

MEMORANDUM

April 26, 2023

TO: Government Operations and Fiscal Policy Committee

FROM: Craig Howard, Deputy Director

SUBJECT: **Office of Human Resources FY24 Operating Budget**

PURPOSE: Make Committee recommendations for Council Consideration

Expected Participants:

- Traci Anderson, Director, Office of Human Resources (OHR)
- Jenna Shovlin, OHR
- Shantee Jackson, Office of Management and Budget

Summary of FY24 Recommended Budget

Office of Human Resources	FY23 Approved	FY24 CE Recommended	Change from FY23 Approved
General Fund	\$9,423,468	\$13,185,543	39.9%
Personnel Costs	\$6,444,120 49.25 FTEs	\$8,701,741 67.25 FTEs	35.0% 18.0 FTEs
Operating Costs	\$2,979,348	\$4,483,802	50.5%
Employee Health Self-Insurance Fund	\$314,927,053	\$331,488,321	5.3%
Personnel Costs	\$3,322,706 25.25 FTEs	\$3,579,262 25.25 FTEs	7.7% --
Operating Costs	\$311,604,347	\$327,909,059	5.2%
Total Expenditures (All Funds)	\$324,350,521 74.50 FTEs	\$344,673,864 92.50 FTEs	6.3% 18 FTEs

A. Summary of FY24 Recommended Budget

General Fund. The Executive’s FY24 recommended operating budget for the general fund portion of the OHR budget is \$13,185,543, an increase of 39.9% from FY23 (©1-11). The Executive recommends 67.25 FTEs, an increase of 18.0 FTEs from FY23. The table below shows the FY24 recommended increases for OHR broken down by reconciliation list status under the Council President’s budget review guidance:

FY24 CE Recommended Increases

Item	FY24 Cost	FTEs	Priority (staff rec.)
CE Increases for Reconciliation List			
Classification and compensation structure improvements	\$675,786	2.0	High Priority
Management and leadership training program	\$325,786	2.0	Priority
Recruitment and sourcing support	\$87,893	2.0	Priority
Centralized Processing Unit support	\$87,893	2.0	High Priority
Paid parental leave program support (Director's Office)	\$117,191	1.0	High Priority
Paid parental leave program support (OMS)	\$101,302	1.0	High Priority
Training and organizational development program support <i>(FY23 repurpose of unfunded DOT position)</i>	\$112,000	1.0	Priority
Advertising, publications, and subscriptions	\$275,400	--	High Priority
Employee recognition program	\$125,000	--	Priority
Non-Reconciliation List Increases			
Classification and compensation program support <i>(FY23 repurpose of funded DOT position)</i>	\$110,155	1.0	--
Recruitment and selection program support <i>(FY23 repurpose of funded DHHS positions)</i>	\$211,784	2.0	--
Director's Office support <i>(FY23 mid-year position creation)</i>	\$303,777	2.0	--
New OMS/FROMS clinic contact <i>(required contractual adjustment and FY23 mid-year position creation)</i>	\$608,235	2.0	--
Net compensation and annualization increases	\$1,094,015	--	--
Tuition assistance allocation for IAFF	\$65,000	--	--

In addition to the increases shown in the table above, the Executive's recommendation includes a total of \$545,144 in reductions to OHR's General Fund budget.

Employee Health Self-Insurance Fund. The Executive's FY24 recommended budget is \$331,488,321 for the health self-insurance fund, an increase of 5.3% from FY23. This increase is due to an additional \$16,304,712 to fund projected health care claims expenditures and a net increase of \$256,556 for compensation adjustments. These recommended increases do not require placement on the reconciliation list.

B. Summary of Recommended Changes

Key proposed budget changes are detailed below.

1. Classification and Compensation

The Executive recommends a total of \$785,941 and 3.0 FTEs to enhance its classification and compensation structure. OHR is responsible for maintaining the County's Classification Plan and corresponding compensation structure. This ongoing work includes: job creations, position and occupational studies, wage studies, as well as development of pay schedules derived from the County's collective bargaining activities. OHR notes that:

Montgomery County's Classification Plan includes approximately 497 classes of work and is sorely out of date. Of these, 70% have not been reviewed in the past 10 years. Overall, the average age of a classification is 19 years. As a result, the County is limited in its ability to effectively and accurately assess and value positions within this structure. This budget request is designed to drive OHR's efforts to manage existing regulatory and collectively bargained requirements, and to reform the outdated classification plan... Funding these requests will result in improved timeliness in performance of position and occupational studies, and a way forward to a reformed classification and compensation structure.

The Executive's recommendation would enhance the Classification and Compensation Team by:

- 1.0 FTE for a new Classification Analyst, responsible for review and classification of positions, conducting desk audits and occupational studies, and working collaboratively with departmental leads and other subject matter experts to establish new classes of work.
- 2.0 FTEs for Compensation Analysts, to focus efforts on wage and salary studies, internal equity review and salary setting on hiring. One of these positions is new, and the second is an existing position (funded in FY23) repurposed from the Department of Transportation during FY23.
- \$500,000 is requested to secure the services of a contractor to review the County's structure and devise a plan to update the classification and compensation framework. This work is expected to *"result in an effective strategy and plan to meet the County's workforce needs, with controls to assure active maintenance of a comprehensive and competitive classification and wage plan."* OHR staff notes that this review differs from the Merit System Protection Board required classification and compensation audit.

2. Centralized Processing Unit Support

The Executive recommends an increase of \$87,893 and 2.0 FTEs in FY24. These positions are lapsed to be mid-year hires, so the FY24 cost reflects about half of the full-year cost. OHR notes that these positions are intended to centralize the processing of core human resources functions across departments to create more efficient recruitments, position management, and processing of administrative transactions.

3. Director's Office Support

Enhancements within the Director's Office include \$303,777 and 2.0 FTEs for Director's Office Support. OHR notes that they are *"working to raise the County's profile as a preferred employer, increase connections to internal and external human resource partners, intentionally engage job seekers, support and retain current employees and increase transparency and efficiency in human resource operations."* The two positions are intended to support these efforts as follows:

- 1.0 FTE for a Deputy Director to manage day-to-day operations of OHR, oversee major projects and initiatives, and ensure that OHR services and programs are aligned and comply with regulatory and other requirements.

- 1.0 FTE for a Communications and Outreach Manager to deliver comprehensive communications, outreach and engagement strategy, to promote the County as preferred workplace, engage with our diverse community, and enhance OHR's customer service delivery.

OHR and OMB report that these two positions were created and filled during FY23, using funding from the department's existing FY23 appropriation (and as a result did not require a supplemental appropriation). However, as mid-year creations they show as new FTEs for FY24. Since these positions are already filled, they would not be placed on the reconciliation list. OHR provided the following detail related to these mid-year creations:

The Manager I and Community Outreach Manager were approved as mid-year new creations. Director Anderson joined OHR in mid-November and began identifying operational gaps, and as part of that exercise, she noted an immediate need for the two positions. The Community Outreach Manager was approved by OMB in late December and the Deputy Director was approved by OMB in late February.

4. Paid Parental Leave Program Support

The Executive includes \$218,493 and two FTEs in FY24 to support the Paid Parental Leave Program (one position shows in the Director's Office program area and one shows in the Occupational Medical Services program area). While the positions are listed in different program areas, OHR notes that they will both be included in the staffing complement of the Administrative Services Division (which manages the Occupational Medical Service Program). OHR provides the following rationale for these additional positions:

They lend critical support to administration of the County's Paid Parental Leave Program, which experienced tremendous growth with the implementation of the Paid Parental Leave Act. During the period of January 1, 2022 through November 6, 2022, OMS handled approximately 199 FMLA/parental leave requests. With the implementation of paid parental leave provisions, effective November 7, 2022, OMS has handled 346 paid parental leave requests during the period of November 7, 2022 through March 28, 2023.

The recommendation for 2.0 FTEs to support this program aligns with the estimated staffing support in the [Fiscal Impact Statement for Bill 10-22](#).

5. OMS/FROMS Clinic Contract

The Executive included \$608,235 and 2.0 FTEs related to the County's OMS/FROMS contact. This increase includes:

- \$407,983 for the fixed price increases for clinical services resulting from the County's transition from INOVA to Concentra as the County's occupational medical services provider. As these are contractually required costs, they do not need to be placed on the reconciliation list.

- \$200,252 and 2.0 FTEs to coordinate the MCGEO sick leave bank, sick leave donations, FMLA, and other leave programs. OHR notes that leave administration services were part of the County’s contract with INOVA and are not included in Concentra’s portfolio.

OHR and OMB report that these two positions were created and filled during FY23, using funding from the department’s existing FY23 appropriation (and as a result did not require a supplemental appropriation). However, as mid-year creations they show as new FTEs for FY24. Since these positions are already filled, they would not be placed on the reconciliation list. OHR provided the following detail related to these mid-year creations:

OHR created two Admin Specialist II positions, to transition functions previously delivered under its occupational medical services contracts. About \$120,000 in OE under the Inova contract was shifted to PC to help offset the cost of the positions that were shifted to the County when the new contract with Concentra went into effect. FMLA and sick leave bank programs require medical necessity that is determined prior to approval. Notably, Concentra does not provide associated leave coordination services within its’ book of business; OHR is required to administer the FMLA and other leave programs.

Council staff notes that these two positions combined with the positions detailed in section 4 above mean that the County would be adding a total of 4.0 FTEs to address employee leave administration. A summary of the various leave provisions that OHR must administer is included at ©12.

6. Recruitment and Selection

The Executive recommends a total of \$299,677 and 4.0 FTEs to enhance recruitment and selection services. The recommended enhancements include:

- \$211,784 and 2.0 FTEs that will be responsible for the full range of recruitment and hiring activities – advertising positions, liaising with operating departments and candidates, and ensuring that all processes are completed to finalize the hire within the County’s oracle system. These positions are repurposed HHS positions that were funded in FY23, and as a budget neutral shift do not need to be placed on the reconciliation list.
- \$87,893 and 2.0 FTEs for recruitment and sourcing support. These positions are lapsed to be mid-year hires, so the FY24 cost reflects about half of the full-year cost.

7. Training and Organizational Development

Management and Leadership Training Program. The Executive includes \$325,786 and 2.0 FTEs for this new initiative that would focus on MLS staff. OHR provided the following rationale for this program:

The County continues to experience with significant turnover among experienced managers and has made few investments in training and professional development for its MLS ranks. New leaders struggle with building teams and handling both the technical and human-centric demands of management. These funds will be used to develop and

implement the MLS Leadership Academy, geared towards new MLS managers. Training will focus on the skills, core competencies, strategies, as well as policy and regulatory understanding needed to ensure the success of new supervisors and to reenergize tenured managers. \$150,000 will be used for operating expenses, including books and other educational materials, rental space, speakers and outside training services. \$175,000 will be used for personnel costs, including: a Program Manager I position to coordinate and manage training cohorts, liaise between contractors and management to successfully deliver program objectives; and a Human Resources Specialist to provide administrative and operational support to the leadership programs. The County currently offers MCG leads, which provides learning and professional growth opportunities to all employees to gain new skills and to explore leadership opportunities. The MLS Leadership Academy will specifically focus on individuals hired into MLS positions, strengthen the effectiveness of County managers and promote increased consistency in leadership across departments and disciplines. This program provides an additional avenue to reinforce excellence in leadership practice among County managers.

Employee Recognition Program. The Executive recommends adding \$125,000 to “develop a recognition framework for the County to celebrate the contributions and achievements of employees. OHR staff will provide lead services, guidance and consultation to departments, and disburse seed funds to cover costs of awards, recognition items and activities.”

Training and Organizational Development Program Support. The Executive includes \$112,000 and 1.0 FTE for this program. OHR notes that this position “*will manage key aspects of instructional design, to develop new curricula, reformat current curricula to self-paced computer-based training, and deliver content to address professional development needs of County employees.*” This position is a repurposed Department of Transportation position, but it was not funded in the FY23 budget. As a result, this position will need to go on the reconciliation list as an Executive increase.

8. Advertising/Publications/Subscriptions

The Executive recommends an increase of \$275,400 for advertising, publications, and subscriptions. OHR provided the following justification for this increase:

OHR relies on County departments and agencies to identify and fund advertisements in specialty publications, digital job boards and other media, as the Office lacks budgetary resources to support these services. \$140,400 will be utilized to cover costs associated with recruitment sourcing platforms (including LinkedIn, Indeed, Glassdoor), advertisements in specialty journals, minority-focused media and other media channels. OHR utilizes the resources of Gartner, Inc., to augment its innovations and strategic activities, survey candidates and existing employees, and for technical support and guidance. These costs are estimated at \$135,000 in FY24.

C. FY24 New Positions

The table below lists the Executive’s recommended 18 new positions for OHR. Of note, seven of the “new” positions in FY24 are already filled or anticipated to be filled so OHR would need to fill 11 in FY24.

Title	Budget Description	Status	Type	Functional Area
Admin Spec II	OMS/FROMS contract	Filled	FY23 Mid-Year Approval/Funded	OMS
Admin Spec II	OMS/FROMS contract	Filled	FY23 Mid-Year Approval/Funded	OMS
Comm. Outreach Mgr.	Director’s Office Support	Filled	FY23 Mid-Year Approval/Funded	Director
Manager I	Director’s Office Support	Filled	FY23 Mid-Year Approval/Funded	Director
HR Specialist III	Recruitment and Selection Support	Filled	FY23 Repurposed from HHS/Funded	Recruitment
Admin Spec II	Recruitment and Selection Support	Pending Selection	FY23 Repurposed from HHS/Funded	Recruitment
Comp Analyst	Classification and Compensation Support	Offer pending	FY23 Repurposed from DOT/Funded	Business Ops
HR Specialist III	Training and Organizational Development Support	Vacant	FY23 Repurposed from DOT/Unfunded	Training
Admin Spec II	Paid Parental Leave Support	Vacant	FY23 Mid-Year Creation/Unfunded	OMS
Admin Spec II	Paid Parental Leave Support	Vacant	FY23 Mid-Year Creation/Unfunded	Records
Comp Analyst	Classification and Compensation Structure Improvements	FY24 New Request		Business Ops
HR Specialist III	Classification and Compensation Structure Improvements	FY24 New Request		Business Ops
HR Specialist III	Centralized Processing Unit Support	FY24 New Request		Business Ops
HR Specialist III	Centralized Processing Unit Support	FY24 New Request		Business Ops
HR Specialist III	Recruitment and Sourcing Support	FY24 New Request		Recruitment
HR Specialist III	Recruitment and Sourcing Support	FY24 New Request		Recruitment
HR Specialist III	Management and Leadership Training Program	FY24 New Request		Training
Program Manager I	Management and Leadership Training Program	FY24 New Request		Training

D. FY24 Vacancies and Lapse

As part of the FY24 budget review, the Council has asked staff to review vacancy data for each department. As of April 10th, OHR had 11 vacant positions as shown in the table below with two positions with pending offers. One position, a Manager II with an FY24 cost of \$156,136, had been vacant for over one year. The Executive includes a \$338,997 reduction to OHR’s budget in FY24 due to assumed historical lapse and (\$169,001) one-time lapse savings (\$169,996) related to long-term vacancies. OHR’s total proposed workforce complement for FY24 is attached at ©16.

Title	Position No.	Type	Functional Area
Comp Analyst	014319	Vacant	Business Ops
HR Specialist III	014798	Vacant	Director
HR Specialist III	003884	Vacant	Recruitment
Manager II	000853	Vacant	Director
Manager II	015279	Vacant	Director
Manager III	000875	Vacant	Training
Program Manager I	005434	Vacant	OMS
Sr. IT Spec	019208	Vacant	IT Team
Psychologist	012819	Pending offer	Stress Mgmt.
Psychologist	019355	Pending offer	Stress Mgmt.

E. Racial Equity and Social Justice Review

After reviewing OHR’s submission for the FY24 Operating Budget Equity Tool, the Office of Racial Equity and Social Justice (ORESJ) issued a rating of ★★ (two stars) on a scale of zero to three stars, indicating that the-Department-level budget demonstrates a commitment to advancing racial equity and social justice in Montgomery County (©13-15).

ORESJ provided the following justification for its rating: “The department indicated commitments across each major area of the GARE framework. However, it's unclear what specific resources will be targeted towards increasing the competencies and/or capacity of staff to engage policies and practices affecting departments' abilities to advance racial equity and social justice, particularly in the area of workforce equity.”

F. Staff Recommendation

Council staff recommends approval of the FY24 OHR General Fund and Self-Insurance Fund budget as recommended by the Executive, except for the increases detailed below to be placed on the reconciliation list per the Council President’s budget review guidance:

Item	FY24 Cost	FTEs	Priority (staff rec.)
General Fund - CE Increases for Reconciliation List			
Classification and compensation structure improvements	\$675,786	2.0	High Priority
Management and leadership training program	\$325,786	2.0	Priority
Recruitment and sourcing support	\$87,893	2.0	Priority
Centralized Processing Unit support	\$87,893	2.0	High Priority
Paid parental leave program support (Director’s Office)	\$117,191	1.0	High Priority
Paid parental leave program support (OMS)	\$101,302	1.0	High Priority
Training and organizational development program support (FY23 repurpose of unfunded DOT position)	\$112,000	1.0	Priority
Advertising, publications, and subscriptions	\$275,400	--	High Priority
Employee recognition program	\$125,000	--	Priority



Human Resources

RECOMMENDED FY24 BUDGET

\$344,673,864

FULL TIME EQUIVALENTS

92.50

 TRACI L. ANDERSON, 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 FY24 Operating Budget for the Office of Human Resources is \$344,673,864, an increase of \$20,323,343 or 6.27 percent from the FY23 Approved Budget of \$324,350,521. Personnel Costs comprise 3.56 percent of the budget for 91 full-time position(s) and one part-time position(s), and a total of 92.50 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 96.44 percent of the FY24 budget.





The budget of the Office of Human Resources (OHR) is comprised of a General Fund component of \$13,185,543 and an Employee Health Benefit Self Insurance Fund component of \$315,183,609.

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

-  Complete implementation of the new Applicant Tracking System, which includes a cross departmental collaboration to improve the recruitment process and end user experience while addressing the need to reduce the time to hire and enhance the qualified candidate pool.
-  Develop management training for career pathways based upon shared competencies by defining levels of behaviors so employees understand what success looks like in each competency and ways to improve.
-  Develop a Management Leadership Service (MLS) training institute geared towards providing new MLS managers with resources needed to excel at their positions and manage staff appropriately.
-  OHR will fund job advertisements and promotional activities; use the technical assistance, connections, and resources of consultants to augment the Department's innovations and strategic visioning activities; and connect recruitment sourcing platforms such as LinkedIn, Indeed, and Workday.

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- ★ Create a recognition framework for the County, and support and promote development of broad employee recognition programs in County departments. Staff will provide lead services, guidance, and consultation to County departments and agencies, and handle funding disbursements for awards.
 - ★ Continue work to centralize transactional functions for position and assignment changes in Oracle by expanding the current pilot and release department resources from processing transactions and minimize errors that occur at the department level, which delays the timing for final approval.
 - ★ Support for ongoing job creations and individual positions studies, secure the services of a contractor to review the County's classification and compensation structure, and to devise a plan to update the classifications to meet the County's workforce needs and in response to the Merit System Protection Board audit recommendations.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Streamlined the eTelework appeals process and reduced Telework appeals with the cooperation of managers, employees, and the unions.
- ★ Updating of Assignment Transaction User Productivity Kits to increase HR Liaison accuracy and productivity that will flow through and increase productivity for Records Management.
- ★ Transitioning Leave Without Pay cases and documentation from paper to electronic format.
- ★ Created procedure to improve process for the collection of unpaid premiums from leave balances as employees leave County service.
- ★ Implemented the Department of Transportation Transit Bus Operators and Coordinators Salary Step form and process to ensure newly hired Bus Operators are hired at the correct step and properly progress through their steps to ensure proper pay equity.
- ★ Develop candidate leads and connections, coordinating with the Office's Senior Leadership and Community Outreach Manager to build candidate networks and actively develop, participate in, and host community events and outreach activities; and work non-traditional hours to be accessible to candidates and relevant organizations in support of the County's recruitment goals.

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 240.777.2762 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 FY23 estimates reflect funding based on the FY23 Approved Budget. The FY24 and FY25 figures are performance targets based on the FY24 Recommended Budget and funding for comparable service levels in FY25.

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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Job classification activities completed	103	187	200	188	178
Average workdays to complete non-study job classifications related to hires	10	13	15	14	14
Percent of job classifications reviewed/studied within the past 10 years	28%	22%	27%	30%	32%

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	1,859,982	14.00
Enhance: Classification and Compensation Structure Improvements	675,786	2.00
Enhance: FY23 Repurpose Department of Transportation Position for Classification and Compensation Program Support	110,155	1.00
Enhance: Centralized Processing Unit Support	87,893	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	381,595	0.00
FY24 Recommended	3,115,411	19.00

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.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	3,220,760	20.75
Enhance: FY23 Director's Office Support	303,777	2.00
Enhance: FY23 Paid Parental Leave Program Support	117,191	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.	230,473	(1.00)
FY24 Recommended	3,872,201	22.75

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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of cases/inquiries received by EEO ¹	172	122	150	170	150
Percent of EEO cases/inquiries resolved within 180 days	65%	79%	70%	80%	90%
Percent of employees in compliance with mandatory workplace harassment training schedule	52%	38%	40%	50%	60%

¹ For FY23 and beyond, this measure includes investigations.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	444,307	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.	13,933	0.00
FY24 Recommended	458,240	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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of employees enrolled in Virgin Pulse wellness program	6,324	6,151	6,200	6,250	6,300
Percent of employees actively engaged in Virgin Pulse wellness program	47%	45%	45%	47%	50%
Percent of Virgin Pulse wellness program participants who report that Virgin Pulse makes their company a better place to work ¹	73%	N/A	75%	75%	75%

¹ Data is reported by Virgin Pulse and is not yet available for 2022.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	313,195,533	15.85
Increase Cost: Claims Expenditures Adjustment	16,304,712	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.	58,361	0.00
FY24 Recommended	329,558,606	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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of mandatory incumbent physical exams performed by Occupational Medical Services	1,348	2,603	2,733	2,733	2,733
Number of candidates processed for medical clearances	1,305	2,041	2,143	2,250	2,362
Average appointment length from sign in to discharge (minutes)	67.5	65.8	65.0	65.0	65.0

FY24 Recommended Changes	Expenditures	FTEs
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FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	2,404,757	3.00
Increase Cost: FY23 New OMS/FROMS Clinic Contract	608,235	2.00
Enhance: FY23 Paid Parental Leave Program Support	101,302	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.	326,339	0.00
FY24 Recommended	3,440,633	6.00

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), Job Fairs; 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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of people hired	816	1,364	1,450	1,750	2,050
Average number of days to fill a vacant County position	90	102	70	65	60
Percent of vacancies filled within target duration	60%	33%	50%	52%	54%
Percent of new hires who are racial minorities (compared to County labor force: 57%)	50%	56%	56%	60%	60%

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	2,329,902	13.40
Enhance: FY23 Repurpose Department of Health and Human Services Positions for Recruitment and Selection Program Support	211,784	2.00
Enhance: Recruitment and Sourcing Support	87,893	2.00
Technical Adj: FTE Reconciliation	0	0.50
Eliminate: Assessment Tool Contractual Funding	(47,000)	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.	213,318	1.00
FY24 Recommended	2,795,897	18.90

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	Actual	Estimated	Target	Target
	FY21	FY22	FY23	FY24	FY25
Number of training classes offered	1,039	1,124	1,150	1,200	1,250
Percent of employees who participate in at least two non-mandatory training/development programs	14%	9%	11%	13%	15%
Percent of training courses geared toward leadership development	11%	15%	20%	25%	30%
Percentage of training attendees who report that training was helpful to their job	97%	97%	95%	95%	95%
Percent of computer skills trainees who report applying skills to current position	92%	97%	97%	97%	97%

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	895,280	4.50
Enhance: Management and Leadership Training Program	325,786	2.00
Enhance: Employee Recognition Program	125,000	0.00
Enhance: FY23 Repurpose Department of Transportation Position for Training and Organizational Development Program Support	112,000	1.00
Enhance: Tuition Assistance Allocation for International Association of Fire Fighters Members, Per Collective Bargaining Agreement	65,000	0.00
Decrease Cost: Miscellaneous Exp	(681)	0.00
Re-align: Tuition Assistance Budget with Historical Usage	(25,000)	0.00
Decrease Cost: Contractual Technology Training	(27,250)	0.00
Decrease Cost: OHR Senior Fellows	(45,217)	(0.50)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,958	0.00
FY24 Recommended	1,432,876	7.00

BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,300,334	5,151,039	4,912,971	6,904,986	34.1 %
Employee Benefits	1,117,456	1,293,081	1,222,292	1,796,755	39.0 %
County General Fund Personnel Costs	5,417,790	6,444,120	6,135,263	8,701,741	35.0 %
Operating Expenses	2,484,013	2,979,348	3,585,057	4,483,802	50.5 %
County General Fund Expenditures	7,901,803	9,423,468	9,720,320	13,185,543	39.9 %
PERSONNEL					
Full-Time	65	72	72	91	26.4 %
Part-Time	2	2	2	1	-50.0 %
FTEs	43.80	49.25	49.25	67.25	36.6 %
County General Fund Revenues	0	0	0	0	—

BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
EMPLOYEE HEALTH SELF INSURANCE					
EXPENDITURES					
Salaries and Wages	2,359,376	2,599,532	2,353,887	2,789,564	7.3 %
Employee Benefits	576,827	723,174	617,757	789,698	9.2 %
Employee Health Self Insurance Personnel Costs	2,936,203	3,322,706	2,971,644	3,579,262	7.7 %
Operating Expenses	285,906,173	311,604,347	310,680,001	327,909,059	5.2 %
Employee Health Self Insurance Expenditures	288,842,376	314,927,053	313,651,645	331,488,321	5.3 %
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	23.85	25.25	25.25	25.25	—
REVENUES					
Other Charges/Fees	18,107,294	0	0	0	—
Self Insurance Employee Health Income	65,811,308	269,562,262	266,305,356	289,389,223	7.4 %
Investment Income	(1,323)	81,000	(31,100)	(49,140)	-160.7 %
Other Intergovernmental	0	8,622,394	8,243,664	0	-100.0 %
Medicaid/Medicare Reimbursement	17,898,804	36,674,630	39,485,632	43,213,464	17.8 %
Employee Health Self Insurance Revenues	101,816,083	314,940,286	314,003,552	332,553,547	5.6 %
DEPARTMENT TOTALS					
Total Expenditures	296,744,179	324,350,521	323,371,965	344,673,864	6.3 %
Total Full-Time Positions	65	72	72	91	26.4 %
Total Part-Time Positions	2	2	2	1	-50.0 %
Total FTEs	67.65	74.50	74.50	92.50	24.2 %
Total Revenues	101,816,083	314,940,286	314,003,552	332,553,547	5.6 %

FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
	FY23 ORIGINAL APPROPRIATION	9,423,468 49.25
<u>Changes (with service impacts)</u>		
Enhance: Classification and Compensation Structure Improvements [Business Operations and Performance]	675,786	2.00
Enhance: Management and Leadership Training Program [Training and Organizational Development]	325,786	2.00
Enhance: FY23 Director's Office Support [Director's Office]	303,777	2.00
Enhance: Advertising/Publications/ Subscriptions	275,400	0.00
Enhance: FY23 Repurpose Department of Health and Human Services Positions for Recruitment and Selection Program Support [Recruitment and Selection]	211,784	2.00
Enhance: Employee Recognition Program [Training and Organizational Development]	125,000	0.00

FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
Enhance: FY23 Paid Parental Leave Program Support [Director's Office]	117,191	1.00
Enhance: FY23 Repurpose Department of Transportation Position for Training and Organizational Development Program Support [Training and Organizational Development]	112,000	1.00
Enhance: FY23 Repurpose Department of Transportation Position for Classification and Compensation Program Support [Business Operations and Performance]	110,155	1.00
Enhance: FY23 Paid Parental Leave Program Support [Occupational Medical Services]	101,302	1.00
Enhance: Recruitment and Sourcing Support [Recruitment and Selection]	87,893	2.00
Enhance: Centralized Processing Unit Support [Business Operations and Performance]	87,893	2.00
Enhance: Tuition Assistance Allocation for International Association of Fire Fighters Members, Per Collective Bargaining Agreement [Training and Organizational Development]	65,000	0.00
Eliminate: Assessment Tool Contractual Funding [Recruitment and Selection]	(47,000)	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY23 New OMS/FROMS Clinic Contract [Occupational Medical Services]	608,235	2.00
Increase Cost: FY24 Compensation Adjustment	575,977	0.00
Increase Cost: Annualization of FY23 Compensation Increases	230,664	0.00
Increase Cost: Annualization of FY23 Lapsed Positions	149,313	0.00
Increase Cost: Annualization of FY23 Personnel Costs	143,705	0.00
Increase Cost: Printing and Mail	6,002	0.00
Technical Adj: FTE Reconciliation [Recruitment and Selection]	0	0.50
Decrease Cost: Miscellaneous Exp [Training and Organizational Development]	(681)	0.00
Decrease Cost: Retirement Adjustment	(5,644)	0.00
Re-align: Tuition Assistance Budget with Historical Usage [Training and Organizational Development]	(25,000)	0.00
Decrease Cost: Contractual Technology Training [Training and Organizational Development]	(27,250)	0.00
Decrease Cost: OHR Senior Fellows [Training and Organizational Development]	(45,217)	(0.50)
Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions	(169,996)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY23	(230,000)	0.00
FY24 RECOMMENDED	13,185,543	67.25

EMPLOYEE HEALTH SELF INSURANCE

FY23 ORIGINAL APPROPRIATION	314,927,053	25.25
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Claims Expenditures Adjustment [Health & Employee Welfare]	16,304,712	0.00
Increase Cost: Annualization of FY23 Compensation Increases	121,133	0.00
Increase Cost: FY24 Compensation Adjustment	116,686	0.00
Increase Cost: Annualization of FY23 Lapsed Positions	24,311	0.00
Decrease Cost: Retirement Adjustment	(5,574)	0.00
FY24 RECOMMENDED	331,488,321	25.25

PROGRAM SUMMARY

Program Name	FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
Business Operations and Performance	1,859,982	14.00	3,115,411	19.00
Director's Office	3,220,760	20.75	3,872,201	22.75
EEO Compliance and Diversity Management	444,307	3.00	458,240	3.00
Health & Employee Welfare	313,195,533	15.85	329,558,606	15.85
Occupational Medical Services	2,404,757	3.00	3,440,633	6.00
Recruitment and Selection	2,329,902	13.40	2,795,897	18.90
Training and Organizational Development	895,280	4.50	1,432,876	7.00
Total	324,350,521	74.50	344,673,864	92.50

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY23 Total\$	FY23 FTEs	FY24 Total\$	FY24 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	1,761,689	0.00	2,235,768	0.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	28,014	0.20	30,280	0.20
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	176,944	0.55	186,834	0.55
NDA - Montgomery County Employee Retirement Plans	Non-Appropriated Funds	10,404	0.00	10,404	0.00
Total		1,977,051	0.75	2,463,286	0.75

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY24	FY25	FY26	FY27	FY28	FY29
COUNTY GENERAL FUND						
EXPENDITURES						
FY24 Recommended	13,186	13,186	13,186	13,186	13,186	13,186
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY24	0	422	422	422	422	422
New positions in the FY24 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.						
Restore One-Time Lapse Increase	0	170	170	170	170	170
Labor Contracts	0	(100)	(100)	(100)	(100)	(100)
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY24	FY25	FY26	FY27	FY28	FY29
Subtotal Expenditures	13,186	13,678	13,678	13,678	13,678	13,678

EMPLOYEE HEALTH SELF INSURANCE

EXPENDITURES

FY24 Recommended	331,488	331,488	331,488	331,488	331,488	331,488
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No inflation or compensation change is included in outyear projections.

Labor Contracts	0	84	84	84	84	84
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

Subtotal Expenditures	331,488	331,572	331,572	331,572	331,572	331,572
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ANNUALIZATION OF FULL PERSONNEL COSTS

	FY24 Recommended		FY25 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Management and Leadership Training Program	175,786	2.00	237,446	2.00
Recruitment and Sourcing Support	87,893	2.00	237,446	2.00
Classification and Compensation Structure Improvements	175,786	2.00	237,446	2.00
Centralized Processing Unit Support	87,893	2.00	237,446	2.00
Total	527,358	8.00	949,784	8.00

Leave Type	Regulation/CBA Reference	Runs Concurrent to Other Leave	Designated Leave Hours	System of Record
Family Medical Leave (non pay tracking)	MCPD Section 19, MCGEO Article 45, FOP Article 59, IAFF Article 11	Yes	up to 12 workweeks (420 hours) of FMLA leave in a leave year. Prorated if employee is part-time. Balances do not roll over and employees are required to apply each year.	MCtime and/or Oracle
Parental Leave (non pay tracking)	MCPD Section 20, MCGEO Article 18, FOP Article 16, IAFF Article 8	Yes, except PPL	Unrepresented - 720 hours full-time, pro-rated for part-time MCGEO - 720 hours full-time, pro-rated for part-time FOP - 720 hours full-time IAFF - 864 hours for 2,496 hour work year 756 hours for 2,184 hour work year 720 hours for 2,080 hour work year	MCtime and/or Oracle
Paid Parental Leave (PPL)	Bill 10-22,	Yes, FMLA only	240 hours or 288 hours (IAFF) based on 40 hour work week; prorated for employee is part-time.	MCtime
Sick Leave	MCPD Section 17, MCGEO Article 15, FOP Article 19, IAFF Article 7	Yes	accruals based on position and may be used for FMLA and Parental Leave	MCtime
Sick Leave Bank Program	MCGEO Only Article 15.7	Yes	Voluntary participation, leave hours depend on request, initial maximum of 640 hours and up to 800 hours if appealed. Parental leave not eligible for SLB.	MCtime
Sick Leave Donations	MCPD Article 17.10, FOP Article 19 Section L, IAFF Article 7.14	Yes	Voluntary participation, leave hours depend on request Unrepresented - maximum of 1,040 per year, prorated for part-time employees IAFF - 192 hours for 2,496 hour work year 168 hours for 2,184 hour work year 160 hours for 2,080 hour work year FOP - up to 160 hours, additional time may be granted upon request and approval.	MCtime
Annual Leave	MCPD Section 16, MCGEO Article 14, FOP Article 18, IAFF Article 6	Yes	Depends on length of service, may be used to cover approved FMLA and parental leave	MCtime
Leave without Pay (LWOP)	MCPD Section 23, MCGEO Article 45 FOP Article 59 IAFF Article 11	No	LWOP designated based on leave category (eg LWOP-FMLA, LWOP-Military, LWOP-Parental)	MCtime and/or Oracle

ORESJ Justification

The department's OBET responses indicate a strong commitment to advancing racial equity and social justice in the County—emphasizing the appropriation of dedicated investments in resources towards these efforts. Through the utilization of data and supplemental research, responses mapped out a concrete plan to embed racial equity throughout the department—explaining in explicit detail how the department's budget would enable them to implement commitments in each area of the GARE framework. In particular, the response included measurable goals and specific estimates related to the amount of time and other resources CORE team members need to implement RESJ efforts. Additionally, it was clear that completion of the OBET was a collaborative effort—as recommended in the OBET Guide—with insights from varying levels of departmental staff contributing to the overall response. Refreshingly, barriers to doing this work with fidelity were highlighted with candor. Overall, the department's response is a model, and should be supported and emulated by others.

Human Resources



Department Level OBET Questions

1. How will your overall budget support the department's commitment to advancing racial equity and social justice? To aid you in the formulation of your response, we've offered a list of activities, using the GARE framework, that demonstrate department-level commitments to racial equity and social justice. More information about the GARE framework is below and here.

Normalize - Establish racial equity as a key value by developing a shared understanding of key concepts across the department and create a sense of urgency to make changes

- ★ Allocate or support the use of staff time for CORE team activities.

OHR established Study Circles in 2020, a team that is led by the OHR EEO Manager to have open and safe conversations on race, equity, and social justice issues. Out of that came the expanded Telling Our Stories learning and development program that is conducted Countywide.

Organize - Build staff and organizational capacity, skills, and competencies through training while also building infrastructure to support the work, like internal organizational change teams and external partnerships with other institutions and community.

- ★ Designate resources for staff participation in GARE conferences and other department-specific racial equity and social justice professional development.
- ★ We're doing something else and will use the text box to describe.



OHR has a designated resource that partners with the Office of Racial Equity and Social Justice to address Countywide strategies around racial equity and social justice. The goal to move beyond policy toward application within departments.

Operationalize - Put theory into action by implementing new tools for decision-making, measurement, and accountability like a Racial Equity Tool and developing a Racial Equity Action Plan.

★ We're doing something else and will use the text box to describe.

OHR's EEO and Diversity Division in coordination with OHR Strategy and Innovation will work together to assess status around racial equity and social justice and encourage staff to participate in the training and educational offerings.

2. How does your department's budget allocate funds towards ensuring that public documents (including websites and related apps), policies, plans, meetings, and hearings are readily accessible to the public? Please use the checkboxes below to indicate which activities your department budget will enable. Then, in the text box that follows, please describe how your budget targets resources towards these activities.

★ Ensuring accessibility for people with disabilities using Section 508 of the Rehabilitation Act; Web Content Accessibility Guidelines; and compliance with the Americans with Disabilities Act as a minimum standard.

★ We're doing something else and will use the text box to describe.

We follow Montgomery County Personnel Regulations Section 8 as it relates to properly assessing accommodations for individuals who may have a disability that rises to the level of ADA. In addition, OHR ensures that any updates to systems that are used by our customers, websites, marketing materials, and publications are all reviewed for ADA compliance. Recruitment ads have been updated to ensure postings remove bias language and in line with MCPR Section ??, OHR is responsible for ensuring compliance with disability hiring programs and fair labor practices.

3. What persistent gaps or limitations could inhibit your department's ability to advance racial equity and social justice?

OHR doesn't have resources that have been fully dedicated to ensure support and compliance for racial equity and social justice programs but have instead assigned current employees to these areas and would need to identify the strategies, metrics, and programs to support departments' needs in ORESJ. Ideally, dedicated resources would collaborate with the Office of Racial Equity and Social Justice to address potential challenges that departments face and attempt to develop programs to implement. Other HR departments do have dedicated resources to RESJ to help integrate into the culture and encourage employees to practice.

ORESJ Rating

2-Department-level budget demonstrates a commitment to advancing racial equity and social justice in Montgomery County

ORESJ Justification

The department indicated commitments across each major area of the GARE framework. However, it's



unclear what specific resources will be targeted towards increasing the competencies and/or capacity of staff to engage policies and practices affecting departments' abilities to advance racial equity and social justice, particularly in the area of workforce equity.

Human Rights

Department Level OBET Questions

1. How will your overall budget support the department's commitment to advancing racial equity and social justice? To aid you in the formulation of your response, we've offered a list of activities, using the GARE framework, that demonstrate department-level commitments to racial equity and social justice. More information about the GARE framework is below and here.

Normalize - Establish racial equity as a key value by developing a shared understanding of key concepts across the department and create a sense of urgency to make changes

The Office will continue to use the insights gained from the REI Training as a tool for insuring access to our services are accessible to all groups and particularly communities of color which tend to be the majority of our complaint inventory. We are reviewing our procedures to insure there are not barriers preventing communities of color from filing complaints. We have three staff who are paid a supplemental for translating documents and responding to inquiries that require translation skills.

Organize - Build staff and organizational capacity, skills, and competencies through training while also building infrastructure to support the work, like internal organizational change teams and external partnerships with other institutions and community.

The Office has resources for staff development and training targeted at knowledge and comprehension of new EEO laws to ensure staff is equipped to provide expert services in the fight against discrimination.

Operationalize - Put theory into action by implementing new tools for decision-making, measurement, and accountability like a Racial Equity Tool and developing a Racial Equity Action Plan.

The Office will be performing fair housing testing in the area of Community Re-investment county-wide to determine the level of investment in communities of color. confirmation of the completion and implementation of these programs will lead to further investment and renewed commitment to black and brown communities.

2. How does your department's budget allocate funds towards ensuring that public documents (including websites and related apps), policies, plans, meetings, and hearings are readily accessible to the public? Please use the checkboxes below to indicate which activities your department budget will enable. Then, in the



FY24 Headcount Detail by HR Org Human Resources (CE Recommended)

Job Class	Grade	FT/PT	Head Count	FTE	Salary	FICA	Group Insurance	Retirement	Total PC\$
OHR 33 Administrative Services Team									
000111: MANAGER II	NU-M2	FT	1	1.00	178,511	12,508	15,069	14,281	220,369
000150: ADMINISTRATIVE SPEC III	NU-23	FT	1	1.00	112,519	8,608	15,069	9,002	145,198
000206: INSURANCE FUND MANAGER	NU-26	FT	1	1.00	127,724	9,771	15,069	10,218	162,782
000832: PROGRAM MANAGER II	NU-25	FT	1	1.00	92,839	7,102	15,069	3,714	118,724
Subtotal FT:			4	4.00	511,594	37,989	60,276	37,214	647,073
HR OrgTotal:			4	4.00	511,594	37,989	60,276	37,214	647,073
OHR 33 Business Operations and Performance Division									
000111: MANAGER II	NU-M2	FT	1	1.00	178,511	12,508	15,069	14,281	220,369
000116: *PERF MGMT AND DATA ANALYST III	NU-28	FT	1	1.00	105,373	8,061	15,069	4,215	132,718
000121: *HUMAN RES SPECIALIST III	NU-25	FT	2	2.00	195,150	14,929	30,138	11,898	252,116
100120: COMPENSATION ANALYST	NU-27	FT	2	2.00	202,347	15,480	30,138	8,094	256,058
Subtotal FT:			6	6.00	681,381	50,978	90,414	38,488	861,261
HR OrgTotal:			6	6.00	681,381	50,978	90,414	38,488	861,261
OHR 33 Classification and Compensation Team									
000121: *HUMAN RES SPECIALIST III	NU-25	FT	7	7.00	606,469	46,512	82,880	32,158	768,019
100120: COMPENSATION ANALYST	NU-27	FT	1	1.00	101,173	7,740	15,069	4,047	128,029
Subtotal FT:			8	8.00	707,643	54,252	97,949	36,205	896,048
HR OrgTotal:			8	8.00	707,643	54,252	97,949	36,205	896,048
OHR 33 Communications and Strategic Planning Team									
000121: *HUMAN RES SPECIALIST III	NU-25	FT	1	1.00	109,493	8,376	15,069	8,759	141,698
000832: PROGRAM MANAGER II	NU-25	FT	1	1.00	119,186	9,118	15,069	6,198	149,570

FY24 Headcount Detail by HR Org Human Resources (CE Recommended)

Job Class	Grade	FT/PT	Head Count	FTE	Salary	FICA	Group Insurance	Retirement	Total PC\$
Subtotal FT:			2	2.00	228,679	17,494	30,138	14,957	291,268
HR OrgTotal:			2	2.00	228,679	17,494	30,138	14,957	291,268
OHR 33 Director									
000110: MANAGER I	NU-M1	FT	1	1.00	143,390	10,969	15,069	5,736	175,164
000111: MANAGER II	NU-M2	FT	1	1.00	204,628	12,887	15,069	10,641	243,225
000121: *HUMAN RES SPECIALIST III	NU-25	FT	1	1.00	92,839	7,102	15,069	3,714	118,724
000192: COMMUNITY OUTREACH MGR	NU-28	FT	1	1.00	105,373	8,061	15,069	4,215	132,718
007946: DIR OFFICE OF HUMAN RES	NU-DH	FT	1	1.00	150,065	11,480	15,069	6,003	182,617
Subtotal FT:			5	5.00	696,295	50,500	75,345	30,307	852,447
HR OrgTotal:			5	5.00	696,295	50,500	75,345	30,307	852,447
OHR 33 Director's Office									
000111: MANAGER II	NU-M2	FT	1	1.00	126,348	9,666	15,069	5,054	156,136
000115: SR/LEAD PERF MGMT AND DATA ANALYST	NU-30	FT	1	1.00	149,564	11,442	15,069	7,777	183,852
000116: *PERF MGMT AND DATA ANALYST III	NU-25	FT	4	4.00	488,289	37,354	60,276	32,950	618,869
000121: *HUMAN RES SPECIALIST III	NU-18	FT	1	1.00	74,933	5,732	15,069	5,995	101,729
000150: ADMINISTRATIVE SPEC III	NU-23	FT	1	1.00	102,448	7,837	15,069	5,327	130,681
Subtotal FT:			8	8.00	941,581	72,031	120,552	57,103	1,191,268
HR OrgTotal:			8	8.00	941,581	72,031	120,552	57,103	1,191,268
OHR 33 EEO Compliance and Diversity Management Division									
000111: MANAGER II	NU-M2	FT	1	1.00	139,697	10,687	15,069	11,176	176,629
000121: *HUMAN RES SPECIALIST III	NU-25	FT	2	2.00	215,898	16,516	30,138	13,558	276,111
Subtotal FT:			3	3.00	355,596	27,203	45,207	24,734	452,740

FY24 Headcount Detail by HR Org Human Resources (CE Recommended)

Job Class	Grade	FT/PT	Head Count	FTE	Salary	FICA	Group Insurance	Retirement	Total PC\$
HR OrgTotal:			3	3.00	355,596	27,203	45,207	24,734	452,740
OHR 33 Health and Employee Welfare Division									
000150: ADMINISTRATIVE SPEC III	NU-23	FT	1	1.00	100,570	7,694	15,069	8,046	131,378
000832: PROGRAM MANAGER II	NU-25	FT	1	1.00	115,554	8,840	15,069	9,244	148,707
Subtotal FT:			2	2.00	216,124	16,533	30,138	17,290	280,085
HR OrgTotal:			2	2.00	216,124	16,533	30,138	17,290	280,085
OHR 33 Health Insurance Team									
000112: MANAGER III	NU-M3	FT	1	1.00	154,870	11,848	15,069	8,053	189,840
000121: *HUMAN RES SPECIALIST III	NU-25	FT	4	4.00	415,246	31,766	60,276	24,930	532,218
000151: *ADMINISTRATIVE SPEC II	NU-18	FT	3	3.00	226,063	17,294	45,207	13,562	302,126
000832: PROGRAM MANAGER II	NU-25	FT	1	1.00	119,186	9,118	15,069	9,535	152,907
Subtotal FT:			9	9.00	915,365	70,025	135,621	56,080	1,177,091
HR OrgTotal:			9	9.00	915,365	70,025	135,621	56,080	1,177,091
OHR 33 Information Technology Team									
000111: MANAGER II	NU-M2	FT	1	1.00	178,213	12,504	15,069	9,267	215,053
000551: *SR INFO TECHNOLOGY SPEC	NU-28	FT	3	3.00	382,845	29,288	45,207	18,643	475,983
Subtotal FT:			4	4.00	561,058	41,792	60,276	27,911	691,036
HR OrgTotal:			4	4.00	561,058	41,792	60,276	27,911	691,036
OHR 33 Occupational Medical Services Team									
000112: MANAGER III	NU-M3	FT	1	1.00	132,230	10,116	15,069	6,876	164,291
000151: *ADMINISTRATIVE SPEC II	NU-21	FT	4	4.00	338,123	25,866	60,276	17,643	441,908
000834: PROGRAM MANAGER I	NU-23	FT	1	1.00	105,073	8,038	15,069	8,406	136,586

FY24 Headcount Detail by HR Org Human Resources (CE Recommended)

Job Class	Grade	FT/PT	Head Count	FTE	Salary	FICA	Group Insurance	Retirement	Total PC\$
Subtotal FT:			6	6.00	575,426	44,020	90,414	32,924	742,785
HR OrgTotal:			6	6.00	575,426	44,020	90,414	32,924	742,785
OHR 33 Records Management Team									
000112: MANAGER III	NU-M3	FT	1	1.00	119,185	9,118	15,069	9,535	152,907
000151: *ADMINISTRATIVE SPEC II	NU-21	FT	4	4.00	399,512	30,563	60,276	20,775	511,125
Subtotal FT:			5	5.00	518,697	39,680	75,345	30,309	664,032
HR OrgTotal:			5	5.00	518,697	39,680	75,345	30,309	664,032
OHR 33 Recruitment and Selection Division									
000111: MANAGER II	NU-M2	FT	1	1.00	139,794	10,694	15,069	11,184	176,741
000121: *HUMAN RES SPECIALIST III	NU-25	FT	12	12.00	1,240,423	95,010	165,759	54,306	1,555,497
000151: *ADMINISTRATIVE SPEC II	NU-21	FT	2	2.00	137,189	10,495	26,371	5,488	179,542
100120: COMPENSATION ANALYST	NU-27	FT	1	1.00	130,459	9,980	15,069	10,437	165,945
109273: OFFICE SERVICES COORD	NU-16	FT	1	1.00	66,003	5,049	15,069	5,280	91,402
200152: ADMINISTRATIVE SPEC I	NU-18	FT	1	1.00	61,193	4,681	15,069	4,895	85,839
Subtotal FT:			18	18.00	1,775,062	135,910	252,406	91,589	2,254,966
000121: *HUMAN RES SPECIALIST III	NU-25	PT	1	0.90	118,123	9,036	15,069	6,142	148,370
Subtotal PT:			1	0.90	118,123	9,036	15,069	6,142	148,370
HR OrgTotal:			19	18.90	1,893,184	144,946	267,475	97,732	2,403,337
OHR 33 Stress Management Team									
000151: *ADMINISTRATIVE SPEC II	NU-21	FT	1	1.00	106,212	8,125	15,069	8,497	137,903
002500: PSYCHOLOGIST SUPERVISOR	NU-31	FT	1	1.00	156,579	11,978	15,069	12,526	196,153
002501: PSYCHOLOGIST	NU-29	FT	2	2.00	192,117	14,697	26,371	7,685	240,869

FY24 Headcount Detail by HR Org Human Resources (CE Recommended)

Job Class	Grade	FT/PT	Head Count	FTE	Salary	FICA	Group Insurance	Retirement	Total PC\$
Subtotal FT:			4	4.00	454,908	34,800	56,509	28,708	574,925
HR OrgTotal:			4	4.00	454,908	34,800	56,509	28,708	574,925
OHR 33 Training and Organizational Development Division									
000121: *HUMAN RES SPECIALIST III	NU-25	FT	1	1.00	92,839	7,102	15,069	3,714	118,724
Subtotal FT:			1	1.00	92,839	7,102	15,069	3,714	118,724
HR OrgTotal:			1	1.00	92,839	7,102	15,069	3,714	118,724
OHR 33 Training and Organizational Development Team									
000112: MANAGER III	NU-M3	FT	1	1.00	109,621	8,386	15,069	4,385	137,461
000121: *HUMAN RES SPECIALIST III	NU-25	FT	3	3.00	290,457	22,220	41,440	16,806	370,922
000151: *ADMINISTRATIVE SPEC II	NU-21	FT	1	1.00	102,942	7,875	15,069	2,151	128,037
000832: PROGRAM MANAGER II	NU-25	FT	1	1.00	71,892	5,500	11,302	2,876	91,569
Subtotal FT:			6	6.00	574,911	43,981	82,880	26,217	727,989
HR OrgTotal:			6	6.00	574,911	43,981	82,880	26,217	727,989
Department Total:			92	91.90	9,925,280	753,327	1,333,607	559,893	12,572,107