



PROGRAM REVIEW ACTION PLAN

Office of Human Resources

Office of Government Reform & Strategic Initiatives

Baltimore County Executive John A. Olszewski, Jr. is committed to building a more transparent, open, and accountable government. He created the Office of Government Reform & Strategic Initiatives (GRSI) to foster transparency, openness and accountability, and to implement programmatic and policy initiatives to support innovative, connected, and responsive governing. GRSI is leading efforts to modernize government operations by conducting program reviews of department functions, supporting the development of departmental strategic plans, and spearheading an Open Data initiative and creation of a data-driven performance management and outcome budgeting system.

GRSI conducted a program review of the Office of Human Resources to assess operations, business processes, programs, organizational structure, strategic plans, and performance. Work was conducted in collaboration with the Office of Human Resources' leadership, key staff and external stakeholders.

In response to the Program Review that was conducted, the Office of Human Resources has developed an Action Plan, which supports many of the Goals described in the County Executive's published Baltimore County Enterprise Strategic Plan. Furthermore, the Office of Human Resources has been selected to lead and execute the efforts needed to accomplish Goal 6—Workforce Empowerment.

Operational Improvements

- A human resources support unit has been created within the Police Department to better serve and support the employees and leadership of this operation.
- The development of a new Performance Management System is underway to better record, measure and evaluate employee performance throughout Baltimore County Government (County).
Timeframe for completion: FY22, Q3
- Improvements are being made to review and update job descriptions and job classifications. Accurate information is needed to attract and retain qualified employees and assure competitiveness within the marketplace. **Timeframe for completion: FY22, Q3**
- Development of new policies and upgraded computer software will allow agencies to report organizational changes throughout the County in a more accurate, efficient and timely manner.
Timeframe for completion: FY22, Q3
- Implementation of new computer software will provide accurate reporting of employee time and attendance which will increase efficiency and reporting capabilities throughout all operations.
Timeframe for completion: FY22, Q3
- The Office of Human Resources will establish a new HR Service Delivery Division to serve as a shared County service that will better support County agencies. **Timeframe for completion: early stage discussion ongoing**
- A Countywide succession plan is being developed which will strengthen operations by properly planning for staff changeover. **Timeframe for implementation: Plan to be developed FY21, Q3**

Employee Hiring Process Improvements

- An Online Hiring Center will improve current processes related to filling job openings, applicant information and candidate selection. Agencies throughout the County will receive training in this new effort which will greatly improve the timeliness, efficiency and accuracy of the hiring process.
Timeframe for completion: FY21, Q3
- New Employee Orientation improvements have been made to assure all new hires receive critical County information such as employee handbooks, attendance and leave policies, benefit and retirement information, workplace training videos, and public safety documents. Enhancements made to this process will assure all new employees receive up-to-date resources needed to begin their employment. **Completed**
- Improved hiring practices are being developed in researching, defining and identifying the need for full time vs. part time employees. Establishment of new policies better defining these positions will strengthen the overall hiring process. **Timeframe for completion: FY22, Q3**

Education and Training

- The County has instructor-led and virtual training opportunities for all employees. Available courses can be found on the County intranet, Personnel Manuals and Employee Handbooks. Ongoing improvements are being made by exploring potential partnership opportunities and assistance from professional associations and other resources to create the best educational support that can be provided. **Completed**
- An Annual Mandatory Supervisory/Management Training Program is being developed for all supervisors above. Focus groups are being formed to discuss structure and content of the annual program.
Timeframe for completion: FY22, Q1
- A comprehensive training course is being developed to educate and train County staff at all levels on the explanation, policies, rules, regulations and reporting associated with the Family and Medical Leave Act (FMLA). Partnerships are being formed throughout the County to assure all agency issues are addressed.
Completed

Thank you to the Office of Human Resources for the Action Plan which will engage and empower County employees as they work to build a better Baltimore County.