





May 1, 2025

MEMORANDUM

TO: Ingrid S. Watson, Chair
Government Operations and Fiscal Policy (GOFP) Committee

THRU: Joseph R. Hamlin 
Director of Budget and Policy Analysis

FROM: Roger G. Banegas 
Legislative Budget and Policy Analyst

RE: Office of Human Resources Management (OHRM)
Fiscal Year 2026 Budget Review

Budget Overview

- The FY 2026 Proposed Budget for the Office of Human Resources Management (OHRM) is \$10,451,900. This is a decrease of \$1,919,100, or 15.5%, under the FY 2025 Approved Budget. The decrease is primarily due to an increase in recoveries to reflect occupational medical service contract increase and FY 2025 and FY 2026 salary adjustments, decreases in general administration contracts, primarily contracts for public safety exams, compensation studies and recruitment, and a decrease in telephone, printing, training, mileage reimbursement and office supplies. The increases are compensation due to mandated salary requirements that include a reduction in staff attrition and additional support for seasonal public safety background investigator positions, a net increase in fringe benefit costs to align with projected salary adjustments offset by a decrease in the fringe benefit rate from 31.0% to 30.9%, and in OIT charges based on anticipated countywide costs for technology.
- The FY 2026 proposed general fund budget for the Office of Human Resources Management is \$10,451,900, a decrease of \$919,100 or 8.1% below the FY 2025 Approved Budget.
- The FY 2026 proposed grants budget for the Office of Human Resources Management is \$0, a decrease of \$1,000,000 or 100.0% under the FY 2025 Approved Budget.

Budget Comparison - General Fund

Actual Fiscal Year 2024 to Proposed Fiscal Year 2026

Category	FY 2024 Actual	FY 2025 Approved	FY 2025 Estimated	% Change - Est vs App	FY 2026 Proposed	\$ Change	% Change
Compensation	\$ 7,372,610	\$ 8,220,700	\$ 7,687,100	-6.5%	\$ 8,677,600	\$ 456,900	5.6%
Fringe Benefits	2,031,616	2,549,400	2,341,900	-8.1%	2,680,000	130,600	5.1%
Operating Expenses	6,130,699	6,973,300	6,807,300	-2.4%	6,710,900	(262,400)	-3.8%
Sub-Total	\$ 15,534,925	\$ 17,743,400	\$ 16,836,300	-5.1%	\$ 18,068,500	\$ 325,100	1.8%
Recoveries	(5,361,336)	(6,372,400)	(5,711,800)	-10.4%	(7,616,600)	(1,244,200)	19.5%
Total	\$ 10,173,589	\$ 11,371,000	\$ 11,124,500	-2.2%	\$ 10,451,900	\$ (919,100)	-8.1%

Authorized Staffing Count - General Fund

	FY 2025 Approved	FY 2026 Proposed	Change Amount	Percentage Change
Full-Time	73	73	0	0.0%
Total	73	73	0	0.0%

Staffing Changes and Compensation

- FY 2026 General Fund compensation is proposed at \$8,667,600, an increase of \$456,900, or 5.6%, above the FY 2025 approved amount. The increase in compensation is primarily due to the annualization of FY 2025 and planned FY 2026 salary adjustments and additional seasonal positions to support public safety background investigations.
- The FY 2026 Proposed Budget includes authorization for 73 full-time General Fund positions, which remains the same compared to the FY 2025 Approved level.
- As of March 11, 2025, the Office reported eight (8) vacant full-time positions. The Office reports that it is actively recruiting for all of its vacant positions; one (1) vacant position has an offer pending, two (2) vacant positions are currently being interviewed for, two (2) vacant positions are held, one (1) is being filled with a start date of 4/6/2025, one (1) is currently being filled in an acting role, and one (1) is being re-advertised. The attrition rate in FY 2025 YTD is 6.8%, with five (5) people resigning from the Office.
- The Human Resources Analyst (Grades 21, G24, and G27) and Administrative Aide 4 (due to a retirement) positions are the most impacted by attrition. Attrition has required the Office to shift duties among the remaining staff to maintain operational efficiency.
- During FY 2025, the Office reports that 23 positions are currently assigned to the Office from various other agencies; twenty-three (23) of the individuals are expected to continue their assignment in FY 2026. Additionally, two (2) Contractors are assigned internally from the Office of Human Resources Management, bringing the total count to 25. The total compensation for these positions is approximately

\$2.1 million. These employees assist in the management and processing of background investigation case files. A summary of these employees is as follows:

Agency	# of Employees Assigned to OHRM
Police Department	7
Department of Corrections	3
Office of the Sheriff	1
Fire Department	9
Office of Homeland Security	3
TOTAL	23

- Below is a table on the overall Public Safety Investigations Division (PSI).

Public Safety Investigations Division (PSI)			
	FY 2025 Authorized	FY 2025 Actual	FY 2025 Actual who perform investigation duties
OHRM merit positions	6	6	3
Employees detailed from Public Safety agencies	22	22	22
Total PSI staffing level	28	28	25

- The table below provides the number of Public Safety Investigations (PSI) by agency.

Number of Public Service Investigators (PSI)				
Agency	FY 2023	FY 2024	FY 2025	Expected FY 2026
Police Department	7	7	6	6
Office of the Sheriff	1	2	1	1
Homeland Security	1	2	2	2
Fire-EMS	2	5	8	8
Department of Corrections	1	3	3	3
OHRM	3	3	3	3

- The Office reports that all investigators across agencies have consistently managed an average of 6-10 cases per investigator between CY 21 and CY 25 to date. The table below provides the typical caseload per PSI investigator by year.

	Caseload, CY 2021 through CY 2025 (YTD)				
Agency	CY 2021	CY 2022	CY 2023	CY 2024	CY 2025 (To Date)
All	6 to 10	6 to 10	6 to 10	6 to 10	6 to 10

- A breakdown of investigations by agency conducted in CY 2024 is provided in the table below.

Agency (CY 24)	Total
Dept. of Corrections (Civilian)	23
Dept of Corrections (Sworn)	49
Fire Dept. ((Civilian)	13
Fire Dept. (Sworn)	333
Police Dept (Civilian)	413
Police Dept {(Sworn)	118
PSC	187
Office of the Sheriff (Sworn)	75
Office of the Sheriff (Civilian)	58
TOTAL	1269

- Below is a table with the average number of days it takes to process a public safety agency application.

Public Safety Agency	Avg. Number of Days from Application to Hire
Fire-EMS	112
Department of Corrections	116
Police Department	180
Office of Homeland Security	88
Office of the Sheriff	160

Fringe Benefits

- FY 2026 Fringe Benefits are proposed at \$2,680,000, an increase of \$130,600, or 5.1%, above the FY 2025 Approved level, to reflect an increase in the fringe benefit rate to align with projected costs.
- A five-year trend analysis of fringe benefit expenditures is included below.

Fringe Benefits Historical Trend					
	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Estimated	FY 2026 Proposed
Compensation	\$ 5,766,145	\$ 6,740,738	\$ 7,372,610	\$ 7,687,100	\$ 8,677,600
Fringe Benefit Expenditures	\$ 1,655,663	\$ 1,824,639	\$ 2,031,616	\$ 2,341,900	\$ 2,680,000
As a % of Compensation	28.7%	27.1%	27.6%	30.5%	30.9%

Operating Expenses

- FY 2026 operating expenses are proposed at \$6,710,900, a decrease of \$262,400, or 3.8%, under the FY 2025 Approved Budget, and are comprised of the following significant items:
 - General and Administrative Contracts \$5,557,500

- Office Automation 1,058,600
- General Office Supplies 43,800
- Training 22,000
- Telephone 21,500

- The table below compares the FY 2026 Proposed Budget operating expenditures with the FY 2025 Approved Budget operating expenditures. In six (6) categories, the FY 2026 Proposed Budget decreases planned spending compared to the FY 2025 Approved Budget. In one (1) category, the FY 2026 Proposed Budget increases planned spending, and in one (1) category, the FY 2026 Proposed Budget remains unchanged.

Operating Objects	FY 2025 Budget	FY 2026 Proposed	FY 2025 - FY 20256	
			\$ Change	% Change
Telephone	\$ 23,600	\$ 21,500	\$ (2,100)	-8.90%
Printing	\$ 3,100	\$ 1,600	\$ (1,500)	-48.39%
Office Automation	\$ 1,040,700	\$ 1,058,600	\$ 17,900	1.72%
Training	\$ 30,000	\$ 22,000	\$ (8,000)	-26.67%
Membership Fees	\$ 5,400	\$ 5,400	\$ -	0.00%
Mileage Reimbursement	\$ 4,700	\$ 500	\$ (4,200)	-89.36%
General & Administrative Contracts	\$ 5,805,000	\$ 5,557,500	\$ (247,500)	-4.26%
General Office Supplies	\$ 60,800	\$ 43,800	\$ (17,000)	-27.96%
TOTAL	\$ 6,973,300	\$ 6,710,900	\$ (262,400)	-3.8%

- The most significant decrease by dollar amount is in the General & Administrative Contracts category, which saw a decrease of \$247,500, or 4.3%, under FY 2025 due to a reduction in contracts.
- The most significant decrease by percentage is in the Mileage Reimbursement category, which is down by 89.4% under the FY 2025 operating expenditures.
- The most significant increase is in Office Automation (\$17,900 increase) due to the OIT charges based on anticipated countywide costs.

Recoveries

- The Office receives recoveries from other funds for employee salaries and administrative functions related to health benefits and pension plans offered to current employees and retirees.
- Projected recoveries for FY 2026 total \$7,616,600, an increase of \$1,244,200, or 19.5%, above the FY 2026 budgeted level, primarily due to a change in the recoverable positions that include salary and fringe benefit adjustments.
- A breakdown of FY 2026 Proposed recoveries is as follows:
 - Life and Health \$5,768,100
 - Pension Funds \$1,848,500

Budget Comparison - Grant Fund

Actual Fiscal Year 2024 to Proposed Fiscal Year 2026

Expenditures by Category - Grant Funds

Category	FY 2024 Actual	FY 2025 Budget	FY 2025 Estimate	FY 2026 Proposed	Change FY25-FY26	
					Amount (\$)	Percent (%)
Compensation	\$294,273	\$928,000	\$2,993,500	\$—	\$(928,000)	-100.0%
Fringe Benefits	22,821	72,000	336,000	—	(72,000)	-100.0%
Operating	—	—	670,500	—	—	
Capital Outlay	—	—	—	—	—	
SubTotal	\$317,094	\$1,000,000	\$4,000,000	\$—	\$(1,000,000)	-100.0%
Recoveries	—	—	—	—	—	
Total	\$317,094	\$1,000,000	\$4,000,000	\$—	\$(1,000,000)	-100.0%

- The FY 2026 proposed grant budget for the Office of Human Resources Management is \$0. This is a decrease of \$1,000,000 below the FY 2025 budget. The fiscal sponsor for the agency is the Department of Labor.
- In FY 2026, there are three limited-term grant-funded (LTGF) positions for the Office of Human Resources Management, reflecting no change from the FY 2025 approved budget.
- As of March 11, 2025, the Office reports one (1) grant-funded vacancy. This is the Administrative Assistant 1G position.

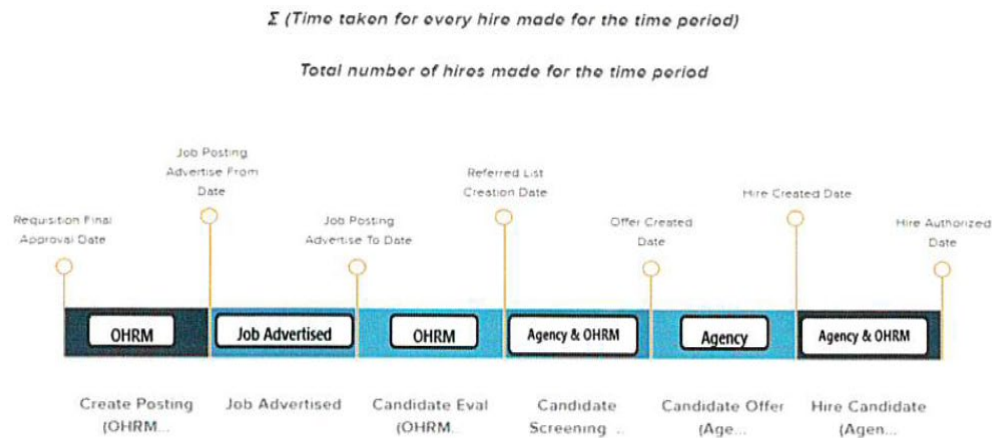
Workload and Program Management

Recruitment and Hiring

- The Office strives to provide County agencies with qualified applicants to fill vacancies in a timely manner. A primary goal is to reduce the number of days required to fill a vacant position. (See table below).

FY 2030 Target	FY 2023 Actual	FY 2024 Actual	FY 2025 Estimated	FY 2026 Projected	Trend
65	107	74	70	69	↓

- The process for hiring is shown below:



Few things to note

1. The calculation excludes weekends but not US holidays
2. If a requisition does not have approvals, then the requisition is considered approved on the day the requisition is created
3. If a requisition is created or approved after the job was posted, the time spent on job posting is considered as zero

- The Office's plan to improve the efficiency and quality of the recruitment and hiring process includes the following approaches:
 - Maximize HR Technology
 - Streamline hiring and pre-employment processes
 - Use new approaches to talent sourcing that leverage talent networks, social media, and other innovative sources
 - Launch a branding and marketing campaign that promotes Prince George's County as a "Best Place to Work."
 - Evaluate and assess pay equity
 - Implement technology upgrades for reduction of paperwork and manual processes related to time-to-fill and talent sourcing
 - Establish service-level agreements with County Agencies
 - Continue to grow the Youth Employment Program
 - Establish external partnerships with colleges and universities
- The Office's strategic focus and initiatives for FY 2026 are as follows:
 - Expand and integrate technology to streamline services such as time to fill and increase transparency through agency access to information and resources through upgraded systems which create the analytics OHRM needs to benchmark services.

- Deploy new approaches to talent sourcing to navigate the new employment environment which will require innovative employment and communication strategies to attract, source and recruit qualified candidates.
 - Promote employee engagement and retention to drive passion and engagement in the workforce through performance management and learning systems, wage equity, total compensation and benefits.
 - Reduce the time to fill hiring for public safety positions in the Office of Homeland Security, Sheriff, and Department of Corrections to a targeted goal of 150 days.
- The Office uses the following tools during the recruitment process:
 - Service Level Agreement (SLA)—Effective October 31, 2022. This tool allows the Office to align with its objective of maintaining open and regular communication with its agency client partners. Establishing clear and measurable guidelines helps improve partnerships and better manage expectations and workload.
 - Job Announcement Form (JAF) – Helps to reduce the length of time in the recruitment process by collecting all information necessary to post the job. The Agency Human Resources Liaison (HRL) will work with the hiring manager to complete the JAF prior to entering the requisition in NEOGOV and uploading the JAF to the requisition. The OHRM Talent Acquisition Analyst then receives the requisition, which they use with the completed JAF to create the job announcement. This process eliminates the repetitive review of the draft announcement and reduces the time to post a position.
 - NEOGOV Applicant Tracking System – A tracking system for government Human Resources (HR) that assists the Office once candidates have applied to work in the County. Insight’s auto-screening tools are used to identify the best candidates quickly. The Office then generates and manages a ranked eligible list of candidates and uses it to share with the agency hiring manager about who they would like to interview. NEOGOV also assists with automatically screening candidates based on minimum qualification requirements (using candidate answers to job-specific questions), which reduces the time required to screen potentially hundreds of applications. The applicant tracking system is also used to customize scoring rules and weights and rank candidates based on things like:
 - The Agency’s screening protocols
 - Tests and assessments
 - Interview performance
 - The NEOGOV candidate self-service portal makes recruiting more efficient by streamlining applicant and HR communications. With this portal, applicants can check the status of their application, monitor where they are in the hiring process, view emails in their job seeker inbox, and access a complete application history for all jobs they have applied to.
- The Office reports that due to the enhancements, OHRM continues to see a moderate reduction in time-to-fill numbers. The Office also conducts biweekly agency HRL meetings, either virtually or in person, offering continued training and refreshers and providing agencies with monthly time-to-fill reports. Agencies can fill their vacancies more quickly.
 - The Office reports that the Time to Fill initiative is utilized to identify and address ongoing challenges with recruitment of all positions, including adherence to policies and procedures, scheduling interviews, promptly extending job offers, and timely submission of hire authorizations.

- The Time-To-Fill metric consistently shows an improvement from the initiative's inception. For Example, for the second quarter of FY 2025 (Q2: October, November, December combined), there were 86 hires and an average of 65 days for non-public safety agencies. For Public Safety pilot agencies (Corrections, Sheriff, Homeland Security, and Police School Crossing Guards), there were 52 hires and an average Time-To-Fill of 98 days.
- OHRM and OMB collaborate with the hiring agency to ensure that positions are reviewed and approved to accomplish recruitment activities within the specific timeframe. In addition, OHRM has streamlined the medical testing process by updating medical standards to refrain from erroneous or non-job-related exams and has implemented timeframes for when candidates must schedule their examinations. Candidates who need to obtain exams outside of the scope of Concentra must have results within 21 days or explicitly request an extension.
- The Office also reports that numerous factors and trends have impacted workload in FY 2025. They include, but are not limited to, the following:
 - Labor Negotiations.
 - Expansion of the Summer Youth program to include older youth into 6-month internships with the goal of placement in permanent County positions.
 - The need to conduct multiple RFPs for expiring contracts, including Occupational Medical and several benefits contracts.
 - Managing the time-to-fill metrics for public safety agencies.
 - Multiple compensation and classification studies.
 - SAP Data Cleanup.

Summer Youth Enrichment Program

- During the summer of 2025, the Office's Youth@Work/Summer Youth Enrichment Program (SYEP) plans to provide job placement opportunities for 4,017 youth (1,017 are expected to be County-funded positions and 3,000 non-County funded). The total proposed cost for the summer 2025 program is \$1.4 million. In Summer 2024, there were job placement opportunities for a total of 4,500 youth, costing \$2,778,435. The decrease is due to a lack of funding for the program.
- The Office reports that if an Executive Order halts all the federal grant distributions, it will impact more than 900 youth employment assignments and 3 LTGF positions in FY 2026 due to a \$3 million Grant awarded for the June 2024 through May 2027.
- The Office will continue to partner with other public and private organizations to provide employment opportunities to the County's youth and the summer job opportunities provided by the County Government. In the summer of 2024, the Office reported 270 Latino/Hispanic participants, 45 Asian participants, 4,001 Black or African American participants, and 90 White participants.

Labor Relations/Cost Management

- A five-year comparison of General Fund fringe benefit costs for public safety agencies is provided on the chart below.

Public Safety Agency	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Estimated	FY 2026 Proposed
Police Department	58.0%	62.7%	57.3%	78.1%	62.0%
Fire/EMS Department	69.4%	71.1%	71.0%	75.7%	75.7%
Office of the Sheriff	71.1%	66.4%	71.9%	73.3%	79.0%
Department of Corrections	47.2%	53.0%	56.5%	54.0%	54.0%

- The chart below shows the total number of County employees, by agency, currently receiving disability or injury on the job benefits for CY 2024 and CY 2025 (YTD).

	2024 Employee Count	2025 (YTD) Employee Count	Grand Total
CENTRAL SERVICES	2	0	2
CORRECTIONS	41	14	55
DEPARTMENT OF FAMILY SERVICES	1	0	1
DEPT. OF PERMITTING, INSP & ENFORCEMENT	7	1	8
DEPT. OF PUBLIC WORKS & TRANSPORTATION	17	6	23
FIRE/EMS	175	76	251
HOMELAND SECURITY	1	0	1
POLICE DEPARTMENT	108	47	155
SHERIFF	19	6	25
	371	150	521

- The Office reports that four (4) employees were on disability leave for more than 1,000 hours per incident and that 40 employees repeated disability leave from 2024 to 2025. Of the 40 employees, 18 had repeated Disability Leave within 1 year.
- The number of retirements, transfers, and promotions within OHRM is provided in the chart below.

OHRM Separations	FY 2023	FY 2024	FY 2025 YTD
Retirements	0	0	1
Separations	25	13	5
Terminations	2	1	2
Transfers	2	2	0
Promotions	1	2	4
Internal Transfers	0	1	1

- The charts below provide the number of retirements by agency for FY 2024 and FY 2025 YTD (as of 2/28/2025).

There were 174 normal and disability retirements in FY 2024.

FY2024	Number of Retirements
Board of Elections	1
Board of License Commissioners	2
Department of Corrections	20
Department of Health	6
Department of the Environment	5
Fire-EMS Department	35
Housing and Community Dev	2
Office of Central Services	3
Office of Community Relations	1
Office of Finance	1
Office of Homeland Security	4
Office of Law	1
Office of the County Executive	1
Office of the Sheriff	10
Office of the States Attorney	2
Permitting Inspections Enforce	10
Police Department	46
Prince Georges Circuit Court	7
Prince Georges County Council	5
Public Works & Transportation	12
Grand Total	174

YTD 2025 there are currently 137 normal and disability retirements.

FY25 YTD	Count of Personnel Number
Department of Corrections	17
Department of Family Services	1
Department of Health	13
Department of the Environment	2
Fire-EMS Department	14
Office of Central Services	4
Office of Community Relations	1
Office of Homeland Security	3
Office of Human Resources Mgmt.	1
Office of Information Tech	1
Office of the Sheriff	8
Office of the States Attorney	3
Permitting Inspections Enforce	4
Police Accountability Board	1
Police Department	55
Prince George's Circuit Court	2
Prince George's County Council	2
Public Works & Transportation	5
Grand Total	137

Collective Bargaining:

- The Director of OHRM oversees the collective bargaining agreement (CBA) process, and the Deputy Director conducts daily oversight of the administration of labor relations. A Labor Relations Specialist, Chief Negotiator (vendor), Financial Analyst (vendor), trainer, and subject matter expert (vendor) provide support for the CBA process. The process is also supported by various OHRM employees who support negotiation activities and provide subject matter expertise on defined collective bargaining topics. Temporary staff are added later in the process to support administrative aspects of negotiations, such as scheduling rounds, keeping notes, and tracking proposals.
- The Office reports that negotiations have concluded for all bargaining units in the County except one (Office of the Sheriff) as of March 2025. Out of ten (10), nine (9) have reached an agreement and are in various stages of enactment or being processed for County Council action. One unit is still pending agreement. The Office will start negotiations again in October 2025 for FY 2027 & FY 2028 agreements with all bargaining units.

Highlights:

- The Office reported the following key accomplishments for FY 2025:
 - Provided 6,881 Prince George's County youth with employment opportunities and enriching educational experiences through county-funded and business-funded partnerships and awarded a three-million-dollar Department of Labor grant to expand youth employment and training opportunities.
 - Completed the implementation of mental health screenings for over 1,600 public safety employees to comply with the Maryland Police and Correctional Testing Commission (MPCTC), Maryland House Bill 670.
 - Successfully negotiated 10 collective bargaining agreements and implemented a new annual compliance training program for managers and supervisors.
 - Reduced the average time-to-fill for non-public safety positions by 31% from 87 days to 70 days.

- Implemented a paperless open enrollment process for County employees to update their benefits.

Anticipated Operational or Fiscal Impacts on the Office:

- The Office is carefully monitoring the discussions regarding the “Time to Care” Act implementation timeline. The Maryland Department of Labor (DOL) recently announced that they are proposing an 18-month implementation delay. Key new dates would be:
 - January 1, 2027 – Employer/Employee contributions begin for the State plan.
 - January 1, 2028 – Benefits begin for all employers.
- In addition to the potential loss of \$3M in grant funds for the SYEP program noted above, the Office notes that a grant of \$1.5 million between July 2025 and June 2027 could be impacted if an Executive Order halts all federal grant distributions.