.00
FY23 Approved	895,280	4.50

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Approved FY23	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,979,309	4,722,473	4,306,888	5,151,039	9.1 %
Employee Benefits	1,055,534	1,191,427	1,119,349	1,293,081	8.5 %
County General Fund Personnel Costs	5,034,843	5,913,900	5,426,237	6,444,120	9.0 %
Operating Expenses	2,365,206	2,289,507	2,488,439	2,979,348	30.1 %
County General Fund Expenditures	7,400,049	8,203,407	7,914,676	9,423,468	14.9 %
PERSONNEL					
Full-Time	61	65	65	72	10.8 %
Part-Time	2	2	2	2	—
FTEs	39.80	43.80	43.80	49.25	12.4 %
County General Fund Revenues	0	0	0	0	—
EMPLOYEE HEALTH SELF INSURANCE					
EXPENDITURES					
Salaries and Wages	2,346,353	2,412,318	2,144,070	2,599,532	7.8 %
Employee Benefits	565,436	688,042	569,939	723,174	5.1 %
Employee Health Self Insurance Personnel Costs	2,911,789	3,100,360	2,714,009	3,322,706	7.2 %
Operating Expenses	268,881,858	305,796,072	291,358,915	311,604,347	1.9 %
Employee Health Self Insurance Expenditures	271,793,647	308,896,432	294,072,924	314,927,053	2.0 %
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	23.85	23.85	23.85	25.25	5.9 %
REVENUES					
Investment Income	15,323	1,660	13,570	81,000	4779.5 %
Medicaid/Medicare Reimbursement	1,005,786	34,923,652	33,825,780	36,674,630	5.0 %
Other Charges/Fees	11,322,094	0	0	0	—
Other Intergovernmental	0	8,419,282	8,301,990	8,622,394	2.4 %
Self Insurance Employee Health Income	61,833,106	265,553,498	260,935,796	269,562,262	1.5 %
Employee Health Self Insurance Revenues	74,176,309	308,898,092	303,077,136	314,940,286	2.0 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	8,090	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	8,090	0	0	0	—
Operating Expenses	35,964	0	0	0	—
Grant Fund - MCG Expenditures	44,054	0	0	0	—

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Approved FY23	%Chg Bud/App
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	44,054	0	0	0	—
Grant Fund - MCG Revenues	44,054	0	0	0	—
DEPARTMENT TOTALS					
Total Expenditures	279,237,750	317,099,839	301,987,600	324,350,521	2.3 %
Total Full-Time Positions	61	65	65	72	10.8 %
Total Part-Time Positions	2	2	2	2	—
Total FTEs	63.65	67.65	67.65	74.50	10.1 %
Total Revenues	74,220,363	308,898,092	303,077,136	314,940,286	2.0 %

FY23 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	8,203,407	43.80
<u>Changes (with service impacts)</u>		
Enhance: Applicant Tracking System [Recruitment and Selection]	530,000	0.00
Enhance: Classification and Compensation Support [Business Operations and Performance]	236,683	3.00
Add: Police Stress Management [Health & Employee Welfare]	140,515	1.00
Enhance: OMS/FROMS Additional Support [Occupational Medical Services]	91,024	0.00
Enhance: Additional IT Support (General Fund) [Health & Employee Welfare]	46,677	0.45
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Annualization of FY22 Compensation Increases	91,258	0.00
Increase Cost: CPI Adjustment - OMS/FROMS Clinic Contract [Occupational Medical Services]	65,085	0.00
Increase Cost: FY23 Compensation Adjustment	57,615	0.00
Increase Cost: Printing and Mail Adjustment	3,732	0.00
Technical Adj: LEAP4MCG Program [Recruitment and Selection]	0	1.00
Decrease Cost: Retirement Adjustment	(42,528)	0.00
FY23 APPROVED	9,423,468	49.25
EMPLOYEE HEALTH SELF INSURANCE		
FY22 ORIGINAL APPROPRIATION	308,896,432	23.85
<u>Changes (with service impacts)</u>		

FY23 APPROVED CHANGES

	Expenditures	FTEs
Enhance: Additional IT Support (Employee Health Self Insurance Fund) [Health & Employee Welfare]	42,519	0.40
Enhance: Conversion of Contract Services to Permanent Staff [Health & Employee Welfare]	35,840	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Claims Expenditure Adjustment [Health & Employee Welfare]	5,855,120	0.00
Increase Cost: Annualization of FY22 Compensation Increases	52,893	0.00
Increase Cost: FY23 Compensation Adjustment	38,763	0.00
Increase Cost: Retirement Adjustment	5,486	0.00
FY23 APPROVED	314,927,053	25.25

GRANT FUND - MCG		
FY22 ORIGINAL APPROPRIATION	0	0.00
FY23 APPROVED	0	0.00

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 APPR Expenditures	FY23 APPR FTEs
Business Operations and Performance	1,010,904	7.00	1,859,982	14.00
Director's Office	3,528,083	24.40	3,220,760	20.75
EEO Compliance and Diversity Management	438,806	3.00	444,307	3.00
Health & Employee Welfare	307,202,092	14.35	313,195,533	15.85
Occupational Medical Services	2,206,288	2.00	2,404,757	3.00
Recruitment and Selection	1,826,708	12.40	2,329,902	13.40
Training and Organizational Development	886,958	4.50	895,280	4.50
Total	317,099,839	67.65	324,350,521	74.50

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total\$	FY22 FTEs	FY23 Total\$	FY23 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	1,612,860	0.00	1,761,689	0.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	27,152	0.20	28,014	0.20
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	155,299	0.40	176,944	0.55
NDA - Montgomery County Employee Retirement Plans	Non-Appropriated Funds	9,690	0.00	10,404	0.00
Total		1,805,001	0.60	1,977,051	0.75

FUNDING PARAMETER ITEMS

CC APPROVED (\$000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Approved	9,423	9,423	9,423	9,423	9,423	9,423
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY23	0	149	149	149	149	149
New positions in the FY23 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 Approved in FY23	0	(230)	(230)	(230)	(230)	(230)
Items recommended for one-time funding in FY23, including funding for the Applicant Tracking System, will be eliminated from the base in the outyears.						
Labor Contracts	0	221	221	221	221	221
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	9,423	9,563	9,563	9,563	9,563	9,563

EMPLOYEE HEALTH SELF INSURANCE

EXPENDITURES						
FY23 Approved	314,927	314,927	314,927	314,927	314,927	314,927
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY23	0	24	24	24	24	24
New positions in the FY23 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.						
Labor Contracts	0	121	121	121	121	121
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	314,927	315,072	315,072	315,072	315,072	315,072

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Approved		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Additional IT Support (General Fund)	46,677	0.45	73,448	0.45
Additional IT Support (Employee Health Self Insurance Fund)	42,519	0.40	66,830	0.40
Classification and Compensation Support	236,683	3.00	359,225	3.00
Total	325,879	3.85	499,503	3.85