



*Robert P. Astorino, Westchester County Executive  
County Board of Legislators*

# Budget Presentation 2017

*Department of Human Resources  
Mary Jennings Mahon, Commissioner  
Helen May, 2<sup>nd</sup> Deputy Commissioner*

## **CIVIL SERVICE COMPLIANCE**

The 2017 Budget Request for the Department of Human Resources endeavors to maintain adequate funding levels to ensure quality HR services while maintaining compliance with the New York State Civil Service Law. In addition to administering Civil Service Law to 30 departments, this office is responsible for administering the same for 122 Towns, Villages, School Districts, Special Districts, the cities of Rye and Peekskill, and the Westchester County Health Care Corporation\*.

Key indicators to ensuring that the requirements of the New York State Civil Service Law are being properly administered are the outcome of annual payroll certifications and the level of provisional appointments – competitive class employees appointed other than through competitive examination.

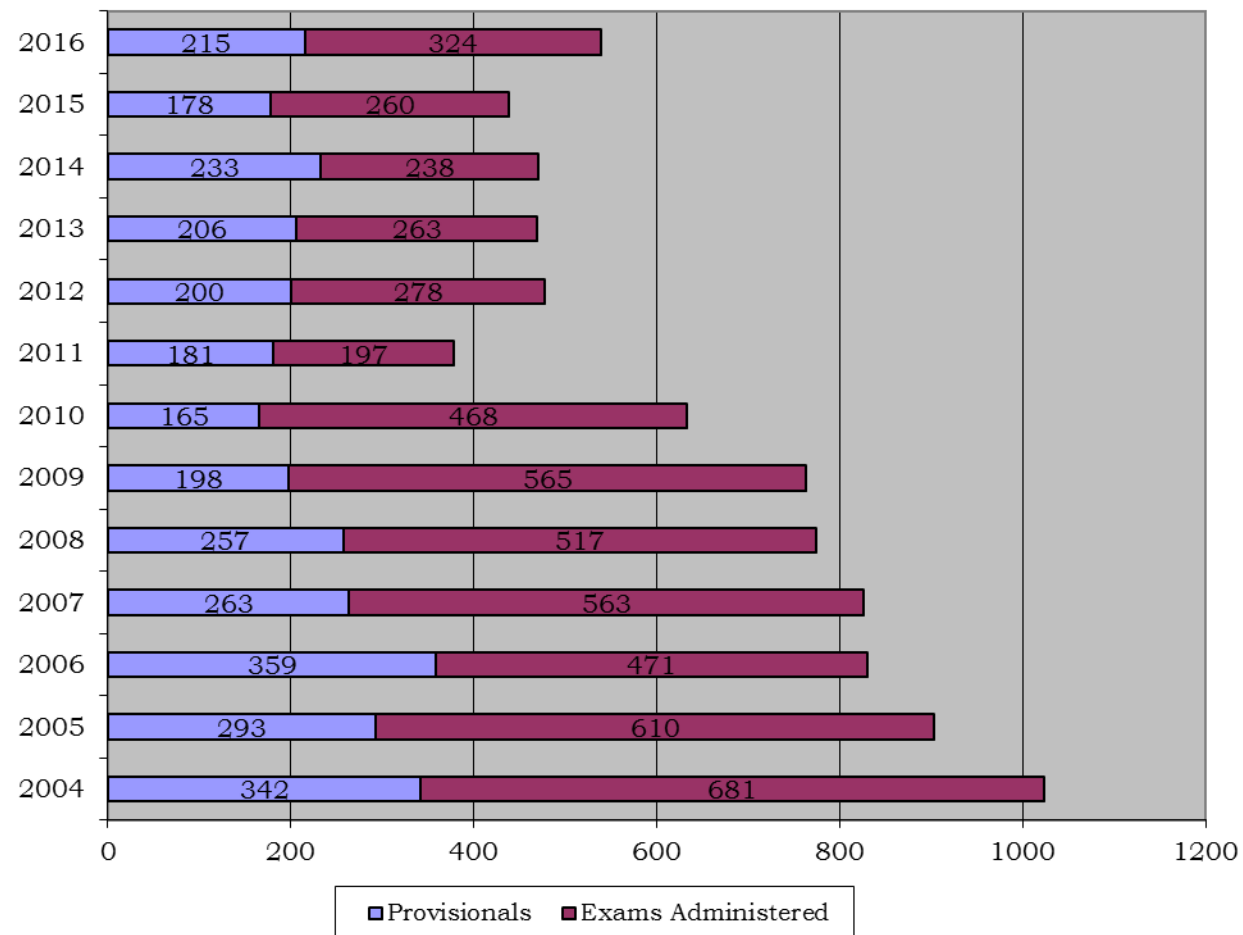
Payroll Certification is the process for each local agency by which the Department of Human Resources provides certification that the persons named on the payroll of a public agency in Westchester County are employed in their respective positions in accordance with New York State Civil Service Law. Within Westchester County, this process is connected to the payroll. Our approval of an appointment within the payroll systems implies Civil Service compliance. Westchester Community College, a department of Westchester County, is also audited annually because they have a separate payroll system. In total, this equates to 35,000 government employees in Westchester County. New York State Civil Service Law prohibits paying any salary or compensation to any person not certified by this department. Non-compliance with this law subjects disbursing officers in the agency to the penalties described therein.

Furthermore, New York State Department of Civil Service requires all local, municipal commissions to submit annual reports. Central to this report is the number of provisional appointments existing as of December 31<sup>st</sup> of each year. Controlling the number of provisional appointments requires holding civil service examinations, establishing eligible lists and certifying lists when agencies need to fill positions, to maintain the integrity of the system of appointment based on merit and fitness. Making list appointments versus provisional appointments helps to maintain continuity of services and maintain a consistent level of productivity, which helps control costs. When provisional appointments must be made, Human Resources works with agencies to make sure their candidates meet qualifications and are properly classified, which ensures candidates qualify to take the civil service exam. This process reduces turnover and its associated training costs. It also helps to avoid costs associated with misclassifications which lead to reclassification studies and out-of-title grievances.

The following graphically depicts the total number of examinations held annually, both open competitive and promotional, as well as the provisionals reported to the State. We have been very successful at reducing and maintaining a low number of provisional employees.

\*No payroll certification report was received from WCHCC since 2013. See page 14 for additional information.

### Provisional Appointments vs. Civil Service Exams Administered



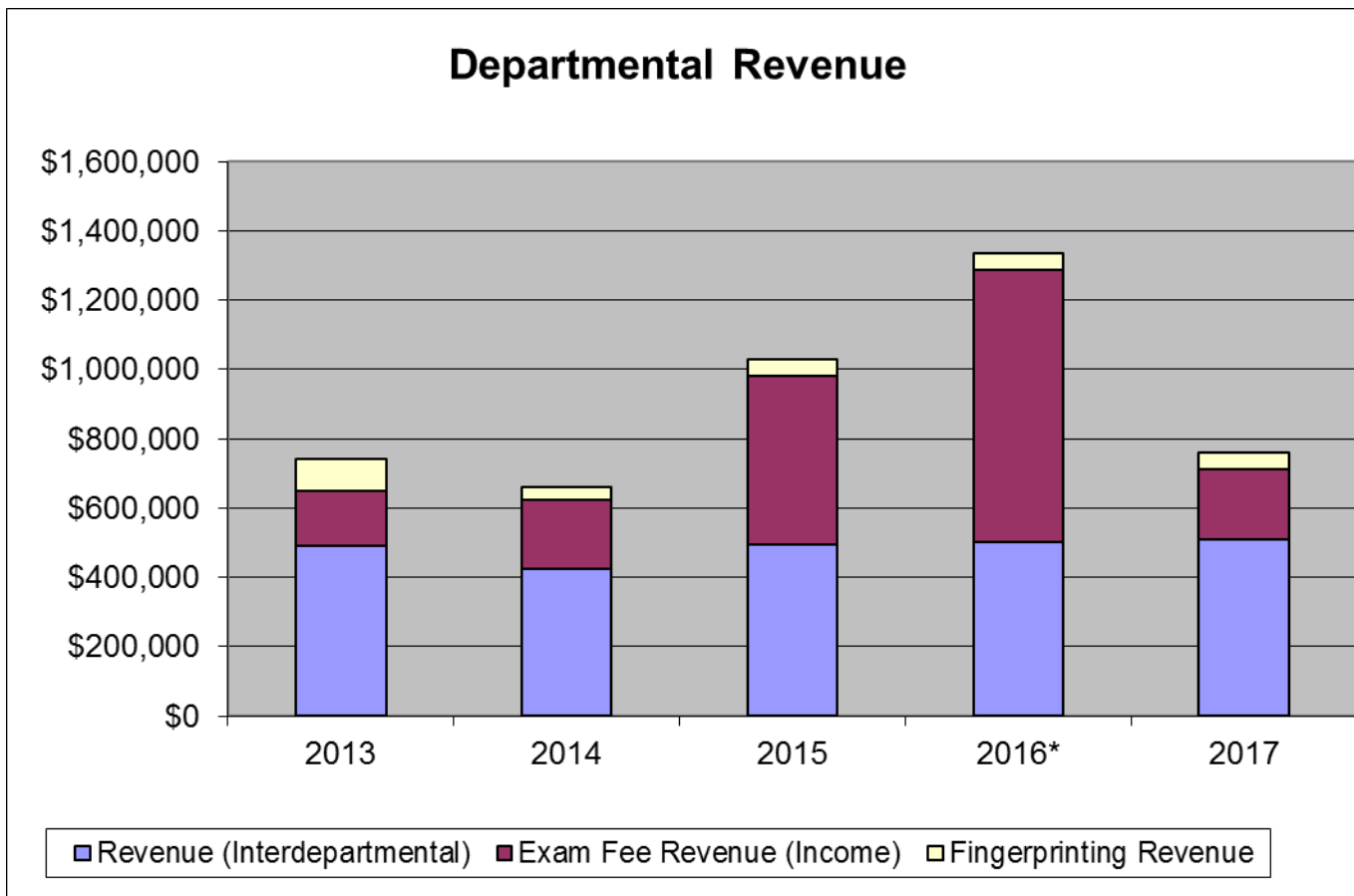
Note: Only 215 provisional employees out of the 35,000 local and county government employees in 2016 (less than 1% of the total.)

## **DEPARTMENTAL REVENUES**

Although the Department of Human Resources, as a service agency, is not generally viewed as a source of revenue, over the years we have attempted to mitigate the cost of services provided. As with other counties in the State, we collect application fees to apply for civil service examinations and criminal record check fees for prospective full-time annual employees. In order to continue to control expenses, the 2016 budget included an increase in the Background Check fee which had not been increased in almost ten years.

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016*</b>	<b>2017</b>
Revenue (Interdepartmental)	\$492,797	\$426,477	\$495,241	\$501,826	\$509,527
Exam Fee Revenue (Income)	\$158,331	\$196,000	\$487,562	\$785,000	\$201,600
Fingerprinting Revenue	\$91,052	\$40,000	\$45,900	\$50,000	\$50,000
<b>Total Revenue</b>	<b>\$742,180</b>	<b>\$662,477</b>	<b>\$1,028,703</b>	<b>\$1,336,826</b>	<b>\$761,127</b>

\*Increase in exam fee revenue for 2016 is due to the Police Officer and Correction Officer exams

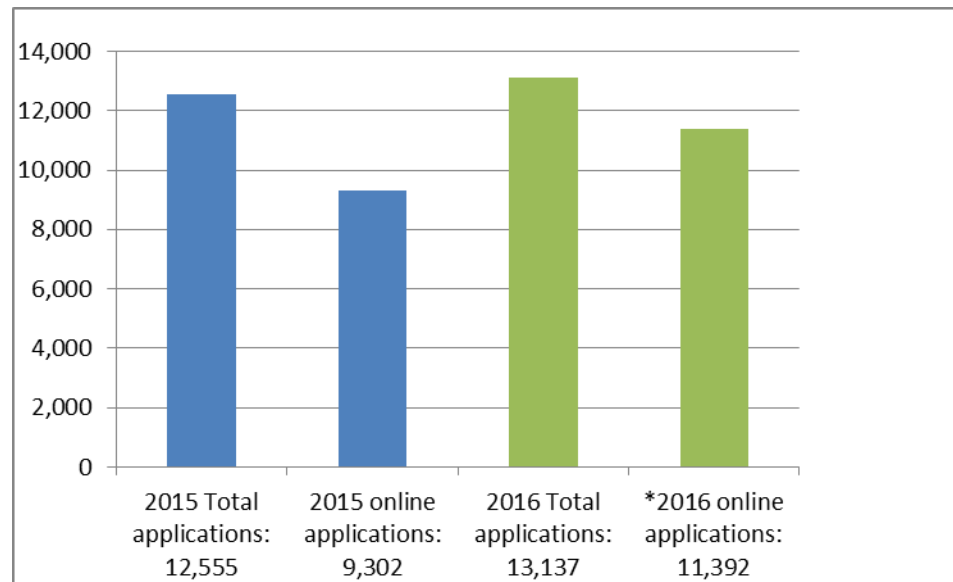


\*Projection for 2016 includes increased exam fees due to the Police Officer and Correction Officer exams

## **EXAM STATISTICS**

Statistics from 11/01/2015 – 10/31/2016:

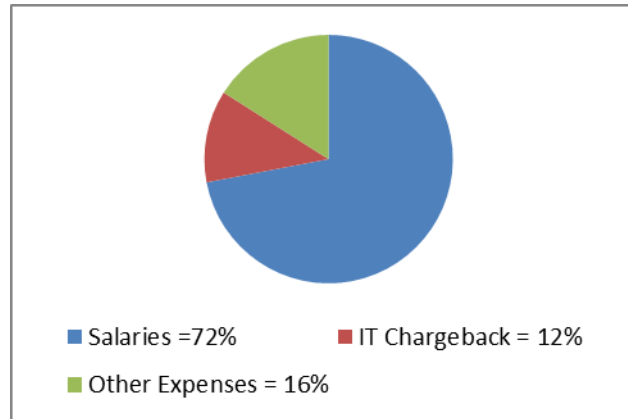
- Total number individuals who registered on-line: 7,507
- Total on-line exam applicants\*: 7,694
- Total number of exams applicants applied for on-line: 11,392
- Total number of application fees paid: 9,089
- Total dollar amount received for exam fees: \$675,835  
(50% of which is paid to NYS)
- Total number of exams with fee waivers: 2,303
- Total equivalent dollar amount of fee waivers: \$124,520



\*Some applicants applied for more than one exam.

## **DEPARTMENTAL EXPENSES**

As indicated in the pie chart below, 72% of the expenses for our department come from salaries and 12% from IT chargebacks. This translates to 84% of our budget being fixed expenses.



The other 16% of our budget breaks down as follows:

### **Examination Procedures:**

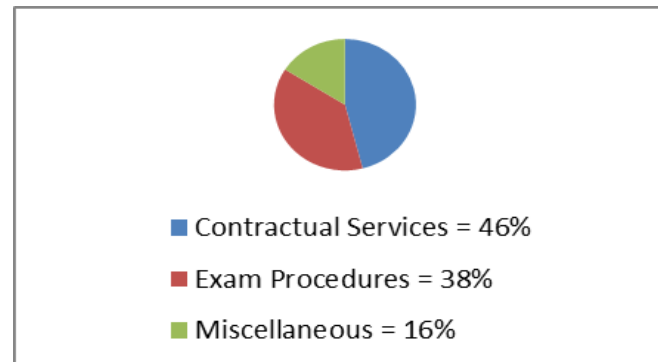
- Mandated Civil Service testing, including monitor fees, school rental, NYS Exam fees, etc.

### **Contractual Services:**

- Contract with third party providers for fingerprinting/background checks as well as mandated drug and alcohol testing and medical services.

### **Miscellaneous:**

- Equipment services and rentals.
- Printing and office supplies.
- Postage, etc.

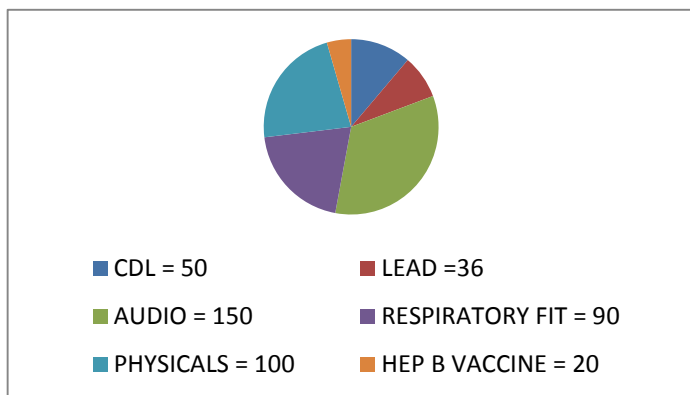


**Most costs are fixed and attributed to mandatory functions.**

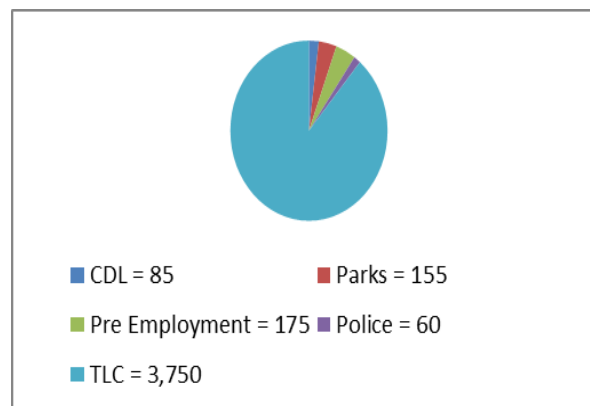
## **SAFETY & SECURITY SERVICES**

This function is in its eleventh year of operation as the county's efforts are centrally coordinated by Human Resources and its third-party administrator. The program's safety focus is on coordinating medical services to ensure the safety and well-being of employees, including OSHA-required hearing and respiratory fit tests for Public Safety, Public Works, Environmental Facilities, Emergency Services, Parks and Recreation, and Labs and Research; lead testing for Public Safety and Correction personnel who use the County firing range; pre-employment testing for safety-sensitive positions; and random drug testing for Police Officers, Playland ride operators, Lifeguards, DA Investigators and employees with Commercial Drivers Licenses. Reasonable Suspicion testing is also conducted, as warranted, and a workgroup has convened to review and evaluate the County's current drug free procedures. In addition, independent medical exams for county departments and local jurisdictions are coordinated by this office in accordance with Section 72 & 73 of Civil Service Law. Further, criminal record checks of prospective employees for the past twelve months totaled more than 2600 checks.

# of Medical Exams



# of Drug Screening Tests



		<b>2016</b>	<b>vs.</b>	<b>2017</b>	<b>Variance</b>	<b>Savings/Increase</b>
		<b>Adopted Budget</b>		<b>Proposed Budget</b>		<b>to Tax Levy</b>
<b>Expenses:</b>						
1010	Annual Regular	\$3,410,974		\$3,374,795	(\$36,179)	<b>Savings</b>
1200	Hourly	\$0		\$15,000	\$15,000	<b>Increase</b>
1400	Overtime	\$10,000		\$10,000	\$0	<b>Flat</b>
3070	Books and Periodicals	\$7,100		\$7,100	\$0	<b>Flat</b>
3600	Printing and Office Supplies	\$25,000		\$20,000	(\$5,000)	<b>Savings</b>
3700	Postage Costs	\$3,000		\$1,000	(\$2,000)	<b>Savings</b>
4070	Equipment Service and Rental	\$20,000		\$17,500	(\$2,500)	<b>Savings</b>
4100	Membership Fees	\$1,000		\$1,000	\$0	<b>Flat</b>
4110	Travel and Meals	\$1,000		\$500	(\$500)	<b>Savings</b>
4160	Telephone Expenses	\$500		\$1,000	\$500	<b>Increase</b>
4250	Public & Legal Notices	\$500		\$500	\$0	<b>Flat</b>
4360	Educational Training	\$6,000		\$6,000	\$0	<b>Flat</b>
4380	Contractual Services	\$350,000		\$350,000	\$0	<b>Flat</b>
4420	Technical Services	\$2,000		\$2,000	\$0	<b>Flat</b>
4909	Examination Procedures	\$876,190		\$285,840	(\$590,350)	<b>Savings</b>
5160	Fleet Management	\$337		\$385	\$48	<b>Increase</b>
5205	Information Support Service	\$544,012		\$563,186	\$19,174	<b>Increase</b>
5325	Services by Dept of Law	\$45,738		\$41,580	(\$4,158)	<b>Savings</b>
<b>Total Expenses:</b>		<b>\$5,303,351</b>		<b>\$4,697,386</b>	<b>(\$605,965)</b>	<b>Savings</b>
<b>Revenues:</b>						
9519	Services by Personnel	\$501,826		\$509,527	(\$7,701)	<b>Savings</b>
9122	Application Fees	\$1,200,000	*	\$201,600	\$998,400	<b>Increase</b>
9141	Background Check-Fingerprinting	\$100,000		\$50,000	\$50,000	<b>Increase</b>
<b>Total Revenues:</b>		<b>\$1,801,826</b>		<b>\$761,127</b>	<b>\$1,040,699</b>	<b>Increase</b>
<b>Tax Levy:</b>		<b>\$3,501,525</b>		<b>\$3,936,259</b>	<b>\$434,734</b>	<b>Net Increase</b>

\* \$1,000,000 in 2016 Revenue was for Correction and Police Officer exams which will not be given in 2017.

### Multiple Year HR Budget Comparison

<b>Year</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017 Proposed</b>
<b>Expenses</b>	\$5,582,083	\$5,183,702	\$5,221,292	\$5,004,583	\$4,909,766	\$5,225,287	\$5,303,351	\$4,697,386
<b>Revenue</b>	\$ 911,261	\$ 726,003	\$ 971,224	\$ 984,311	\$ 662,477	\$1,141,536	\$1,801,826	\$ 761,127
<b>Net Total</b>	\$4,670,822	\$4,457,699	\$4,250,068	\$4,020,272	\$4,247,289	\$4,083,751	\$3,501,525	\$3,936,259

**2010** No Uniform Exam Revenue  
**2011** Includes Firefighter Exam Revenue  
**2012** Includes Police and Correction Officer Exam Revenue  
**2013** Includes \$200,000 in Exam Revenue which was added by the BOL  
**2014** No Uniform Exam Revenue  
**2015** Includes Police and Firefighter Exam Revenue  
**2016** Includes Police and Correction Officer Exam Revenue  
**2017** No Uniform Exam Revenue

## **HUMAN RESOURCES WEBSITE**

The Department of Human Resources website is a popular County site, receiving more than **400,000** visits this year. Since 1998, we have posted examination announcements and internal job postings for interested candidates as well as have comprehensive information regarding civil service, job specifications and a variety of other human resources data. In an effort to provide service to our local jurisdictions in a more efficient and cost-effective manner, we have electronic versions of forms, manuals, civil service rules, etc. now available in a secure area on the website. Access to this secure area is only granted to individuals who are authorized by the appointing authority. This year, an e-mail blast feature was added to the Human Resources website for candidates to receive notifications of upcoming civil service examinations. This new feature avoids the need to constantly check our website to find out when a specific exam will be posted or scheduled.

## **EXAMINATION ADMINISTRATION**

The Department of Human Resources is proud of its comprehensive, robust examination system. In conjunction with the Department of Information Technology, an on-line application review system was developed which enhanced the already successful on-line civil service exam application, which was launched in 2012. This system allows professional staff to review minimum qualifications for on-line exam applications without the need to print them. This system has been further enhanced to generate a number of letters to candidates applying for civil service examinations using information already entered in the exam database. This enables the application reviewer to generate various letters without having to type each letter individually. Integrating this system with other databases and systems makes the review process more efficient and provides better tracking of documentation, also reducing the need for storage of paper documents.

For select job titles, this system has the capability of providing an automated review of applicant qualifications when the minimum qualifications for a title are only educational in nature. For example, the qualification to participate in the Police Officer or Firefighter exam is possession of a High School Diploma. Since the system can determine which applicants have a High School Diploma based on the response, these applications can be reviewed by the system. Applications for Correction Officer will go through the same automated review process. Since these three exams yield anywhere from 7,000 to 12,000 applications, this allows us to make more effective and productive use of staff time.

Furthermore, the exam system was recently modified with the Exam Administration functionality which enables the staff to automatically assign classrooms to candidates based on exam series and booklets needed. This information will be used to generate admission notices and our goal is to work with IT to further enhance the system to electronically send admission notices and exam results to candidates, reducing expenses and increasing accuracy and efficiencies within the unit.

## **TALENT MANAGEMENT: STRATEGIC TRAINING AND DEVELOPMENT PROGRAM**

The Westchester County Employee Strategic Training and Development Program coordinates staff development programs county-wide designed to:

- orient new employees in our organization's mission, benefits and policies
- improve job skills including communication, customer service & supervisory skills
- develop career growth by providing resources to front-line staff, supervisors and management
- improve succession planning by assisting departments to strategize to meet future personnel needs.

To further this goal, we:

- Maintain an on-line training calendar, with DoIT
- Deliver Best Practices training for Performance Management
- Conduct New Employee Orientation
- Administer Workplace Violence training for employees and department contacts
- Provide Progressive Discipline Training Seminars with the Law Department, including Reasonable Suspicion Protocols
- Provide tailored training to department and local municipal agency contacts
- Coordinate annual recognition event for employees
- Administer a county-wide Tuition Reimbursement program, maintain tuition reduction agreements with local private universities and administer the tuition waiver program with WCC

Last year, we launched our new talent management system, Neogov, and enhanced and modified training materials for users. We will continue to train supervisors in goal setting and developing employees' potential in 2017.

This year, we are initiating a bi-annual supervisory training series, with sessions in the fall and spring to accommodate all supervisors from various County departments. The series will include topics such as Progressive Discipline, Workplace/Domestic Violence, Reasonable Suspicion protocols and EAP processes.

In addition to providing training to other departments and jurisdictions, we work to develop HR staff skills to better serve all our customers. In 2016, we provided Customer Service and Teambuilding/Conflict Resolution training to the HR team to enhance their skills in delivering services to our customers.

Additionally, HR has continued to build a training library on topics including:

- Customer Service
- Communication Skills
- Effective Evaluation
- Telephone Skills
- Workplace Investigations
- Reasonable Suspicion Recognition
- Motivating/Managing Employees
- Fair Labor Standards Practices
- Recruiting with Social Media

## **RECRUITMENT**

HR supports departments in their recruitment needs by conducting searches, researching appropriate venues, conducting salary surveys, placing ads and connecting via e-mail and phone with professionals. In 2016, we conducted a comprehensive outreach for the Corrections Officer and Police Officer exams to raise awareness and reach diverse populations to apply for the examinations. We also continue to assist in recruitment of executive level positions, such as the DPW&T Commissioner search. In order to make the County government's hiring activities more proactive and strategic, recruitment efforts have been developed for the digital age. To ensure that quality candidates apply for the County's civil service exams and respond to job postings – especially those positions challenging to fill such as engineering vacancies -- recruitment efforts have moved into the social media arena where candidates are increasingly looking for work. By partnering in 2016 with an outside vendor with FaceBook access and expertise, we are helping ensure that we have the people with the right skills and competencies to meet our business objectives.

## **WORKPLACE VIOLENCE PREVENTION**

Human Resources continued to lead the County's efforts to fulfill New York State mandates for a Workplace Violence Prevention program. A committee of key stakeholders (Law, Risk Management, Public Safety, Public Works, and Mental Health) has convened to review Workplace Violence incident reports submitted by employees, and to update and interpret program policies and procedures. HR continued to hold required trainings for new hires as well as manage the annual on-line training for current employees. Supervisory training on the subject was also created, and delivered during Performance Management system sessions, and during departmental training as needed.

## **REDUCTION-IN-FORCE**

Although the number of employees facing layoff has decreased in the last few years, Human Resources provides support and coordinates outplacement services for those impacted. Departmental personnel contacts are briefed in "bump and retreat" basics, exit interview protocol and handling difficult separation-related conversations with employees. Also, in collaboration with the One Stop Employment Center, Job Search Readiness Workshops are organized for potentially affected employees and Rapid Response sessions are held with the NYS Department of Labor.

**WESTCHESTER HEALTH CARE CORPORATION (WESTCHESTER MEDICAL CENTER)**

Although the Westchester Medical Center is no longer a department of Westchester County government, this department had overseen its Civil Service administration since 1998. However, since June 2013, the Medical Center stopped responding to our inquiries and ceased submitting paperwork for review and processing. It was brought to our attention that they were moving forward with establishing their own Civil Service Commission, contrary to the New York State Civil Service Commission's opinion that they do not have the legal authority to do so. This determination was challenged in court and the court held that the medical center is not authorized to administer its own Civil Service Rules and Regulations. The Medical Center appealed the decision, but higher courts maintained the lower court's decision. In light of recent court rulings, we are currently reviewing next steps in regard to the Medical Center and who has authority to administer Civil Service rules and regulations for approximately 4000 employees.

Although the medical center continues to exclude this office despite these rulings, the Exam Unit continues to administer exams and in 2016 ten civil service exams were administered exclusively for WMC.