

# Human Resources

## **Program Overview**

The Human Resources Division is responsible for overseeing all aspects of the employment relationship and ensuring compliance in all employment matters for HCPS. In fulfillment of this responsibility, the Human Resources Division:

- › Recruits and retains all school system employees ensuring consistent and legal employment practices
- › Directs teacher quality initiatives in compliance with Every Student Succeeds Act (ESSA), state laws/regulations, and Board policy
- › Directs and coordinates all employee benefits programs and retirement
- › Directs staff and labor relations for the school system including: employee investigations, corrective actions complaints, grievances, and collective bargaining with five employee units
- › Administers salary, time accrual, leaves of absence, contract management, and all other employee compliance areas for HCPS
- › Manages all Human Resources and employee data including input into the Enterprise Resource Planning (ERP) platform and completion of various federal, state, and local, internal and external, reports of employment data

The success of HCPS, student achievement at all levels, begins with quality staff both within and outside the classroom. HCPS has approximately 5,180 employees, of which over 2,946 are teachers. For the 2016 – 2017 school year, 294 new teachers and 242 new support staff members were employed.

To meet the challenge of placing an exceptional employee in every position, Human Resources (HR) develops recruitment strategies including the use of emerging technologies that promote HCPS to a wide range of candidates. State and federal guidelines for the NCLB Act and Common Core Standards demand more rigorous standards of our employees, thus creating additional recruitment challenges and magnifying the need to retain our highly qualified staff members.

Ongoing partnerships with area colleges to support student internships and the expanded use of electronic/Internet accessibility, are key factors in showcasing Harford County to outstanding employment candidates. The implementation of a web-based application system ensures HCPS' presence in the regional and national recruitment market. In conjunction with business partners and the Chamber of Commerce, additional resources should be sought to assist us in providing the necessary incentives to attract prospective employees to HCPS.

The Human Resources Division coordinates the development and interpretation of the Negotiated Agreements with the five employee bargaining units. Positive resolutions of concerns and disputes are goals HCPS strives to achieve to ensure a positive working climate for all employees.

Lastly, HR strives to ensure compliance with all applicable federal, state, and local legal requirements for employment practices and teacher quality. This includes such mandates as Common Core, NCLB, Titles VII and IX, FMLA, Maryland Wage and Hour Law, and management of the Negotiated Agreements under the Maryland Public Schools Collective Bargaining Law. Legal compliance in these matters ensures a fair and equitable workplace and limits the Board's exposure and liability.

## **Accomplishments – FY 2016**

- Streamlined HR processes to the extent possible given available resources. Improvements were evident in the electronic voluntary transfer process and digitization of personnel records
- Implemented initiatives to contain health care costs through collaborative health care interest based bargaining

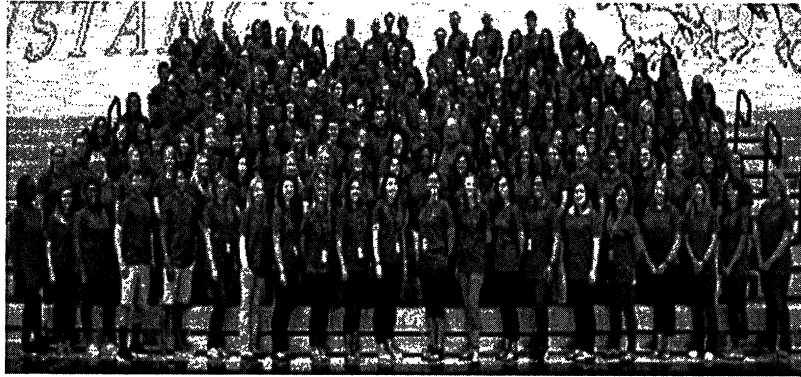
## **Goals – FY 2018**

- Implement creative solutions to recruitment in critical needs areas
- Streamline processes to achieve greater efficiency and effectiveness within HR operations

## **Objectives – FY 2018**

- Complete the implementation of electronic records storage and employee record retrieval options
- Explore pathways to certification by HCPS support staff

# Human Resources



## Highly Qualified Teachers

- Overall 94.7%
- Elementary 97.0%
- Secondary 94.0%
- Title 1 Schools 100.0%

## Overall Teacher Retention

- 2016 90.0%
- 2015 92.1%
- 2014 88.8%
- 2013 95.8%
- 2012 93.7%

## Percent of Teachers Holding Conditional Certificates

	<u>HCPS</u>	<u>State</u>
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# Human Resources

## HEALTH CARE COST CONTAINMENT INITIATIVES

Health Insurance is an important part of an employee's total compensation and it comprises one of the largest cost components of the budget. An attractive, yet affordable, health care program aids in 1) recruitment, particularly in attracting experienced, mid-career workers; and 2) retention of well-qualified staff as they progress toward retirement. Controlling rising healthcare costs must be addressed from four fronts:

### I. FOCUS

Under a self-insured program, controlling costs requires active participation at all levels of the organization:

- A Benefits Advisory Committee (BAC) was formed in early 1990's. This committee is made of representatives from every bargaining unit, retirees and management. The committee has several charges: make recommendations on cost containment strategies; study, discuss and recommend possible plan design changes; and develop strategies to educate employees regarding benefit plans. Examples of recommendations made by the BAC have included increases to deductibles and co-pays, implementation of a mandatory generics prescription program, and use of wellness funds.
- In 2000, HCPS joined the Harford County Health Care Consortium comprised of Harford County Government, Harford County Public Schools, Harford Community College, and Harford County Public Libraries. By working together to combine employee pools, the consortium increases purchasing power and thus reduces costs for health care plans. In addition to combined purchasing power, the consortium monitors administrative fees on an ongoing basis to identify and enable negotiation of cost reductions.
- In 2014/15, HCPS engaged in collaborative health care discussions with all five bargaining units for the purpose of reducing health care costs while preserving benefits.

### II. UTILIZATION

- HCPS requires proof of eligibility to participate in its health insurance programs for all dependents. The use of birth certificates, marriage licenses and tax return filings provide the necessary documentation at hire, annual open enrollment and upon life changing events.
- Changes in plan offerings, recommended through the collaborative interest-based bargaining, resulted in shifting members away from higher cost options, to more affordable plans that included an HMO and a hybrid HMO/PPO plan called Triple Choice. Through successful negotiations and subsequent implementation of the new plan, enrollment in the higher cost plan was reduced to under 10% of members and was ultimately eliminated in FY17

### III. COST SHARING

- Retiree Health Care costs were adjusted in 2006 in three significant ways: eligibility to continue retiree health care increased from full-employer share with 10 years' service to a tiered structure for employees hired on 7/1/06 or after (*see chart below*); open enrollment option was eliminated for retirees on 7/1/07; and, retirees now make a one-time health or dental plan selection upon retirement. Rates are based solely on experience of retiree group; previously retiree experience was bundled with employee experience.

<u>Consecutive Service to HCPS</u>	<u>Hired Prior to 7/1/06</u>	<u>Hired After 7/1/06</u>
10-19 yrs.	Full 85%-95%*	1/3 BOE share
20-29 yrs.	Full 85%- 95%*	2/3 BOE share
30 yrs. & up	Full 85%-95%*	Full BOE share

- Healthcare negotiations in FY16 increased the BOE contribution toward the HMO plan up to 95% of the premium cost. The intended result of the increase in board share, was to encourage more enrollments in the lower cost plan.

### IV. WELLNESS/HEALTH

- The average age of HCPS subscribers exceeds that of the health insurance vendor's benchmark of schools and their overall book of business. Increasing age directly correlates to the illness burden score or cost based upon increasing illness band. Seventy-four percent (74%) of HCPS health insurance cost in FY16 occurred among Bands 3 (at-risk), 4 (multiple chronic), and 5 (advances/critical). To impact cost through improvements in the wellness of members, multiple initiatives are included within the contract. These include total care and cost improvement (TCCI), biometric screening, fitness classes, health seminars, walking programs, weight management programs. This overall initiative is set to better assist employees manage their health and in return can affect total healthcare cost with savings for both employee and district.

# Human Resources

<b>Health Insurance Enrollment</b>					
	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
<b>Employee</b>	4,475	4,400	4,302	4,147	4,129
<b>Retiree - Active</b>	725	734	657	658	627
<b>Retiree - Supplemental</b>	2,091	2,202	2,490	2,518	2,736
<b>Total Enrollees</b>	<b>7,291</b>	<b>7,336</b>	<b>7,449</b>	<b>7,323</b>	<b>7,492</b>

<b>Average Health Cost to HCPS</b>					
	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
<b>Employee</b>	\$ 10,642	\$ 11,103	\$ 11,424	\$ 11,729	\$ 12,101
<b>Retiree - Active</b>	\$ 10,724	\$ 11,195	\$ 11,793	\$ 11,632	\$ 12,499
<b>Retiree - Supplemental</b>	\$ 5,202	\$ 5,394	\$ 5,493	\$ 5,563	\$ 5,853

## **FY 2018 Funding Adjustments**

The changes to Human Resources for fiscal 2018 include:

### **Wage and Benefits Adjustments of \$4,663,047:**

- Proposed salary/wage adjustments of \$61,809
- Health insurance rate increase of 5.5% for all employees, \$4,585,782
- Life insurance adjustments for all employees, \$20,702
- Turnover adjustment, (\$5,246)

### **Base Budget Adjustments and Reversals of Prior Year of (\$1,495,958):**

- Health insurance expense decrease related to net position changes, (\$30,300)
- Dental insurance expense decrease related to net position changes, (\$1,645)
- Life insurance expenses adjustment related to net position changes, \$833
- Reversal of year-end OPEB transfer, (\$1,464,846)

Net Change of (\$31,112) offset in Office of Accountability, Special Education and Fiscal Services.

### **Cost Saving Measures of (\$577,984):**

- Health insurance adjustments related to net position changes, (\$513,781)
- Dental insurance adjustments related to net position changes, (\$27,970)
- Life insurance adjustments related to net position changes, (\$4,297)
- Reduction in consultant expense, (18,400)
- Reduction in background checks expense, (\$10,000)
- Reduction in copier/machine rental, (\$3,536)

### **Cost of Doing Business Adjustments of (\$74,000):**

- Reduce unemployment compensation, (\$74,000)

The increase in expenditures from the fiscal 2017 budget for Human Resources is \$2,515,105.

# Human Resources

## By Object Code

	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Budget	17-18 Change	FY18 Budget
Salaries	\$1,939,566	\$2,004,598	\$2,040,083	\$2,068,307	\$56,563	\$2,124,870
Contracted Services	\$289,116	\$247,532	\$225,388	\$274,161	(\$31,936)	\$242,225
Supplies	\$12,339	\$12,774	\$13,693	\$14,250	\$0	\$14,250
Other Charges	\$73,939,786	\$74,583,692	\$77,197,151	\$77,230,652	\$2,490,478	\$79,721,130
Equipment	\$10,563	\$4,373	\$6,075	\$7,982	\$0	\$7,982
<b>Total:</b>	<b>\$76,191,370</b>	<b>\$76,852,968</b>	<b>\$79,482,391</b>	<b>\$79,595,352</b>	<b>\$2,515,105</b>	<b>\$82,110,457</b>

## Budgeted Full Time Equivalent Positions

	FY15	FY16	FY17	17-18	FY18
Administrator	3.0	3.0	3.0	0.0	3.0
Assistant Superintendent	1.0	1.0	1.0	0.0	1.0
Assistant Supervisor	3.0	3.0	3.0	0.0	3.0
Clerical 12 Month	12.0	12.0	11.0	0.0	11.0
Specialist 12 Month	10.0	10.0	10.0	0.0	10.0
Supervisor	0.0	0.0	0.0	0.0	0.0
<b>Total:</b>	<b>29.0</b>	<b>29.0</b>	<b>28.0</b>	<b>0.0</b>	<b>28.0</b>

## By State Category

	FY15 Actual	FY16 Actual	FY17 Actual	FY17 Budget	17-18 Change	FY18 Budget
<b>ADMINISTRATIVE SERVICES</b>						
<b>Salaries</b>						
<b>1</b> PROFESSIONAL Human Resources 101-XXX-023-040 51100 FTE: 7.0	\$777,370	\$801,249	\$825,578	\$840,838	\$(10,570)	\$830,268
<b>2</b> CLERICAL Human Resources 101-XXX-023-040 51110 FTE: 11.0	\$432,481	\$458,799	\$447,126	\$455,675	\$36,599	\$492,274
<b>3</b> MAINTENANCE/MECHANICS/TECHS Human Resources 101-XXX-023-040 51120 FTE: 10.0	\$718,330	\$738,672	\$757,887	\$757,984	\$30,534	\$788,518
<b>4</b> TEMPORARY HELP Human Resources 101-XXX-023-040 51140 FTE: 0.0	\$4,312	\$2,726	\$3,867	\$4,152	\$0	\$4,152
<b>5</b> CLERICAL - ADDT'L HRS Human Resources 101-XXX-023-040 51150 FTE: 0.0	\$7,073	\$3,151	\$5,625	\$9,658	\$0	\$9,658
<b>Total Salaries</b>	<b>\$1,939,566</b>	<b>\$2,004,598</b>	<b>\$2,040,083</b>	<b>\$2,068,307</b>	<b>\$56,563</b>	<b>\$2,124,870</b>
<b>Contracted Services</b>						
<b>6</b> LEGAL FEES Human Resources 101-XXX-023-040 52195	\$80,932	\$126,770	\$35,984	\$104,400	\$0	\$104,400
<b>7</b> SETTLEMENTS Human Resources 101-XXX-023-040 52196	\$48,000	\$0	\$73,363	\$0	\$0	\$0

# By State Category

FY15  
Actual

FY16  
Actual

FY17  
Actual

FY17  
Budget

17-18  
Change

FY18  
Budget

## ADMINISTRATIVE SERVICES

### Contracted Services

<b>7</b>	SETTLEMENTS Human Resources 101-XXX-023-040 52196	\$48,000	\$0	\$73,363	\$0	\$0	\$0
<b>8</b>	CONSULTANTS Human Resources 101-XXX-023-040 52205	\$56,210	\$23,617	\$25,989	\$55,400	\$(18,400)	\$37,000
<b>9</b>	BIDS/NOTICES/ADVERTISING Human Resources 101-XXX-023-040 52210	\$0	\$6,959	\$2,388	\$3,500	\$0	\$3,500
<b>10</b>	EMPLOYEE BACKGROUND CHECKS Human Resources 101-XXX-023-040 52275	\$63,244	\$49,293	\$40,415	\$60,000	\$(10,000)	\$50,000
<b>11</b>	MEDICAL SERVICES Human Resources 101-XXX-023-040 52280	\$38,324	\$38,487	\$44,843	\$44,875	\$0	\$44,875
<b>12</b>	COPIER / MACHINE RENTAL Human Resources 101-XXX-023-040 52370	\$2,406	\$2,406	\$2,406	\$5,986	\$(3,536)	\$2,450
<b>Total Contracted Services</b>		<b>\$289,116</b>	<b>\$247,532</b>	<b>\$225,388</b>	<b>\$274,161</b>	<b>\$(31,936)</b>	<b>\$242,225</b>

### Supplies

<b>13</b>	OFFICE Human Resources 101-XXX-023-040 53440	\$9,344	\$9,300	\$10,024	\$9,330	\$0	\$9,330
<b>14</b>	PRINTING Human Resources 101-XXX-023-040 53445	\$1,196	\$2,190	\$1,744	\$2,000	\$0	\$2,000
<b>15</b>	POSTAGE/COURIER SERVICE Human Resources 101-XXX-023-040 53450	\$48	\$25	\$68	\$0	\$0	\$0
<b>16</b>	ID BADGES Human Resources 101-XXX-023-040 53536	\$977	\$1,080	\$1,080	\$1,920	\$0	\$1,920
<b>17</b>	TRAINING SUPPLIES Human Resources 101-XXX-023-040 53580	\$774	\$179	\$777	\$1,000	\$0	\$1,000
<b>Total Supplies</b>		<b>\$12,339</b>	<b>\$12,774</b>	<b>\$13,693</b>	<b>\$14,250</b>	<b>\$0</b>	<b>\$14,250</b>

### Other Charges

<b>18</b>	OTHER Human Resources 101-XXX-023-040 54170	\$9,801	\$19,374	\$19,527	\$21,250	\$0	\$21,250
<b>19</b>	MILEAGE, PARKING, TOLLS Human Resources 101-XXX-023-040 54720	\$5,845	\$6,516	\$5,139	\$6,680	\$0	\$6,680

By State Category		FY15 Actual	FY16 Actual	FY17 Actual	FY17 Budget	17-18 Change	FY18 Budget
<b>ADMINISTRATIVE SERVICES</b>							
<b>Other Charges</b>							
20	PROFESSIONAL DUES Human Resources 101-XXX-023-040 54730	\$1,826	\$1,285	\$3,358	\$2,500	\$0	\$2,500
21	RECRUITMENT Human Resources 101-XXX-023-040 54745	\$42,159	\$25,190	\$38,426	\$39,227	\$0	\$39,227
22	INSTITUTES, CONFERENCES, MTGS. Human Resources 101-XXX-023-040 54750	\$25,084	\$32,548	\$24,584	\$18,700	\$0	\$18,700
<b>Total Other Charges</b>		<b>\$84,716</b>	<b>\$84,913</b>	<b>\$91,033</b>	<b>\$88,357</b>	<b>\$0</b>	<b>\$88,357</b>
<b>Equipment</b>							
23	COMPUTERS/BUSINESS EQUIPMENT Human Resources 101-XXX-023-040 55805	\$9,342	\$3,082	\$5,753	\$6,315	\$0	\$6,315
24	OFFICE FURNITURE/EQUIPMENT Human Resources 101-XXX-023-040 55810	\$1,221	\$1,291	\$322	\$1,667	\$0	\$1,667
<b>Total Equipment</b>		<b>\$10,563</b>	<b>\$4,373</b>	<b>\$6,075</b>	<b>\$7,982</b>	<b>\$0</b>	<b>\$7,982</b>
<b>Total ADMINISTRATIVE SERVICES</b>		<b>\$2,336,300</b>	<b>\$2,354,190</b>	<b>\$2,376,272</b>	<b>\$2,453,057</b>	<b>\$24,627</b>	<b>\$2,477,684</b>
<b>FIXED CHARGES</b>							
<b>Other Charges</b>							
25	UNEMPLOYMENT COMPENSATION Fixed Charges 112-XXX-990-990 54680	\$93,449	\$104,420	\$76,428	\$234,000	\$(74,000)	\$160,000
26	HEALTH INSURANCE Fixed Charges 112-XXX-990-990 54690	\$67,143,650	\$67,932,124	\$70,409,176	\$69,887,618	\$4,041,701	\$73,929,319
27	DENTAL INSURANCE Fixed Charges 112-XXX-990-990 54695	\$3,834,415	\$3,824,077	\$3,781,126	\$3,896,573	\$(29,615)	\$3,866,958
28	LIFE INSURANCE Fixed Charges 112-XXX-990-990 54700	\$530,442	\$530,658	\$472,161	\$529,135	\$17,238	\$546,373
29	OTHER POST EMPLOYMENT BENEFITS CO Fixed Charges 112-XXX-990-990 54705	\$1,465,314	\$1,352,212	\$1,464,846	\$1,464,846	\$(1,464,846)	\$0
30	COLLEGE CREDIT REIMBURSEMENT Fixed Charges 112-XXX-990-990 54740	\$787,801	\$755,287	\$902,380	\$1,130,123	\$0	\$1,130,123
<b>Total Other Charges</b>		<b>\$73,855,070</b>	<b>\$74,498,779</b>	<b>\$77,106,118</b>	<b>\$77,142,295</b>	<b>\$2,490,478</b>	<b>\$79,632,773</b>
<b>Total FIXED CHARGES</b>		<b>\$73,855,070</b>	<b>\$74,498,779</b>	<b>\$77,106,118</b>	<b>\$77,142,295</b>	<b>\$2,490,478</b>	<b>\$79,632,773</b>
<b>Report Total:</b>		<b>\$76,191,370</b>	<b>\$76,852,968</b>	<b>\$79,482,391</b>	<b>\$79,595,352</b>	<b>\$2,515,105</b>	<b>\$82,110,457</b>

