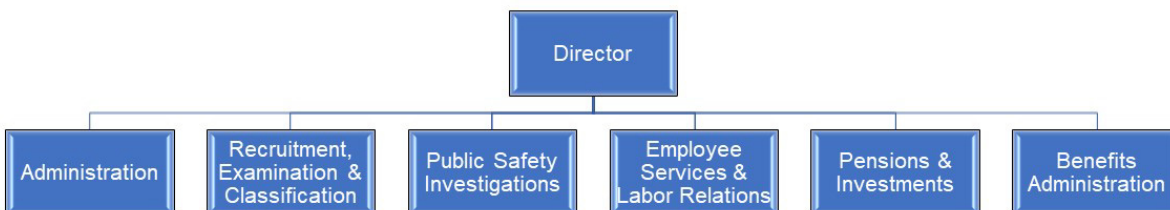


Office of Human Resources Management



MISSION AND SERVICES

The Office of Human Resources Management (OHRM) provides a productive and high-quality workforce capable of efficient and effective service delivery.

CORE SERVICES

- Staffing and compensatory services including recruitment, background investigations, classification, training and career development, health and benefit administration and pension programs
- Employee management services include labor and employment law interpretation and advice, developing and monitoring personnel policy and procedures, handling grievances, labor negotiations, records management and position control monitoring

FY 2019 KEY ACCOMPLISHMENTS

- Increased the total number of Summer Youth Enrichment Program (SYEP)/Youth@Work participants to 3,681.
- Implemented the Success Factors Learning Management System to automate training registration, course transcripts and provide opportunities for online learning.
- Received the 2018 Healthiest Maryland Business Silver Level Award for the County's Wellness Program.
- Continued to increase the funded status of the County's pension plans.

STRATEGIC FOCUS AND INITIATIVES FOR FY 2020

The agency's top priorities in FY 2020 are:

- Enhance training initiatives to provide leadership development, HR training and other opportunities for employee professional development through a variety of instructor-led and online courses.
- Enhance the customer experience with OHRM services such as recruitment, benefits and employee services and improve responses to customers by reviewing and rebranding Agency communication strategies and developing a more robust website.
- Partner with local organizations to offer workshops and online tools for County residents on job-readiness skills such as resume writing, applying for County positions and interview preparation.

FY 2020 BUDGET SUMMARY

The FY 2020 proposed budget for the Office of Human Resources Management is \$9,585,600 an increase of \$1,999,300 or 26.4% over the FY 2019 approved budget.

Expenditure by Fund Type

Fund Types	FY 2018 Actual		FY 2019 Budget		FY 2019 Estimate		FY 2020 Proposed	
	Amount	% Total	Amount	% Total	Amount	% Total	Amount	% Total
General Fund	\$6,766,108	100.0%	\$7,586,300	100.0%	\$7,384,400	100.0%	\$9,585,600	100.0%
Total Expenditures	\$6,766,108	100.0%	\$7,586,300	100.0%	\$7,384,400	100.0%	\$9,585,600	100.0%

Reconciliation from Prior Year

	Expenditures
FY 2019 Approved Budget	\$7,586,300
Increase Cost: Operating — Full funding of Concentra contract for pre-employment medical and random drug testing	\$1,200,000
Increase Cost: Compensation - Mandated Salary Requirements	425,400
Increase Cost: Operating — New and revised public safety contracts for public safety examinations	349,700
Increase Cost: Operating — PensionGold software/license maintenance for Pensions Administration	214,000
Increase Cost: Fringe Benefits — Increase in fringe benefits rate from 24.2% to 25.5%	193,400
Add: Operating - New Projects — Open Text Project & Equal Pay consulting services	170,000
Decrease Cost: Recoveries — Reflect recovery increase related to salary and fringe benefit and operating adjustments	(553,200)
FY 2020 Proposed Budget	\$9,585,600

STAFF AND BUDGET RESOURCES

Authorized Positions	FY 2018 Budget	FY 2019 Budget	FY 2020 Proposed	Change FY19-FY20
General Fund				
Full Time - Civilian	68	69	69	0
Full Time - Sworn	0	0	0	0
Subtotal - FT	68	69	69	0
Part Time	0	0	0	0
Limited Term	0	0	0	0
TOTAL				
Full Time - Civilian	68	69	69	0
Full Time - Sworn	0	0	0	0
Subtotal - FT	68	69	69	0
Part Time	0	0	0	0
Limited Term	0	0	0	0

Positions By Classification	FY 2020		
	Full Time	Part Time	Limited Term
Accountant	1	0	0
Administrative Aide	6	0	0
Administrative Assistant	2	0	0
Administrative Specialist	4	0	0
Community Developer	2	0	0
Deputy Director	2	0	0
Director	1	0	0
General Clerk	3	0	0
Information Tech Project Coord	2	0	0
Personnel Aide	7	0	0
Personnel Analyst	33	0	0
Personnel Manager	5	0	0
Public Service Aide	1	0	0
TOTAL	69	0	0

Expenditure by Category - General Fund

Category	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimate	FY 2020 Proposed	Change FY19-FY20	
					Amount (\$)	Percent (%)
Compensation	\$5,656,177	\$6,544,100	\$6,215,200	\$6,969,500	\$425,400	6.5%
Fringe Benefits	1,383,798	1,583,800	1,585,100	1,777,200	193,400	12.2%
Operating	1,262,639	1,300,300	1,391,700	3,234,100	1,933,800	148.7%
SubTotal	\$8,302,613	\$9,428,200	\$9,192,000	\$11,980,800	\$2,552,600	27.1%
Recoveries	(1,536,505)	(1,841,900)	(1,807,600)	(2,395,200)	(553,300)	30.0%
Total Expenditures	\$6,766,108	\$7,586,300	\$7,384,400	\$9,585,600	\$1,999,300	26.4%

In FY 2020, compensation expenditures increase 6.5% over the FY 2019 budget due to cost of living and merit adjustments for employees. Compensation includes funding for all 69 full time employees. Fringe benefit expenditures increase 12.2% over the FY 2019 budget to align with compensation adjustments and the change in the fringe benefit rate.

Operating expenses increase 148.7% over the FY 2019 budget due to the increase in GA Contracts including the full funding of Concentra for pre-employment, medical and random drug screening, new and revised public safety contracts for public safety examinations, software/license maintenance for the Pensions Administration and the Open Text Project, and Equal Pay consulting services for the county.

Recoveries increase 30.0% over the FY 2019 budget due to salary and fringe benefit adjustments and operating adjustment.

Expenditure by Division - General Fund

Category	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimate	FY 2020 Proposed	Change FY19-FY20	
					Amount (\$)	Percent (%)
Administration	\$1,825,308	\$1,831,900	\$1,854,800	\$1,965,200	\$133,300	7.3%
Recruitment, Examination and Classification	1,548,632	1,796,200	1,746,600	2,294,100	497,900	27.7%
Public Safety Investigations	1,966,321	2,268,500	2,198,300	3,663,800	1,395,300	61.5%
Employee Services and Labor Relations	1,269,080	1,328,000	1,318,200	1,429,300	101,300	7.6%
Pensions and Investments Administration	148,719	113,300	133,200	81,200	(32,100)	-28.3%
Benefits Administration	8,048	248,400	133,300	152,000	(96,400)	-38.8%
Total	\$6,766,108	\$7,586,300	\$7,384,400	\$9,585,600	\$1,999,300	26.4%

General Fund - Division Summary

Category	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimate	FY 2020 Proposed	Change FY19-FY20	
					Amount (\$)	Percent (%)
Administration						
Compensation	\$1,296,126	\$1,354,300	\$1,374,500	\$1,442,300	\$88,000	6.5%
Fringe Benefits	329,989	356,400	356,400	399,900	43,500	12.2%
Operating	437,535	252,900	255,600	285,700	32,800	13.0%
SubTotal	\$2,063,649	\$1,963,600	\$1,986,500	\$2,127,900	\$164,300	8.4%
Recoveries	(238,342)	(131,700)	(131,700)	(162,700)	(31,000)	23.5%
Total Administration	\$1,825,308	\$1,831,900	\$1,854,800	\$1,965,200	\$133,300	7.3%
Recruitment, Examination and Classification						
Compensation	\$1,006,831	\$1,117,700	\$1,012,400	\$1,190,400	\$72,700	6.5%
Fringe Benefits	292,146	281,100	281,100	315,500	34,400	12.2%
Operating	249,655	397,400	453,100	788,200	390,800	98.3%
SubTotal	\$1,548,632	\$1,796,200	\$1,746,600	\$2,294,100	\$497,900	27.7%
Total Recruitment, Examination and Classification	\$1,548,632	\$1,796,200	\$1,746,600	\$2,294,100	\$497,900	27.7%
Public Safety Investigations						
Compensation	\$1,419,959	\$1,567,800	\$1,463,300	\$1,669,700	\$101,900	6.5%
Fringe Benefits	187,200	227,100	228,400	254,800	27,700	12.2%
Operating	359,161	473,600	506,600	1,739,300	1,265,700	267.3%
SubTotal	\$1,966,321	\$2,268,500	\$2,198,300	\$3,663,800	\$1,395,300	61.5%
Total Public Safety Investigations	\$1,966,321	\$2,268,500	\$2,198,300	\$3,663,800	\$1,395,300	61.5%
Employee Services and Labor Relations						
Compensation	\$986,895	\$1,015,000	\$1,005,200	\$1,081,000	\$66,000	6.5%
Fringe Benefits	282,968	276,100	276,100	309,800	33,700	12.2%
Operating	19,571	36,900	36,900	38,500	1,600	4.3%
SubTotal	\$1,289,434	\$1,328,000	\$1,318,200	\$1,429,300	\$101,300	7.6%
Recoveries	(20,354)	—	—	—	—	0.0%
Total Employee Services and Labor Relations	\$1,269,080	\$1,328,000	\$1,318,200	\$1,429,300	\$101,300	7.6%
Pensions and Investments Administration						
Compensation	\$496,616	\$730,400	\$690,900	\$777,900	\$47,500	6.5%
Fringe Benefits	161,976	216,100	216,100	242,500	26,400	12.2%
Operating	115,466	97,300	97,300	330,200	232,900	239.4%
SubTotal	\$774,058	\$1,043,800	\$1,004,300	\$1,350,600	\$306,800	29.4%
Recoveries	(625,339)	(930,500)	(871,100)	(1,269,400)	(338,900)	36.4%
Total Pensions and Investments Administration	\$148,719	\$113,300	\$133,200	\$81,200	\$(32,100)	-28.3%
Benefits Administration						
Compensation	\$449,749	\$758,900	\$668,900	\$808,200	\$49,300	6.5%
Fringe Benefits	129,518	227,000	227,000	254,700	27,700	12.2%
Operating	81,251	42,200	42,200	52,200	10,000	23.7%
SubTotal	\$660,518	\$1,028,100	\$938,100	\$1,115,100	\$87,000	8.5%
Recoveries	(652,470)	(779,700)	(804,800)	(963,100)	(183,400)	23.5%
Total Benefits Administration	\$8,048	\$248,400	\$133,300	\$152,000	\$(96,400)	-38.8%
Total Expenditures	\$6,766,108	\$7,586,300	\$7,384,400	\$9,585,600	\$1,999,300	26.4%

DIVISION OVERVIEW

Administration

The Administration Division provides centralized coordination, policy guidance and administrative support for the operating programs of the agency. This division also advises the County Executive, County Council and other County agencies on personnel policy and employment law.

Fiscal Summary

In FY 2020, the division expenditures increase \$133,300 or 7.3% over the FY 2019 budget. Staffing resources remain unchanged from the FY 2019 budget. The primary budget changes include:

- An increase in personnel costs due on countywide salary adjustments as well as projected healthcare and pension costs.

- An increase in operating contracts with the new Open Text Project.
- An increase in recoveries related to salary and fringe benefits adjustments.

	FY 2019 Budget	FY 2020 Proposed	Change FY19-FY20	
			Amount (\$)	Percent (%)
Total Budget	\$ 1,831,900	\$ 1,965,200	\$ 133,300	7.3%
STAFFING				
Full Time - Civilian	12	12	0	0.0%
Full Time - Sworn	0	0	0	0.0%
Subtotal - FT	12	12	0	0.0%
Part Time	0	0	0	0.0%
Limited Term	0	0	0	0.0%

Recruitment, Examination and Classification

The Recruitment, Examination and Classification Division is divided into three core function areas to serve the work force: Employment Services, Recruitment and Classification.

Employment Services activities include: determining the job class, job title and pay grades for all County positions, administering the County’s Salary Plans and developing minimum qualifications for job categories.

Recruitment activities include: advertising for job openings in the County government, evaluating job applications, and examining applicants and developing certification lists from which agencies select candidates.

Classification area entails overseeing the County’s Classification Plan. The specifications are intended to officially designate the nature and variety of work, provide examples of work and provide required competencies and minimum qualifications for each class of work.

Fiscal Summary

In FY 2020, the division expenditures increase \$497,900 or 27.7% over the FY 2019 budget. Staffing resources remain unchanged from the FY 2019 budget. The primary budget changes include:

- An increase in personnel costs due on countywide salary adjustments as well as projected healthcare and pension costs.
- An increase in Operating expenditures due to an increase in public safety examination contracts.

	FY 2019 Budget	FY 2020 Proposed	Change FY19-FY20	
			Amount (\$)	Percent (%)
Total Budget	\$ 1,796,200	\$ 2,294,100	\$ 497,900	27.7%
STAFFING				
Full Time - Civilian	16	16	0	0.0%
Full Time - Sworn	0	0	0	0.0%
Subtotal - FT	16	16	0	0.0%
Part Time	0	0	0	0.0%
Limited Term	0	0	0	0.0%

Public Safety Investigations

The Public Safety Investigations Division administers the background investigation process for public safety applicants seeking employment with the following departments - Police, Fire/EMS, Sheriff, Corrections and the Office of Homeland Security.

Fiscal Summary

In FY 2020, division expenditures increase \$1,395,300 or 61.5% over the FY 2019 budget. Staffing resources remain unchanged from the FY 2019 budget. The primary budget changes include:

- An increase in personnel costs due on countywide salary adjustments as well as projected healthcare and pension costs.

Employee Services and Labor Relations

The Employee Services and Labor Relations Division is divided into four core function areas which service the County’s work force: Training and Career Development, Employee Relations and Compliance, Records Management and Labor Relations.

The Training and Career Development section is responsible for conducting the new employee orientation, developing the County’s annual training plan and ensuring that mandatory compliance training is offered.

The Employee Relations and Compliance section is responsible for assisting with the interpretation of the Personnel Law, handling grievances and disciplinary actions, counseling employees, administering the Alcohol and Substance Abuse testing programs, overseeing the County’s Employee Assistance Program (EAP) and its Equal Employment Opportunity Plan.

The Records Management section is responsible for verifying County employment, assisting new employees with the completion of employment documents, managing employee position records and maintaining records for all County active and inactive employees.

The Labor Relations section administers the County’s collective bargaining agreements and develops pay scales

- An increase in operating expenditures due to the full funding of Concentra contract for pre-employment medical and drug screening.

	FY 2019 Budget	FY 2020 Proposed	Change FY19-FY20	
			Amount (\$)	Percent (%)
Total Budget	\$ 2,268,500	\$ 3,663,800	\$ 1,395,300	61.5%
STAFFING				
Full Time - Civilian	7	7	0	0.0%
Full Time - Sworn	0	0	0	0.0%
Subtotal - FT	7	7	0	0.0%
Part Time	0	0	0	0.0%
Limited Term	0	0	0	0.0%

for legislative enactment. Staff also address grievances related to the interpretation and implementation of union contracts and provides guidance and assistance to other County agencies in complying with relevant labor laws.

Fiscal Summary

In FY 2020, division expenditures increase \$101,300 or 7.6% over the FY 2019 budget. Staffing resources remain unchanged from the FY 2019 budget. The primary budget changes include:

- An increase in personnel costs due on countywide salary adjustments as well as projected healthcare and pension costs.

	FY 2019 Budget	FY 2020 Proposed	Change FY19-FY20	
			Amount (\$)	Percent (%)
Total Budget	\$ 1,328,000	\$ 1,429,300	\$ 101,300	7.6%
STAFFING				
Full Time - Civilian	13	13	0	0.0%
Full Time - Sworn	0	0	0	0.0%
Subtotal - FT	13	13	0	0.0%
Part Time	0	0	0	0.0%
Limited Term	0	0	0	0.0%

Pensions and Investments Administration

The Pensions and Investments Administration Division is responsible for the supervision and management of retirement related employee programs for the County. Administrative oversight of the pension plans' funds under investment is a key mission of the Division. Comprehensive information and educational opportunities to assist employees in making informed decisions about their retirement options is another key service.

The division directly administers pension plans for all uniformed public safety employees in the Police, Fire, Deputy Sheriff and Corrections agencies, the Length of Service Award Program for volunteer firefighters and seven Supplemental Pension Plans. The division coordinates the pension plans for other County employees enrolled in the Maryland State Retirement and Pension System.

Fiscal Summary

In FY 2020, division expenditures decrease \$32,100 or 28.3% under the FY 2019 budget. Staffing resources

remain unchanged from the FY 2019 budget. The primary budget changes include:

- An increase in personnel costs due on countywide salary adjustments as well as projected healthcare and pensions costs.
- An increase in Operating expenditures due to the software license and maintenance cost for Pension-Gold contract.
- An increase in Recoveries related to salary, fringe benefit and operating adjustments.

	FY 2019 Budget	FY 2020 Proposed	Change FY19-FY20 Amount (\$)	Percent (%)
Total Budget	\$ 113,300	\$ 81,200	\$ (32,100)	-28.3%
STAFFING				
Full Time - Civilian	10	10	0	0.0%
Full Time - Sworn	0	0	0	0.0%
Subtotal - FT	10	10	0	0.0%
Part Time	0	0	0	0.0%
Limited Term	0	0	0	0.0%

Benefits Administration

The Benefits Administration Division is responsible for the management of all health benefit programs for active employees and retirees. The County offers two health maintenance organization plans, one point-of-service plan, two dental options, prescription coverage, a vision plan, long-term disability insurance, flexible spending accounts for medical expenses and child day care. Additionally, the County offers the following voluntary benefits: short-term disability (STD), critical illness insurance, permanent whole life insurance, accident insurance and a group legal plan.

Fiscal Summary

In FY 2020, division expenditures decrease \$96,400 or 38.8% under the FY 2019 budget. Staffing resources

remain unchanged from the FY 2019 budget. The primary budget changes include:

- An increase in Operating expenditures to an increase in office automation charges.
- An increase in Recoveries to reflect operational cost related to the Open Text Project.

	FY 2019 Budget	FY 2020 Proposed	Change FY19-FY20 Amount (\$)	Percent (%)
Total Budget	\$ 248,400	\$ 152,000	\$ (96,400)	-38.8%
STAFFING				
Full Time - Civilian	11	11	0	0.0%
Full Time - Sworn	0	0	0	0.0%
Subtotal - FT	11	11	0	0.0%
Part Time	0	0	0	0.0%
Limited Term	0	0	0	0.0%

SERVICE DELIVERY PLAN AND PERFORMANCE

Goal 1 — To ensure agencies have a diverse, highly qualified, healthy and productive workforce to deliver services effectively.

Objective 1.1 — Increase the percent of agencies satisfied with the overall-candidate recruitment process.

FY 2024 Target	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	Trend
90%	80%	85%	85%	86%	↑

Trend and Analysis

The Office of Human Resources Management (OHRM) strives to provide County agencies with talented and qualified applicants to fill vacancies in a timely manner.

Since FY 2009, the agency has been able to make significant reductions in the average number of days to fill vacancies through the use of improved technology. In FY 2017, in an effort to further enhance service to customers, the agency shifted the performance focus to agency satisfaction with the quality of candidates and with the overall recruitment process. In FY 2018, the agency began to evaluate tools to assist agencies with creating more robust interview and section processes. In FY 2020, the agency will continue these efforts through a focus on enhancing the customer experience with recruitment through improved communications and additional automation.

Performance Measures

Measure Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Resources (Input)					
Number of staff reviewing applications (non-public safety)	6	4	4	4	5
Number of Public Safety Investigators	9	12	20	20	20
Number of staff assigned to classification	3	2	2	3	3
Workload, Demand and Production (Output)					
Number of vacant positions advertised (non-public safety)	483	493	550	550	550
Number of applications for advertised vacant positions reviewed (non-public safety)	24,889	27,002	37,846	38,000	38,000
Number of public safety/criminal justice applicants	15,000	11,338	7,733	10,000	10,000
Number of public safety/criminal justice job announcements	16	14	16	16	16
Number of recruiting job fairs	10	3	5	5	5
Number of public safety background checks completed	720	1,301	883	900	900
Number of requests for position reviews (desk audits)	70	72	54	64	64
Number of position reviews (desk audits) conducted	70	54	54	64	64
Number of classification and/or compensation studies conducted	8	3	4	5	5
Efficiency					
Average number of applications reviewed per reviewer	4,148.0	6,750.0	9,461.0	9,500.0	7,600.0
Average number of position reviews per classification staff member	23.3	31.8	27.0	21.3	21.3

Performance Measures *(continued)*

Measure Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Quality					
Average number of days to send a list of qualified applicants to the agency	30.0	38.2	50.0	50.0	50.0
Average number of days to complete a position review (desk audit)	90.0	90.0	90.0	60.0	60.0
Average number of days to complete classification and/or compensation studies	90.0	120.0	90.0	90.0	90.0
Average number of days to fill a vacant position (from date requested)	65.0	54.5	60.0	55.0	55.0
Impact (Outcome)					
Percent of agencies rating the overall recruitment process as satisfactory or above	75%	80%	85%	85%	86%

Objective 1.2 — Increase the number of County youth placed in skill-building work experiences through the Youth@Work/Summer Youth Enrichment Program.

FY 2024 Target	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	Trend
7,000	3,033	3,132	3,681	6,000	↑

Trend and Analysis

OHRM has established public and private sector partnerships to expand the scope of the summer youth program to include additional job placements and free job readiness training for County youth. The enhanced program, now called the Youth@Work/Summer Youth Enrichment Program, includes 20 hours of training on critical job skills including communications, etiquette, conflict resolution and resume writing.

In FY 2016 (summer 2015), training began in the spring and provided attendees with priority placement for County government-funded summer positions. In FY 2017, OHRM met the target of placing 3,000 youth in summer job placement experiences. In FY 2018, OHRM began focusing on increasing the number of public and private sector partnerships. In FY 2020, OHRM will continue to add additional placement opportunities and ensure a varying range of experiences for participants.

Performance Measures

Measure Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Workload, Demand and Production (Output)					
Number of Summer Youth Enrichment Program applications (for County government positions)	4,000	3,089	3,132	3,681	6,000
Quality					
Percent of Summer Youth Enrichment Program participants rating their experience	100%	100%	78%	80%	82%
Impact (Outcome)					
Number of youth placed in County-funded summer work positions	800	1,106	1,166	1,381	2,600
Number of County youth placed in summer work experiences through the SYEP	2,600	3,033	3,132	3,681	6,000

Objective 1.3 — Increase the number of participants in Wellness Program activities.

FY 2024 Target	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	Trend
4,050	4,610	2,139	3,250	3,300	↓

Trend and Analysis

OHRM’s Wellness Program encourages County employees and retirees to improve their overall health through health and wellness-related activities and education. For FY 2020, the agency will focus on using program feedback and data from an online health assessment campaign to plan offerings that better meet the health and wellness needs of County employees and retirees. OHRM will continue to partner with other County agencies and health benefit providers to inform employees about seminars and events.

Performance Measures

Measure Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Resources (Input)					
Number of staff assigned to wellness program	3	4	2	3	3
Workload, Demand and Production (Output)					
Number of wellness activities offered	17	21	22	36	37
Quality					
Average number of participants per wellness activity	100.0	219.5	97.0	90.0	90.0
Impact (Outcome)					
Number of participants in the wellness program	1,700	4,610	2,139	3,250	3,300

Goal 2 — To provide human capital management services and policy guidance to County agencies in order to ensure an effective workforce.

Objective 2.1 — Increase the percentage of labor agreements negotiated in accordance with time frames established in the labor code.

FY 2024 Target	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	Trend
100%	80%	100%	100%	100%	↔

Trend and Analysis

OHRM’s Administration and Employee Services and Labor Relations (ESLR) Divisions provide guidance to County agencies on proper application of federal, State and County regulations and policies in a variety of ways. For example, OHRM supports County agencies by negotiating competitive contracts for unionized employees through collective bargaining and facilitating effective labor-management relationships. Negotiations begin the winter before the end of the term of the contract and the length of the agreement varies from contract to contract.

Performance Measures

Measure Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Workload, Demand and Production (Output)					
Percent of County employees in a union	79%	79%	79%	79%	79%
Number of labor unions	13	13	13	13	13
Number of labor agreements scheduled for negotiation	10	10	—	9	1
Quality					
Number of labor agreements that went to impasse	2	2	—	—	—
Percent of labor agreements that went to impasse	20%	20%	0%	0%	0%
Number of ratified labor agreements (including impasse process)	1	8	—	9	1
Impact (Outcome)					
Percent of ratified labor agreements (including impasse process)	80%	80%	100%	100%	100%

Objective 2.2 — Increase the percentage of employees utilizing the Career Development Institute.

FY 2024 Target	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	Trend
50%	38%	39%	40%	50%	↔

Trend and Analysis

OHRM’s Training and Career Development Institute (TCDI) is one of the agency’s mechanisms for providing guidance on personnel laws, policies and procedures for County employees. TCDI conducts new employee orientation and provides training for County employee structured around five career development tracks: Communication Development, Supervisory/Leadership, Individual Development, Mandatory/Compliance and Practical Skills Enhancement.

TCDI also offers executive level training and develops specialized training in response to agency requests. In addition, TCDI facilitates quarterly HR Liaison meetings to provide County HR professionals with information on policies and pro-

cedures to ensure efficient and consistent HR practices for the County. TCDI also hosts the Executive Development Institute, a forum for executive staff to receive updates and information of various County policies, procedures, services and programs.

In late FY 2019, OHRM launched the SAP SuccessFactors Wave 3 Learning Management System (LMS). The module will allow OHRM to better track training participation and employee competency development. Additionally, employees will have expanded opportunities for online learning.

Performance Measures

Measure Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Resources (Input)					
Number of County employees	6,281	8,599	6,382	6,429	6,429
Number of staff facilitating training	4	7	7	8	8
Number of staff assigned to provide guidance on employment actions	10	10	10	10	10
Workload, Demand and Production (Output)					
Total number of TCDI training and development classes offered	70	92	51	55	55
Number of union grievances received	15	11	8	18	18
Number of employee grievances closed by OHRM	1	10	8	15	15
Number of Return to Work quarterly meetings	32	21	0	15	15
Efficiency					
Average number of participants per TCDI class	21.4	33.0	26	28	34
Quality					
Percent of training class participants rating the class as meeting or exceeding expectations	99%	99%	98%	99%	99%
Impact (Outcome)					
Number of employees participating in the training and career development institute	1,500	2,383	2,447	2,600	3,200
Percent of County employees utilizing the training and career development institute	57%	38%	39%	40%	50%

Goal 3 — To review and administer the retiree pension and benefit programs with a strategic focus on identifying reforms to improve the sustainability of the pension benefits for employees.

Objective 3.1 — Increase the funded status of all pension plans.

FY 2024 Target	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	Trend
66%	56%	60%	61%	62%	↑

Trend and Analysis

A closed amortization period was approved resulting in a more favorable blended discount rate used for calculating plan liabilities. Additionally, under the new amortization method, the plans are projected to be 100% funded at the end of CY 2045 rather than having an open-ended period. The change was effective as of July 1, 2014, which affected

the FY 2016 contributions. The goal for FY 2020 is to continue to increase the funded status by adhering to the closed 30-year amortization schedule.

Performance Measures

Measure Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Resources (Input)					
Number of staff assigned to pension fund management	2	1	1	1	2
Workload, Demand and Production (Output)					
Number of retirees receiving pension payments	7,275	5,482	4,557	4,600	4,650
Quality					
Actuarially derived percent increase in funded status	2%	2%	1%	1%	1%
Impact (Outcome)					
Funded status of all pension plans	50%	56%	60%	61%	62%

Objective 3.2 — Increase the percentage of eligible employees actively contributing to deferred compensation.

FY 2024 Target	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	Trend
62%	54%	56%	57%	58%	↑

Trend and Analysis

OHRM's Pensions and Investments Division is responsible for the day-to-day administration of the County's retirement plans. The division offers numerous seminars to prepare employees for their financial future and secure retirement. The goal for FY 2020 is to increase the percentage of employees participating in one of the County's deferred compensation programs to 58%.

Performance Measures

Measure Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Resources (Input)					
Number of staff assigned to the deferred compensation program	2	1	2	2	2
Workload, Demand and Production (Output)					
Number of contributing participants	3,175	3,453	3,623	3,695	3,732
Number of education sessions	8	6	9	9	9
Quality					
Percent increase in the number of actively contributing participants	1%	1%	1%	1%	1%
Impact (Outcome)					
Percent of employees actively contributing to deferred compensation	47%	54%	56%	57%	58%