

# Human Resources

## MISSION STATEMENT

To provide a proactive and responsive human resources program that attracts, develops, and retains a diverse, high-performing, and well-qualified workforce.

## BUDGET OVERVIEW

The total approved FY06 Operating Budget for the Office of Human Resources is \$129,557,350, an increase of \$14,049,960 or 12.2 percent from the FY05 Approved Budget of \$115,507,390. Personnel Costs comprise 4.4 percent of the budget for 65 full-time positions and six part-time positions for 56.8 workyears. Operating Expenses account for the remaining 95.6 percent of the FY06 budget.

Not included in the above is a total of \$3,527,640 and 10.9 workyears that are charged to: Fire and Rescue Service (\$1,110,620, 2.0 WYs); Fleet Management Services, Motor Pool Internal Service Fund (\$35,650, 0.1 WY); Health and Human Services, General Fund (\$96,710, 0.3 WY); Employee Retirement System (\$1,796,500, 5.9 WYs); Retirement Savings Plan (\$150,460, 1.1 WYs); Liquor Control (\$54,610, 0.2 WY); Non-Departmental Accounts, General Fund (\$84,370, 0.7 WY); HOC (\$550); Silver Spring Parking District (\$19,290, 0.1 WY); Permitting Services (\$5,190); Recreation (\$40,300, 0.1 WY); Solid Waste Disposal (\$6,150); Mass Transit (\$123,330, 0.4 WY); and Silver Spring Urban District (\$3,910). The funding and workyears for these items are included in the receiving departments' budgets.

## HIGHLIGHTS

- ❖ **Add \$40,000 for Limited English Proficiency training for front-line employees and interpreters.**
- ❖ **Add \$120,000 for Phase II of the Electronic Personnel Action Form (ePAF) project.**
- ❖ **Productivity Enhancements**
  - Continued development of the ePAF system which will automate the process for recording all personnel actions.
  - Continued development of "MyHR" portal as part of five-year IT plan emphasizing use of internet/intranet technology to streamline operations.

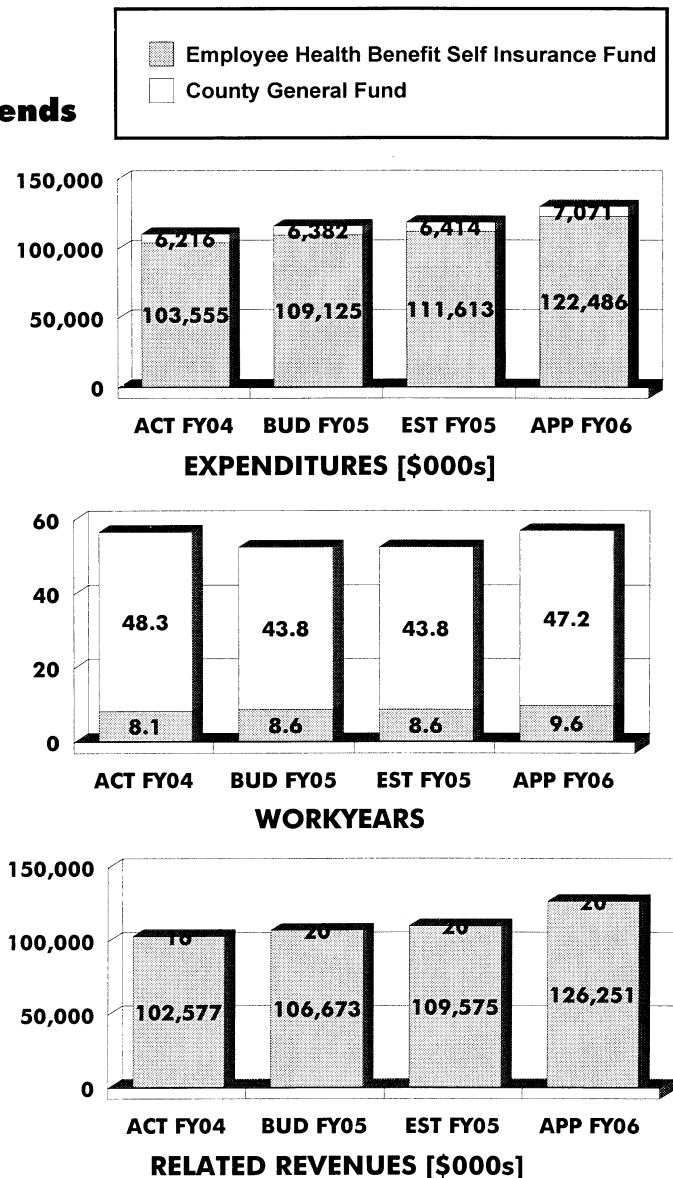
## PROGRAM CONTACTS

Contact Angela Dizelos of the Office of Human Resources at 240.777.5036 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## Program Summary

	Expenditures	WYs
Employment/Training & Organizational Development	3,148,910	20.9
Equal Employment Opportunity and Diversity	360,580	4.0
Employee Benefits	121,809,850	6.4
Occupational Medical Services	1,059,850	1.2
Labor Employee Relations and Classification	1,385,740	10.6
Administration	1,792,420	13.7
<b>Totals</b>	<b>129,557,350</b>	<b>56.8</b>

## Trends



## PROGRAM DESCRIPTIONS

### **Employment/Training & Organizational Development**

The Employment program is responsible for attracting and recruiting candidates for County departments and agencies that result in a well-qualified and diverse employment pool. Specialized services include workforce planning and conducting public safety promotional examinations.

The Training and Organizational Development program provides a curriculum of study and activities that allow employees to enhance their skills and develop professionally in order to ensure that the County has a well-qualified workforce available to meet current and future needs. Services include management and leadership development, performance management, technical and professional management training, and tuition assistance.

#### **FY06 Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY05 Approved</b>	<b>2,733,100</b>	<b>17.9</b>
<b>FY06 Approved</b>	<b>3,148,910</b>	<b>20.9</b>

### **Equal Employment Opportunity and Diversity**

The Equal Employment Opportunity (EEO) and Diversity Management Team provides assistance, guidance and training to employees and managers concerning equal employment and diversity management in order to promote a discrimination free workplace that values diversity. The team also investigates complaints of harassment and discrimination by and against employees. Additional services and programs include mediation program, EEO compliance training, workplace harassment training, and the annual Montgomery County Diversity celebration. This program also supports the Montgomery County Diversity Council and participates in the ADA Task Force, Community Outreach Forum, Limited English Proficiency Committee, Diversity Health Fair, Diversity Educational Fair, the Juneteenth Program, Black History Month program and co-sponsors events with the various employee organization. The Team is responsible for the production of the annual EEO and Diversity Action Plan and complying with other Federal EEO-related reporting requirements and statistical analysis.

#### **FY06 Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY05 Approved</b>	<b>366,140</b>	<b>4.0</b>
<b>FY06 Approved</b>	<b>360,580</b>	<b>4.0</b>

### **Employee Benefits**

The Employee Benefits Team manages the County's group insurance and retirement benefit programs, including the 457 deferred compensation plan. In addition to maintaining operations associated with benefit eligibility and payment processing, the team provides customer service, education and

consulting to County employees, participating County agencies, and retirees in a manner that ensures an understanding of benefit program provisions and their value as part of total compensation. Services include: conducting presentations and workshops; retirement and investment counseling; benefit processing and eligibility maintenance, development and administrative oversight of all benefit plans and related communication; COBRA; and ensuring legal compliance.

#### **FY06 Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY05 Approved</b>	<b>108,485,210</b>	<b>5.4</b>
<b>FY06 Approved</b>	<b>121,809,850</b>	<b>6.4</b>

### **Occupational Medical Services**

The Occupational Medical Services (OMS) program provides multi-disciplinary occupational medical services, including health promotion, work-related medical and safety hazard assessments, and employee disability management in order to promote the health, wellness, and productivity of the County workforce. Services include: comprehensive medical evaluations to employees to determine their state of health vis a vis employment; providing early identification of health risks and diseases; ensuring equal job opportunities through reasonable accommodation of disabled persons in the workplace; and improving personal well-being and workforce health and health awareness through a comprehensive employee wellness program that utilizes the Employee Assistance Program (EAP) and an employee wellness provider.

Occupational Medical Services also manages the Disability Retirement Program and the medical services component of the Fire and Rescue Service's Wellness Initiative.

#### **FY06 Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY05 Approved</b>	<b>991,020</b>	<b>1.1</b>
<b>FY06 Approved</b>	<b>1,059,850</b>	<b>1.2</b>

### **Labor Employee Relations and Classification**

The Labor Employee Relations program is designed to support County managers in the areas of collective bargaining and related personnel policies and procedures by negotiating competitive compensation and benefits through collective bargaining and by providing early intervention strategies in workplace disputes in order to enable managers to comply with labor contractual and legal requirements and improve employee labor relations. Services include: the administration of the grievance processes through Alternative Dispute Resolution and/or formal grievance meetings to address employee/management disputes concerning alleged violations; assisting departments and agencies with labor related and employee relations issues through training workshops and consultation; reviewing proposed adverse and disciplinary actions; developing personnel policies and regulations changes; and overseeing bilateral work groups and committees. The Labor Employee Relations program is also responsible for oversight and administration of the County's policies on

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compensation.

The Classification and Compensation program reviews and evaluates the duties and responsibilities of individual positions and occupational classes in response to employee, department, and union requests in order to assure that positions are correctly assigned at comparable grade levels. This program also ensures that employees are accurately and appropriately compensated through technical analysis and equitable application of compensation systems and procedures.

#### **FY06 Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY05 Approved</b>	<b>1,365,190</b>	<b>10.6</b>
<b>FY06 Approved</b>	<b>1,385,740</b>	<b>10.6</b>

#### **Administration**

The Administration program is comprised of the Director's Office and the Administrative Services Team. 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 Administrative Services Team supports the responsibilities of the Director's Office, as well as providing management and oversight to office procurements, information technology, records management, budget preparation and administration, and financial management of the employee health benefits and retirement funds. The Team also provides direct customer service at the main reception area, remits payments to benefit program carriers and third party administrators, approves invoice billing, and remits bills to employees and retirees as necessary.

#### **FY06 Changes**

- Add \$120,000 to implement Phase II of ePAF.
- Add \$48,000 to migrate existing Cold Fusion applications to enterprise architecture.

	<b>Expenditures</b>	<b>WYs</b>
<b>FY05 Approved</b>	<b>1,566,730</b>	<b>13.4</b>
<b>FY06 Approved</b>	<b>1,792,420</b>	<b>13.7</b>

## BUDGET SUMMARY

	Actual FY04	Budget FY05	Estimated FY05	Approved FY06	% Chg Bud/App
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	3,434,151	3,261,250	3,293,620	3,659,440	12.2%
Employee Benefits	979,243	944,400	944,400	1,150,440	21.8%
<b>County General Fund Personnel Costs</b>	<b>4,413,394</b>	<b>4,205,650</b>	<b>4,238,020</b>	<b>4,809,880</b>	<b>14.4%</b>
Operating Expenses	1,802,209	2,176,390	2,176,390	2,261,590	3.9%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>6,215,603</b>	<b>6,382,040</b>	<b>6,414,410</b>	<b>7,071,470</b>	<b>10.8%</b>
<b>PERSONNEL</b>					
Full-Time	65	62	62	65	4.8%
Part-Time	6	6	6	6	—
Workyears	48.3	43.8	43.8	47.2	7.8%
<b>REVENUES</b>					
Federal Financial Participation (FFP)	16,013	20,000	20,000	20,000	—
<b>County General Fund Revenues</b>	<b>16,013</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>—</b>
<b>EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	494,887	599,530	565,910	712,770	18.9%
Employee Benefits	130,226	172,860	165,030	215,700	24.8%
<b>Employee Health Benefit Self Insurance Fund Pers. Costs</b>	<b>625,113</b>	<b>772,390</b>	<b>730,940</b>	<b>928,470</b>	<b>20.2%</b>
Operating Expenses	102,929,535	108,352,960	110,881,780	121,557,410	12.2%
Capital Outlay	0	0	0	0	—
<b>Employee Health Benefit Self Insurance Fund Exp.</b>	<b>103,554,648</b>	<b>109,125,350</b>	<b>111,612,720</b>	<b>122,485,880</b>	<b>12.2%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	8.1	8.6	8.6	9.6	11.6%
<b>REVENUES</b>					
Self Insurance Employee Health Income	102,421,924	106,493,960	109,420,750	126,161,810	18.5%
Investment Income	155,349	179,200	154,220	88,820	-50.4%
<b>Employee Health Benefit Self Insurance Fund Revenues</b>	<b>102,577,273</b>	<b>106,673,160</b>	<b>109,574,970</b>	<b>126,250,630</b>	<b>18.4%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>109,770,251</b>	<b>115,507,390</b>	<b>118,027,130</b>	<b>129,557,350</b>	<b>12.2%</b>
<b>Total Full-Time Positions</b>	<b>65</b>	<b>62</b>	<b>62</b>	<b>65</b>	<b>4.8%</b>
<b>Total Part-Time Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>—</b>
<b>Total Workyears</b>	<b>56.4</b>	<b>52.4</b>	<b>52.4</b>	<b>56.8</b>	<b>8.4%</b>
<b>Total Revenues</b>	<b>102,593,286</b>	<b>106,693,160</b>	<b>109,594,970</b>	<b>126,270,630</b>	<b>18.3%</b>

## FY06 APPROVED CHANGES CROSSWALK

	Expenditures	WYs
<b>COUNTY GENERAL FUND</b>		
<b>FY05 ORIGINAL APPROPRIATION</b>	<b>6,382,040</b>	<b>43.8</b>
<b>Changes (with service impacts)</b>		
Enhance: Phase II of ePAF [Administration]	120,000	0.0
Enhance: Limited English Proficiency Training [Employment/Training & Organizational Development]	40,000	0.0
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY06 Compensation	163,110	0.0
Increase Cost: Annualization of FY05 Personnel Costs	129,860	0.0
Shift: Human Resources Specialist from Library Department [Employment/Training & Organizational Development]	85,240	1.0
Shift: Tuition assistance for volunteer firefighters	56,500	0.0
Increase Cost: FY06 Retirement Rate Adjustments	54,440	0.0
Increase Cost: Migration of Existing Cold Fusion Application into Enterprise Application Infrastructure (EAI) Platform [Administration]	48,000	0.0

	<b>Expenditures</b>	<b>WYs</b>
Increase Cost: FY06 Group Insurance Rate Adjustments	41,870	0.0
Increase Cost: Annualization of FY05 Lapsed Positions	35,680	0.4
Increase Cost: IAFF Labor Contract -- Tuition Assistance and Training for Performance Appraisal Procedure	31,560	0.0
Increase Cost: Shift Charges from Retirement Plans [Administration]	27,830	0.0
Increase Cost: Peopleclick Licensing Fees [Employment/Training & Organizational Development]	24,000	0.0
Increase Cost: Records Management [Administration]	6,700	0.0
Shift: Convert Customer Service Contract Positions to County Merit Positions [Administration]	0	2.0
Decrease Cost: Arbitration Services	-30,000	0.0
Decrease Cost: Elimination of One-Time Items Approved in FY05	-145,360	0.0
<b>FY06 APPROVED:</b>	<b>7,071,470</b>	<b>47.2</b>
<b>EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND</b>		
<b>FY05 ORIGINAL APPROPRIATION</b>	<b>109,125,350</b>	<b>8.6</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Claims and premium expenses [Employee Benefits]	13,088,350	0.0
Increase Cost: Actuarial studies (GASB, HIPPA, LTDII) [Employee Benefits]	125,000	0.0
Shift: Charges from Finance [Employee Benefits]	108,210	1.0
Increase Cost: Programming and software to implement on-line enrollment, on-line access to total compensation statements, and other improvements [Employee Benefits]	90,200	0.0
Increase Cost: Employee Wellness Program contractual services [Employee Benefits]	46,000	0.0
Increase Cost: FY06 Compensation [Employee Benefits]	31,260	0.0
Increase Cost: Professional physician services (Disability Review Panel and Independent Medical Examiner) [Employee Benefits]	20,350	0.0
Increase Cost: Printing total compensation statements [Employee Benefits]	12,660	0.0
Increase Cost: Disability arbitration services [Employee Benefits]	11,000	0.0
Increase Cost: FY06 Group Insurance Rate Adjustments [Employee Benefits]	8,670	0.0
Increase Cost: FY06 Retirement Rate Adjustments [Employee Benefits]	7,940	0.0
Decrease Cost: Elimination of One-Time Items Approved in FY05 [Employee Benefits]	-189,110	0.0
<b>FY06 APPROVED:</b>	<b>122,485,880</b>	<b>9.6</b>