



Human Resources

RECOMMENDED FY27 BUDGET

\$463,170,350

FULL TIME EQUIVALENTS

86.05

 TRACI L. ANDERSON, DIRECTOR

MISSION STATEMENT

To build a strong and resilient workforce in service to Montgomery County residents.

BUDGET OVERVIEW

The total recommended FY27 Operating Budget for the Office of Human Resources is \$463,170,350, an increase of \$30,479,702 or 7.04 percent from the FY26 Approved Budget of \$432,690,648. Personnel Costs comprise 3.00 percent of the budget for 85 full-time position(s) and no part-time position(s), and a total of 86.05 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 97.00 percent of the FY27 budget.

The budget of the Office of Human Resources (OHR) is comprised of a General Fund component of \$13,700,587 and an Employee Health Benefit Self Insurance Fund component of \$449,469,763.

COUNTY PRIORITY OUTCOMES

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

Effective, Sustainable Government

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

-  At the end of FY25, 93% of merit positions were filled, the highest occupancy rate in over five years.
-  In FY25, 68% of new hires identified as a racial minority, which is above the 59% threshold of the Montgomery County labor force.
-  Expanded the Position Description Management system to centralize the intake of all individual classification studies.
-  Expanded HR customer service with dedicated customer service agents.

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- ✦ Increased supervisor training requirements by mandating Family Medical Leave Act (FMLA) and Leave Without Pay (LWOP) training for supervisors.
 - ✦ Formally contracted with Universities at Shady Grove for the Montgomery County Leadership Academy and trained 53 MLS employees in FY25.
 - ✦ Partnering with the County Executive's Innovation Team to develop a streamlined, user-friendly process for the request, approval, and provisioning of Oracle/Enterprise Business Intelligence/NEOGOV access. This process improvement will improve user experience by providing a How-To Guide for the new process, a roles glossary with definitions, a streamlined workflow, and a SeamlessDocs request document.

PROGRAM CONTACTS

Contact Jennifer Shovlin of the Office of Human Resources at 240-777-5039 or Shantee Jackson of the Office of Management and Budget at 240-777-2751 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 FY26 estimates reflect funding based on the FY26 Approved Budget. The FY27 and FY28 figures are performance targets based on the FY27 Recommended Budget and funding for comparable service levels in FY28.

PROGRAM DESCRIPTIONS

✦ Administrative Services

The Division of Administrative Services leads management and oversight of OHR's procurements and contracts, budget administration and financial management, the Health Insurance and Wellness team, Records Management team, and Occupational Medical Services team.

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 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 Occupational Medical Services team (OMS) (including Fire and Rescue Occupational Medical Services) provides work-related medical and safety-hazard assessments to promote the health and productivity of the County workforce through risk reduction and injury prevention programs. OMS administers the County's drug and alcohol testing, centralized Family and

Medical Leave programs, and the County's Americans with Disabilities Act (ADA) program.

The Records Management team manages and maintains HR records information and processes pertaining to the County's official personnel files by ensuring the compliance and protection of confidential employee documents as required by County, State, and/or Federal law. Records Management manually establishes new employee records to ensure accuracy, proper documentation, and on-time completion. Records Management also reviews and approves all assignment actions submitted by the HR Liaisons and ensures records are electronically transmitted to the proper official personnel file.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of mandatory incumbent physical exams performed by Occupational Medical Services	2,667	2,424	2,546	2,606	2,667
Number of candidates processed for medical clearances	2,666	2,350	2,508	2,587	2,666
Number of employees enrolled in online wellness platform	6,809	7,111	7,200	7,350	7,500
Average appointment length from sign in to discharge (minutes)	66	63	62	61	60

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	421,518,158	26.55
Increase Cost: Claims Expenditure Adjustment	29,843,387	0.00
Re-align: Position Transfer from Recruitment and Selection Team to Health Insurance Team - From General Fund to Employee Health Fund	138,798	1.00
Shift: Position Transfer from Department of Health and Human Services to OHR to Support Strategic Data Management	129,028	1.00
Re-align: OHR Customer Service Initiative - Fund Allocation - From General Fund to Employee Health Fund	98,542	1.00
Increase Cost: Align Fire and Rescue Occupational Medical Services Chargeback to Actual Costs	72,717	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.	105,163	(1.00)
FY27 Recommended	451,905,793	28.55

Director's Office

The Director's Office provides executive leadership and management, policy direction, strategic workforce and financial planning, communications and public outreach, compliance, and oversight to the County's human capital management program. The office provides consultation services related to human resources matters to the County Executive, the Chief Administrative Officer, and directors of County departments and agencies.

The Director's Office is responsible for ensuring and maintaining operational fidelity to the County's personnel regulations, working collaboratively with the Merit System Protection Board, and developing and promoting new initiatives and services to promote experiences and outcomes for all stakeholders.

The Policy, Practice, and Strategic Communications Team manages human resources policies and procedures, and drives improvements in HR governance and service delivery models. The team drives OHR's data management and functional performance analyses. Additionally, the Team develops and implements communications strategies to promote employee awareness and engagement, and implements robust approaches to manage the County's brand and online presence as a preferred employer.

The Police Stress Management program promotes the emotional, mental, and physical well-being of Police employees and their family members through delivery of assessment services, counseling, training, and consultation services.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	3,523,938	20.50
Re-align: OHR Customer Service Initiative - Fund Allocation - From General Fund to Employee Health Fund	(98,542)	(1.00)
Shift: Position Transfer from OHR to Department of Health and Human Services to Support Strategic Data Management	(146,484)	(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.	258,633	1.00
FY27 Recommended	3,537,545	19.50

Equal Employment Opportunity & Diversity

The Equal Employment Opportunity (EEO) Division ensures compliance by enforcing local, State, and Federal laws related to workplace discrimination and/or harassment. The division investigates EEO complaints, conducts mediations, and issues findings. The division delivers mandatory and customized training to employees and supervisors concerning equal employment opportunities, rights, and responsibilities, and coordinates a diversity program where County employees share cultural stories to enhance understanding and celebrate their rich and diverse heritage. Further, the division is responsible for mandatory Federal and State EEO-related reporting, certification of State EEO-4 reporting, data/statistical analyses, and other compliance reporting associated with grant funding.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of EEO cases/inquiries resolved within 180 days	80%	90%	100%	100%	100%
Percent of employees in compliance with mandatory workplace harassment training schedule	36%	50%	55%	60%	65%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	534,860	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.	(35,574)	0.00
FY27 Recommended	499,286	3.00

Talent Acquisition & Management

The Talent Acquisition and Management Division attends to the full scope of an employee's career, from onboarding to future growth and development. The Recruitment and Selection Team serves as the strategic hub for attracting and securing top talent and is often the first contact jobseekers have with County government. The team proactively sources and engages highly skilled, competent, and diverse candidates who possess the qualifications necessary to deliver on the County's workforce needs. The team's expertise extends beyond traditional recruitment, as it provides guidance and support to departments and agencies aligned to their specific service needs. Services include strategic workforce planning, advisory services related to sourcing tools and platforms, and comprehensive training on interviewing and selection techniques.

Furthermore, the team plays a pivotal role in facilitating career growth and mobility within County government, through

administration of transfers, demotions, promotions, and noncompetitive reappointments. Their commitment to fairness and transparency is evident in their efforts to develop and validate candidate qualifications, ensuring a level playing field for all applicants. By delivering informative community and employee briefings on the County's employment process and interview/resume preparation, the team empowers individuals to navigate the application process successfully. This dedication to fostering a well-informed and engaged applicant pool strengthens the County's ability to attract and retain top talent and promote a high-performing workforce.

The Classification and Compensation Team plays a crucial role in assuring competitive alignment of the County's classification and compensation plan. The team ensures that all positions are accurately classified and graded in accordance with the County's Classification Plan and compensation policies through a rigorous process of evaluation. This work guarantees that employees receive equitable compensation that aligns with their contributions and the market value of their roles.

Further, the team actively monitors and ensures compliance with all applicable Federal, State, and County laws, as well as the County's personnel regulations, collectively bargained agreements, and industry best practices. This proactive approach safeguards the organization from potential legal issues and fosters a positive employee experience.

The Professional Learning and Organizational Development team fosters a successful and full employee life cycle for all County employees, from new employee orientation and onboarding, through emerging and new supervisor development, and culminating in employee offboarding. The team administers employee orientation and onboarding, tuition assistance, performance planning and appraisals, learning and development design and delivery, mandatory and voluntary skills training, and employee engagement and recognition activities.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of job applications	38,479	83,285	80,000	80,000	80,000
Number of people hired	1,011	993	1,000	1,000	1,000
Job classification activities completed	226	121	200	200	200
Number of new hire salary equity analyses completed	373	675	225	225	225
Average number of days to fill a vacant County position ¹	100	104	100	100	100
Average days to complete new hire salary equity analyses	5	3	3	3	3
Average workdays to complete non-study job classifications related to hires	6	12	10	10	10
Percent of employees who participate in at least two non-mandatory training/development programs	8%	10%	10%	10%	10%
Percent of new hires who are racial minorities	66%	68%	59%	59%	59%
Percent of job classifications reviewed/studied within the past 5 years	7%	8%	10%	12.5%	15%
Percentage of training attendees who report that training was helpful to their job	94%	95%	90%	90%	90%

¹ Starting in FY26, this measure will be changed to reflect the median. Prior to FY26, figures represent the average.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	7,113,692	35.90
Add: Hiring Displaced Federal Workers Initiative, Expedited Bill 10-25 Sunsets on July 2, 2027	180,000	0.00
Increase Cost: NEOGOV Contract Escalation	20,577	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	2,005	0.00
Decrease Cost: Position Reclassification from Part-Time to Full-Time	(19,851)	0.10
Reduce: Classification and Compensation Initiative	(65,488)	0.00
Reduce: Individual/Occupational Classification Studies	(89,680)	0.00

FY27 Recommended Changes	Expenditures	FTEs
Re-align: Position Transfer from Recruitment and Selection Team to Health Insurance Team - From General Fund to Employee Health Fund	(138,798)	(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.	225,269	0.00
FY27 Recommended	7,227,726	35.00

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	5,878,699	7,504,393	6,851,033	7,445,104	-0.8 %
Employee Benefits	1,528,582	2,083,761	1,776,783	2,145,251	3.0 %
County General Fund Personnel Costs	7,407,281	9,588,154	8,627,816	9,590,355	—
Operating Expenses	4,239,158	3,913,203	4,224,986	4,110,232	5.0 %
Capital Outlay	18,640	0	0	0	—
County General Fund Expenditures	11,665,079	13,501,357	12,852,802	13,700,587	1.5 %
PERSONNEL					
Full-Time	83	84	84	85	1.2 %
Part-Time	1	1	1	0	-100.0 %
FTEs	61.30	62.30	62.30	60.40	-3.1 %
County General Fund Revenues	0	0	0	0	—
EMPLOYEE HEALTH SELF INSURANCE					
EXPENDITURES					
Salaries and Wages	2,539,532	2,981,168	2,335,806	3,323,302	11.5 %
Employee Benefits	624,480	874,939	606,328	969,890	10.9 %
Employee Health Self Insurance Personnel Costs	3,164,012	3,856,107	2,942,134	4,293,192	11.3 %
Operating Expenses	372,849,518	415,333,184	415,202,483	445,176,571	7.2 %
Employee Health Self Insurance Expenditures	376,013,530	419,189,291	418,144,617	449,469,763	7.2 %
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	23.65	23.65	23.65	25.65	8.5 %
REVENUES					
Other Charges/Fees	29,658,100	0	0	0	—
Self Insurance Employee Health Income	62,946,690	348,513,897	362,270,668	364,206,425	4.5 %
Investment Income	(577,861)	(116,750)	(436,620)	(345,170)	-195.6 %
Medicaid/Medicare Reimbursement	30,917,110	65,824,126	65,335,897	70,812,893	7.6 %
OPEB Trust Utilization	0	13,538,000	13,538,000	34,494,000	154.8 %
Employee Health Self Insurance Revenues	122,944,039	427,759,273	440,707,945	469,168,148	9.7 %

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	387,678,609	432,690,648	430,997,419	463,170,350	7.0 %
Total Full-Time Positions	83	84	84	85	1.2 %
Total Part-Time Positions	1	1	1	0	-100.0 %
Total FTEs	84.95	85.95	85.95	86.05	0.1 %
Total Revenues	122,944,039	427,759,273	440,707,945	469,168,148	9.7 %

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	13,501,357	62.30
<u>Changes (with service impacts)</u>		
Add: Hiring Displaced Federal Workers Initiative, Expedited Bill 10-25 Sunsets on July 2, 2027 [Talent Acquisition & Management]	180,000	0.00
Reduce: Classification and Compensation Initiative [Talent Acquisition & Management]	(65,488)	0.00
Reduce: Individual/Occupational Classification Studies [Talent Acquisition & Management]	(89,680)	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY27 Compensation Adjustment	454,826	0.00
Shift: Position Transfer from Department of Health and Human Services to OHR to Support Strategic Data Management [Administrative Services]	129,028	1.00
Increase Cost: Annualization of FY26 Compensation Increases	76,342	0.00
Increase Cost: Align Fire and Rescue Occupational Medical Services Chargeback to Actual Costs [Administrative Services]	72,717	0.00
Increase Cost: Lapse Adjustment	59,698	0.00
Increase Cost: NEOGOV Contract Escalation [Talent Acquisition & Management]	20,577	0.00
Increase Cost: Printing and Mail	19,398	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Talent Acquisition & Management]	2,005	0.00
Decrease Cost: Retirement Adjustment	(19,114)	0.00
Decrease Cost: Position Reclassification from Part-Time to Full-Time [Talent Acquisition & Management]	(19,851)	0.10
Re-align: OHR Customer Service Initiative - Fund Allocation - From General Fund to Employee Health Fund [Director's Office]	(98,542)	(1.00)
Re-align: Position Transfer from Recruitment and Selection Team to Health Insurance Team - From General Fund to Employee Health Fund [Talent Acquisition & Management]	(138,798)	(1.00)
Shift: Position Transfer from OHR to Department of Health and Human Services to Support Strategic Data Management [Director's Office]	(146,484)	(1.00)
Decrease Cost: Annualization of FY26 Personnel Costs	(237,404)	0.00
FY27 RECOMMENDED	13,700,587	60.40

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
EMPLOYEE HEALTH SELF INSURANCE		
FY26 ORIGINAL APPROPRIATION	419,189,291	23.65
Other Adjustments (with no service impacts)		
Increase Cost: Claims Expenditure Adjustment [Administrative Services]	29,843,387	0.00
Re-align: Position Transfer from Recruitment and Selection Team to Health Insurance Team - From General Fund to Employee Health Fund [Administrative Services]	138,798	1.00
Increase Cost: FY27 Compensation Adjustment	129,494	0.00
Re-align: OHR Customer Service Initiative - Fund Allocation - From General Fund to Employee Health Fund [Administrative Services]	98,542	1.00
Increase Cost: Annualization of FY26 Personnel Costs	56,936	0.00
Increase Cost: Annualization of FY26 Compensation Increases	19,467	0.00
Decrease Cost: Retirement Adjustment	(6,152)	0.00
FY27 RECOMMENDED	449,469,763	25.65

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administrative Services	421,518,158	26.55	451,905,793	28.55
Director's Office	3,523,938	20.50	3,537,545	19.50
Equal Employment Opportunity & Diversity	534,860	3.00	499,286	3.00
Talent Acquisition & Management	7,113,692	35.90	7,227,726	35.00
Total	432,690,648	85.95	463,170,350	86.05

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total\$	FY26 FTEs	FY27 Total\$	FY27 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	2,442,675	0.00	2,369,958	0.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	21,304	0.15	0	0.00
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	21,304	0.15	0	0.00
NDA - Montgomery County Investment Boards	Employees Retirement Savings Plan (RSP)	0	0.00	22,742	0.15
NDA - Montgomery County Investment Boards	Retirement Fund (ERS)	0	0.00	22,742	0.15
Total		2,485,283	0.30	2,415,442	0.30

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	13,701	13,701	13,701	13,701	13,701	13,701
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY27	0	(180)	(180)	(180)	(180)	(180)
Items recommended for one-time funding in FY27, including Hiring Displaced Federal Workers Initiative (Expedited Bill 10-25 sunsets on July 2, 2027), will be eliminated from the base in the outyears.						
Labor Contracts	0	68	68	68	68	68
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	13,701	13,589	13,589	13,589	13,589	13,589
EMPLOYEE HEALTH SELF INSURANCE						
EXPENDITURES						
FY27 Recommended	449,470	449,470	449,470	449,470	449,470	449,470
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	21	21	21	21	21
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	449,470	449,491	449,491	449,491	449,491	449,491

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