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Acting County Executive

THE PRINCE GEORGE'S COUNTY GOVERNMENT  
OFFICE OF MANAGEMENT AND BUDGET



## MEMORANDUM

DATE: December 16, 2024

TO: Josh Hamlin  
Director of Budget and Policy Analysis Division

THRU: Stanley A. Earley Director *SAE*  
Office of Management and Budget

FROM: Valerie A. Farrar, Acting Director  
Office of Human Resources Management

RE: End-of-FY 2024 Operating/Programmatic Responses

*In an effort to facilitate an efficient and effective budget review and reporting process, we are submitting a separate request for operational and programmatic information. Please respond to the questions and complete any tables with the applicable data. In some cases, we have populated the tables with available known data. In instances where the tables need to be re-sized or modified to accommodate additional information, please feel free to do so. Please note, some of these questions were previously embedded in the overall first round budget question document. We are working to streamline that process and highlight the agency's operations outside of the routine budget process.*

### ORGANIZATION

Looking back at the closeout of FY 2024, please provide an update on achievements and changes the Office has experienced.

1. Please discuss the Office's achievements since March 2024.
  - Provided 6,881 Prince George's County youth with employment opportunities and enriching educational experiences through county-funded and business-funded partnerships and awarded \$3-million Department of Labor grant to expand youth employment and training opportunities.
  - The 2024-2025 Summer Youth Enrichment Program expanded the age eligibility from 18-22 to 18-24.
  - Prince George's County received the 2024 National Association of Counties Achievement Award in services to Children and Youth.

- Completed reclassifications of the Engineer I-V series and added Engineer Reviewer I-III classifications to the Classification Plan.
  - Completed a County-wide classification and compensation audit and preparing for implementation.
  - 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.
  - Implemented a new annual compliance training program for managers and supervisors.
  - Reduced the average time-to-fill non-public safety positions by 31% from 87 days to 70 days.
  - Implemented paperless open enrollment process for county employees to update their benefits.
  - Conducted the first annual Retirement Summit.
  - Conducted numerous career information sessions for County residents.
  - Implemented the public safety time-to-fill initiative to focus on reducing the average time to fill for public safety positions.
2. Please identify and discuss areas where progress on program goals and objectives has fallen short of expectations.
- **The time to fill implementation for public safety agencies is a new initiative and while there have been challenges along the way, steady progress is being made. OHRM Talent Acquisition (TA) proactively coordinates new job announcement postings with class and academy schedules. TA also simplified the application process by reducing redundancies and standardizing the supplemental questions. The challenges are primarily due to a learning curve of having case managers utilize NEOGOV Online Hiring Center and understand when a new requisition is required to capture accurate data. In addition to biweekly meetings, OHRM plans to schedule quarterly sessions with agencies to review operations and identify areas for improvements. Time-to-Fill reports will also continue to be distributed, enabling agencies to monitor their progress.**

3. Have any unforeseen issues or obstacles developed that have impeded planned progress? If so, please identify the issues and obstacles and discuss ongoing or planned actions to address these matters.

    - **Time to understand the importance of depositing candidates in the NEOGOV On line Hiring Center from the public safety agency during their pilot of time to fill. Additional training and weekly meetings are ongoing.**
    - **The hiring freeze in FY2024 impacted the ability to efficiently operate due to one person doing multiple jobs.**

4. In the last report, in March 2024, there were 13 funded vacancies and an attrition rate of 21%. Please share your end of FY 2024 numbers and any barriers the Office is encountering to filling those positions.

**The attrition rate for FY2024 remained at 21%. As of November 11, 2024, there are 8 full time vacancies and 3 LTGF vacancies, all but 3 of these positions are actively in the recruitment process.**

OHRM Separations	FY 2024 YTD
Retirements	0
Separations	13
Terminations	1
Transfers	3
Promotions	6
Internal Transfers	0
<b>TOTAL</b>	<b>23</b>
<b>%</b>	<b>21%</b>

5. What principal indicators and performance measures will OHRM use to track progress and assign and monitor resources?

**OHRM will continue to use the metrics from previous fiscal years, as listed in the budget book.**

**GOAL 1 - To ensure agencies have a diverse, highly qualified, healthy, and productive workforce to effectively deliver services.**

- Objective 1.1 – Decrease the average number of days to fill a vacant full-time position, non-public safety positions.

FY 2023 Actual	FY 2024 Actual	FY 2025 Estimate
107.0	74.0	70.0

- Objective 1.2 Increase the number of Youth@Work participants that obtain temporary or permanent employment with Prince George's County government.

FY 2023 Actual	FY 2024 Actual	FY 2025 Estimate
6	13	10

- Objective 1.3 - Increase the number of employees engaging in Level Up wellness activities.

FY 2023 Actual	FY 2024 Actual	FY 2025 Estimate
4,219	4,046	4,500

**GOAL 2 - To provide human capital management services to County agencies in order to ensure an effective workforce.**

- Objective 2.1 - Increase the percentage of County employees completing mandatory training on time.

FY 2023 Actual	FY 2024 Actual	FY 2025 Estimate
65.0%	87.0%	88.0%

**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 percentage of eligible employees actively contributing to deferred compensation.

FY 2023 Actual	FY 2024 Actual	FY 2025 Estimate
58.0%	59.0%	60.0%

- Objective 3.2 - Increase the number of retirees enrolled in MemberDirect.

FY 2023 Actual	FY 2024 Actual	FY 2025 Estimate
3,420	3,636	3,700

## **WORKLOAD DEMANDS AND PROGRAM MANAGEMENT**

6. Are there any *new* programs or initiatives that have been added to OHRM that were not mentioned during the last budget review or captured in our questions? If so, please list them and their purpose.

**OHRM is partnering with Employ Prince George's through its Pathways to Government program to host career information sessions to assist County residents with obtaining employment within Prince George's County Government. These sessions guide residents through the job application process, including how to complete the application, verify eligibility and highlight key qualifications. To date, there have been three sessions conducted, with an additional session scheduled for this month (November).**

7. Please describe what factors positively affected the Department's performance in FY 2024.

- The focus on efficiently accomplishing the required activities of the agency.
  - OHRM has met and improved the metrics of hiring through the County-wide initiative of time-to-fill by reducing the number of days for hiring candidates. The team has also been able to reduce the time and effectiveness of filling school crossing guards in the county. This was able to be accomplished due to having the Talent Acquisition team fully staffed for most of the year. Another positive factor affecting performance was being able to have the historical knowledge of a 30+ year human resources county employee promoted to a leadership role which has been a major impact on getting initiatives accomplished and training new employees.
- Strategic focus on improving employee morale and retention.
  - The agency actively promotes employees from within, when possible, to increase employee morale. OHRM Leadership is also actively training existing employees to prepare them for leadership roles. This has been an uphill challenge due to the turnover rate within OHRM in the last five years. OHRM leadership is stabilizing the staffing and providing training, feedback, and assistance to current employees. Activities are created around different events such as a sneaker ball in recognition of breast cancer awareness month, during the summer months employees were encouraged to be fit, and the agency had their own walking teams and Olympic awards ceremony. These types of events keep employees engaged and motivated. Another motivating factor for OHRM employees is the Alternative Work and telework programs in the County.

- Strategic focus on filling vacant positions to bring the agency to full capacity.
  - a. Please describe what factors negatively affected the Department's performance in FY 2024.
    - The hiring freeze, which was in effect from March to August 2024 delayed advertisement of several planned vacant positions. This compounded the challenges posed by an already limited staffing model for OHRM.

### **PROGRAMMATIC PERFORMANCE UPDATES AND TRENDS**

8. Please share some of the key steps taken toward achieving digitization.
  - a. Has the Office implemented a document management solution to centralize records?

This project is completed. Results of the project yielded over three (3) million personnel related documents digitized and uploaded to OpenText. Since digitization, OHRM has worked closely with its participant stakeholders in ensuring compliance, training, and guidance surrounding the process for submission and retrieval of Personnel Files. In FY2023, OHRM drafted and submitted legislation for changes related to County Code §§ 16-216 and 16-217 and the related Administrative Procedures 262.

9. Has the Office started the process of conducting an analysis of current County Human Resources policies? If not, why not.
    - Yes.
      - a. Has the Office begun to revamp hiring guidelines? If not, why not?
        - Yes, the hiring guidelines have been updated and posted on the OHRM Internet site for Human Resources Liaisons. The guidelines are consistently being updated as laws are being introduced.
10. Please summarize any progress OHRM has made with other agencies in facilitating more expedient hiring of staff positions where there have been chronic shortages.

#### **School Crossing Guard Recruitment:**

- **Partnership and Process Improvement:** OHRM collaborated with the Prince George's Police Department to streamline the recruitment process for school crossing guards. This included revising job announcements, increasing the minimum hourly rate, conducting interviews, creating efficiencies with the background process, aggressively recruiting on social media, job boards, LinkedIn, job fairs, and election polling sites and organizing targeted hiring events.

- **Enhanced Candidate Experience:** OHRM created informative candidate handouts to provide valuable insights post-interview and leveraged social media and in-person events to expand outreach.

**Public Safety Time-to-Fill Initiative:**

- **Collaborative Approach:** OHRM engaged with CAO Jackson and public safety agency leaders to address the pressing need to expedite the hiring process.
- **Phased Implementation:** A strategic, phased-in approach was developed, outlining potential challenges and a detailed timeline.
- **Streamlined Workflow:** OHRM worked closely with case managers and investigators to optimize recruitment and hiring workflows, aiming to significantly reduce time-to-fill for public safety positions in FY25.

**Fast-Track (Backfill) Pilot Program:**

- **Accelerated Hiring:** To expedite the filling of backfill positions within the General Fund, OHRM initiated the Fast-Track Pilot Program.
- **Streamlined Approval Process:** This pilot program bypasses the SAP ePRB approval process, enabling faster hiring decisions and reducing overall time-to-fill.
- **Early FY25 Launch:** The Fast-Track Pilot Program is set to launch in early FY25, contributing to improved agency staffing and operational efficiency.

11. Has the Office taken steps to implement a new performance management process with general schedule employees? Please provide details.

- a. Is full implementation of the new performance management system still on track for completion in FY 2025? If not, why not?

In Fiscal Year 2023, OHRM launched a new Performance Management process, utilized for General Schedule employees, that effectively transitioned the program from a paper-based tool to a digital tool on the performance management platform NEOGOV. The new digital process underwent a pilot during FY2023. In the Fiscal Year 2024, the process was implemented on a permanent basis. As OHRM moves into Fiscal Year 2026, we will develop a phased approach to include the remaining agencies' participation in the new paperless process. Since FY2023, OHRM has engaged stakeholder-participants on a monthly basis by providing trainings, webinars, and 1-1 assistance/guidance.

12. Please provide an update on the Classification Plan for all outstanding work series.

- a. Have any findings been reported? Will this be completed after Summer 2024, as previously estimated?

The Classification Plan changes that have been approved so far in 2024 are those reflected in CB-034-2024 (Engineer reclassification & creation of Master Major), CB-057-2024 (reallocating Executive Director class of work), and CB-096-2024 (restoring State's Attorney's Investigators to the L salary schedule and modifying Assistant State's Attorneys I-VII). The latest changes, including the new class plan, will be submitted in the upcoming legislative session.

#### **SUMMER YOUTH EMPLOYMENT PROGRAM (SYEP)**

13. How many youths participated in the SYEP this summer (CY 2024)?

- 6,881 youths participated in the 2024 SYEP.

a. What areas of employment are available to youth?

- 911 Public Safety Emergency Call Taker Trainee
- Administrative Support
- Agriculture and Farming
- Animal Care Attendant
- Budget and Finance Aide
- Business Development & Entrepreneurship
- Call Center Representative Trainee
- Communications & Media Relations
- Custodial Aide
- Daycare and Camp Counselor Aide
- Engineering Technician Aide
- Emergency Preparedness Aide
- Environmental Aide
- Fire/EMS Cadet
- Government Relations Aide
- Health Aide
- Human Resources Aide
- IT Project Coordinator Trainee
- Laborer
- Landscaping & Beautification
- Law Enforcement Cadet
- Legal Assistant
- Library Clerk
- Lifeguard
- Property Inspector Trainee
- Public Relations Aide
- Social Services Aide
- Trades Helper

1. Is the Office looking to expand the employment areas?
  - Not at this time.
- b. Is long-range data being collected to evaluate the long-term success of the SYEP?
  - The team is exploring the idea of utilizing an effective evaluation practice to capture data and articulate the long-term success of the SYEP.
- c. Were any SYEP participants offered Full-Time positions after the summer? If so, please provide a breakdown of these positions and agencies.
  - The following SYEP participants we have reported updates on in regard to being offered Full-Time positions after the summer program as of the submission of this document includes:
    - Human Resources Systems Assistant | Office of Human Resources Management
    - Service Aid, Office of the Sheriff
    - Cadet, Fire & EMS
    - Program Coordinator, Department of Family Services
    - HRSA Poison Control Helpdesk Technician, Immersive Concepts, LLC