



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

Budget Presentation
2018

*Department of Human Resources
Mary Jennings Mahon, Commissioner
Helen May, Deputy Commissioner*

CIVIL SERVICE COMPLIANCE

The 2018 Budget Request for the Department of Human Resources maintains 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 number of provisional appointments – competitive class employees appointed other than through competitive examination.

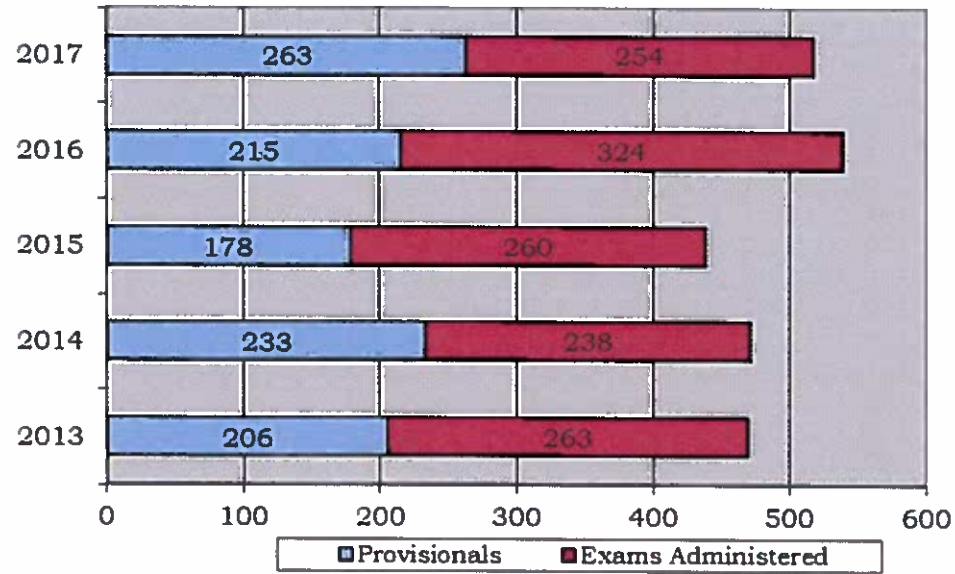
Payroll Certification is the process by which the Department of Human Resources provides certification that the persons named on the payroll of a public agency under its civil service jurisdiction in Westchester County are employed in their respective positions in accordance with New York State Civil 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 approximately 30,000 government employees (excluding Election Workers) 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 31st 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 263 provisional employees out of approximately the 30,000 local and county government employees in 2017 (less than 1% of the total.)

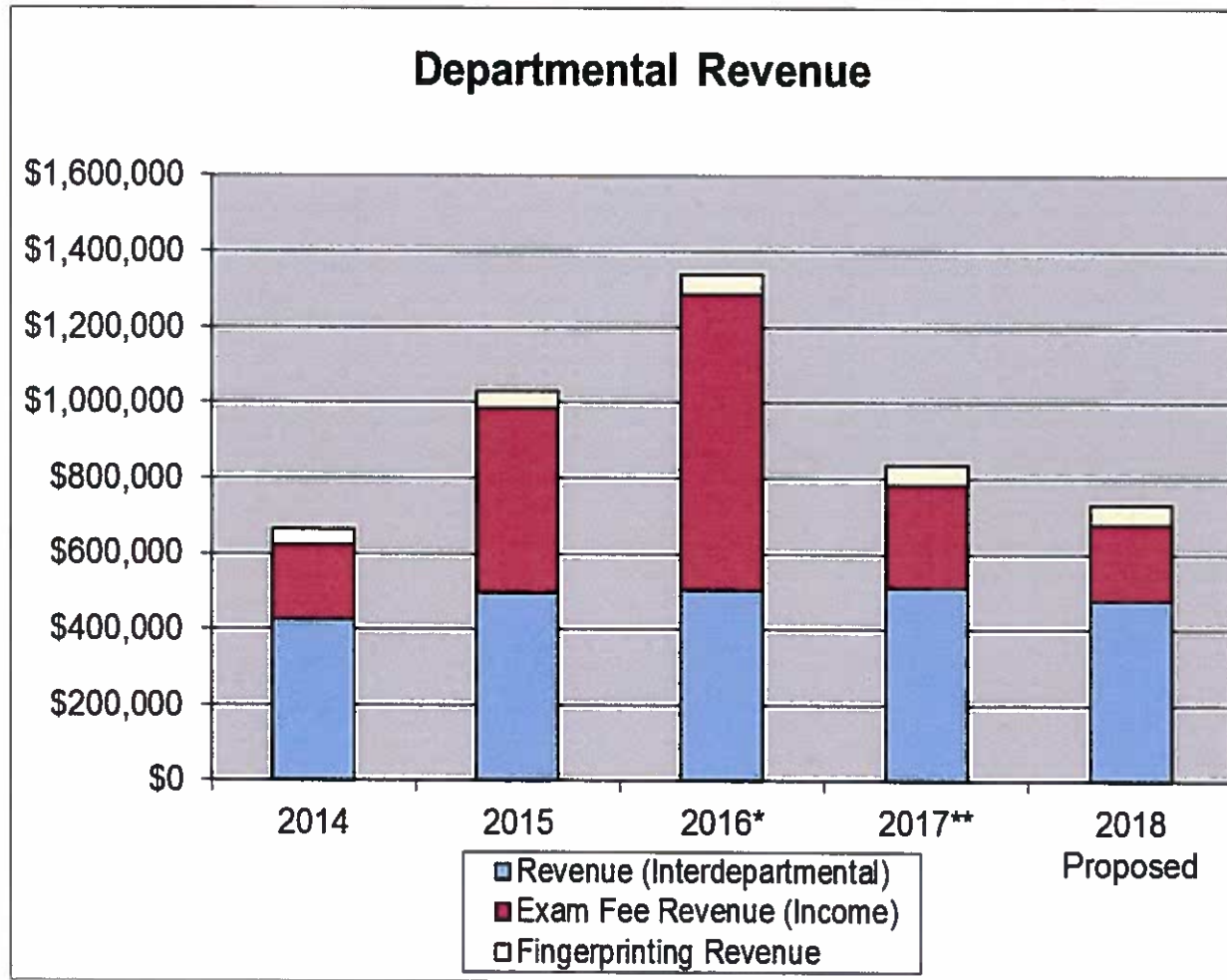
DEPARTMENTAL REVENUES

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.

	2014	2015	2016	2017	2018 Proposed
Revenue (Interdepartmental) Exam Fee Revenue (Income)	\$426,477	\$495,241	\$501,826	\$509,527	\$477,522
Fingerprinting Revenue	\$196,000	\$487,562	\$785,000*	\$274,000**	\$201,600
	\$40,000	\$45,900	\$50,000	\$50,000	50,000
Total Revenue	\$662,477	\$1,028,703	\$1,336,826	\$833,527	\$729,122

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

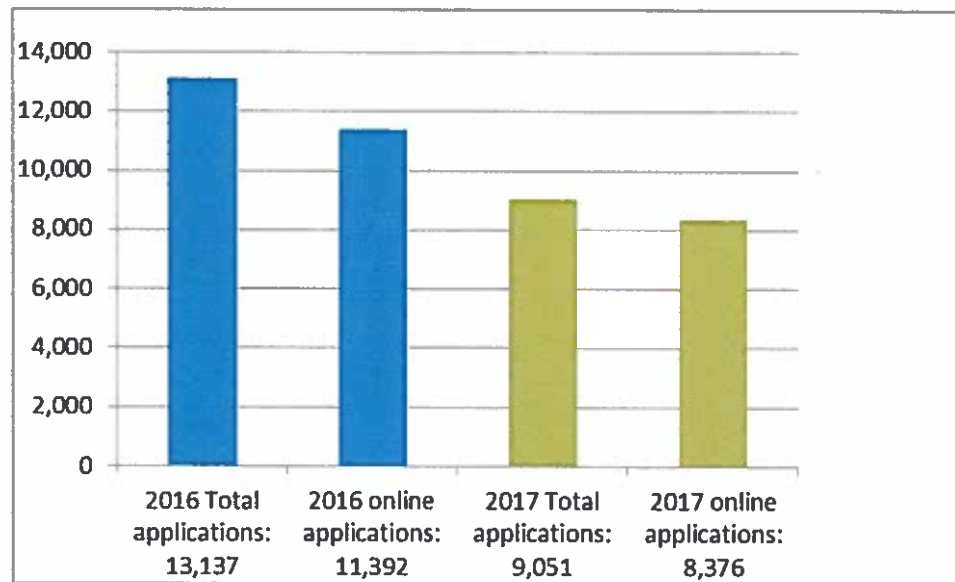
**Year-to-date includes competitive and non-competitive applicants.



* 2016 includes increased exam fees due to the Police Officer and Correction Officer exams
 **Year-to-date

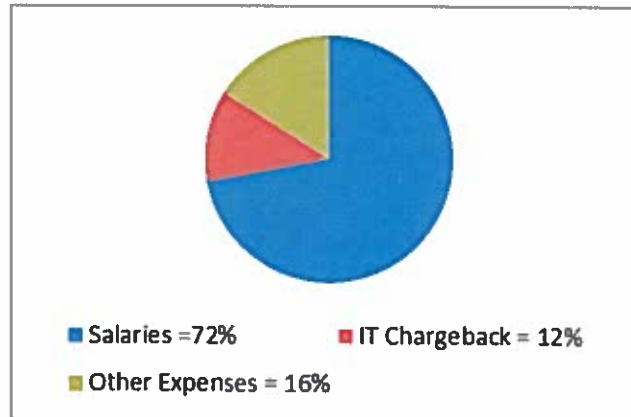
EXAM STATISTICS 11/1/16 – 10/31/17

•Total number individuals who registered on-line:	3888
•Total on-line exam applicants:	4081
•Total number of exams applicants applied for on-line (some applicants applied for more than one exam):	8376
•Total number of application fees paid:	5500
•Total dollar amount received for exam fees:	\$225,590
•Total number of exams with fee waivers:	2876
•Total equivalent dollar amount of fee waivers:	\$114,440



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:

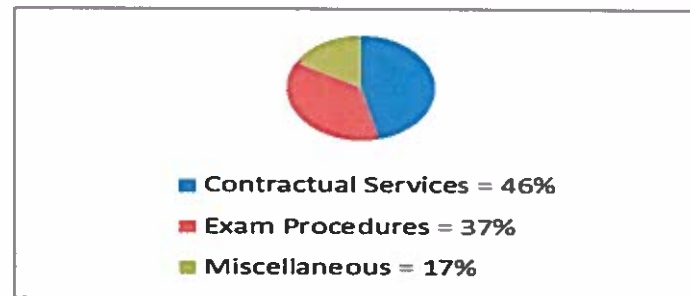
- Mandated Civil Service testing, including monitor fees, school rental, NYS Exam fees, etc.

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.

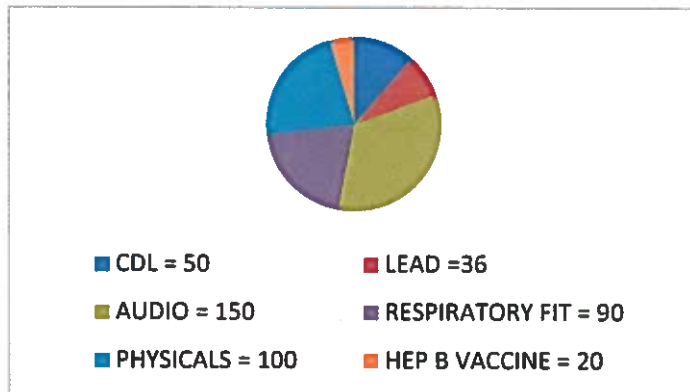


Most costs are fixed and attributed to mandatory functions.

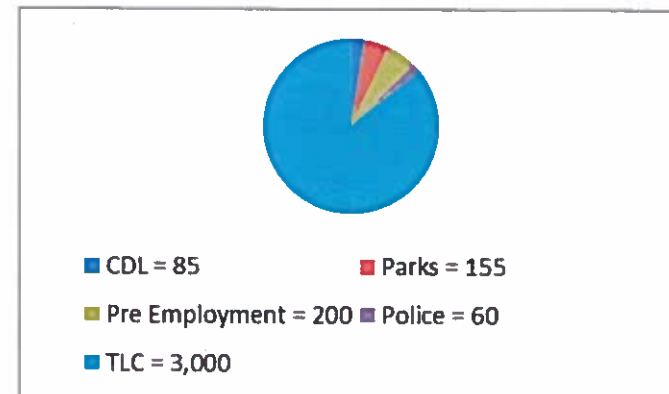
WORKFORCE SAFETY & SECURITY

This function is in its twelfth 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. An HR-led workgroup has been convening this past year to review and evaluate the County's current drug free procedures, and recently expanded the County's pre-employment screening. 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, we conduct criminal record checks of prospective employees, which for the past twelve months totaled more than 2600 checks.

of Medical Exams



of Drug Screening Tests



	2017 Adopted Budget	vs.	2018 Proposed Budget	Variance	Savings/Increase to Tax Levy
Expenses:					
1010 Annual Regular	\$ 3,367,033		\$ 3,234,764	\$ 132,269	Savings
1200 Hourly	\$ 15,000		\$ 15,000	\$ -	Flat
1400 Overtime	\$ 10,000		\$ 10,000	\$ -	Flat
3070 Books and Periodicals	\$ 7,100		\$ 7,100	\$ -	Flat
3600 Printing and Office Supplies	\$ 20,000		\$ 20,000	\$ -	Flat
3700 Postage Costs	\$ 1,000		\$ 1,000	\$ -	Flat
4070 Equipment Service and Rental	\$ 17,500		\$ 17,500	\$ -	Flat
4100 Membership Fees	\$ 1,000		\$ 1,000	\$ -	Flat
4110 Travel and Meals	\$ 500		\$ 500	\$ -	Flat
4160 Telephone Expenses	\$ 1,000		\$ 1,000	\$ -	Flat
4250 Public & Legal Notices	\$ 500		\$ 500	\$ -	Flat
4360 Educational Training	\$ 6,000		\$ 6,000	\$ -	Flat
4380 Contractual Services	\$ 350,000		\$ 324,300	\$ 25,700	Savings
4420 Technical Services	\$ 2,000		\$ 2,000	\$ -	Flat
4909 Examination Procedures	\$ 285,840		\$ 255,840	\$ 30,000	Savings
5280 Services by DPW	\$ 385		\$ 370	\$ 15	Savings
5205 Information Support Service	\$ 563,186		\$ 546,308	\$ 16,878	Savings
5325 Services by Dept of Law	\$ 41,580		\$ 35,687	\$ 5,893	Savings
	<u>\$ 4,689,624</u>		<u>\$ 4,478,869</u>	<u>\$ 210,755</u>	Savings
Revenues:					
9519 Services by Personnel	\$ 509,527		\$ 477,522	\$ 32,005	Increase
9122 Application Fees	\$ 201,600		\$ 201,600	\$ -	Flat
Background Check-					
9141 Fingerprinting	\$ 50,000		\$ 50,000	\$ -	Flat
	<u>\$ 761,127</u>		<u>\$ 729,122</u>	<u>\$ 32,005</u>	Increase
Tax Levy	\$ 3,928,497		\$ 3,749,747	\$ 178,750	Savings

Multi Year Budget Comparison

Year	2011	2012	2014	2015	2016	2017	2018 Proposed
Expenses	\$ 5,183,702	\$ 5,221,292	\$ 4,909,766	\$ 5,225,287	\$ 5,303,351	\$ 4,697,386	\$ 4,478,869
Revenue	\$ 726,003	\$ 971,224	\$ 662,477	\$ 1,141,536	\$ 1,801,826	\$ 761,127	\$ 729,122
Net Total	\$ 4,457,699	\$ 4,250,068	\$ 4,247,289	\$ 4,083,751	\$ 3,501,525	\$ 3,936,259	\$ 3,749,747

- 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
- 2018** 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. Last year, an email blast feature was added to the Human Resources website for candidates to receive notifications of upcoming civil service examinations. This feature avoids the need to constantly check our website to find out when a specific exam will be posted or scheduled. We currently have more than 12,500 users signed up for this feature.

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. It is important to note that 93% of current applicants utilize the system to apply online. 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, eliminating the need for typing 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.

This past year, we launched a new feature to the exam system of electronic grade notification which will further reduce expenses and increase accuracy and efficiencies within the unit. Our goal next year is to work with IT to expand functionality and implement electronic admission notices which will further eliminate manual processes.

TALENT MANAGEMENT: STRATEGIC TRAINING AND DEVELOPMENT PROGRAM

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

- provide frontline supervisory training on a regular, annual basis
- 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, including a new segment this past year with the Office for Women, which focused on Domestic Violence in the workplace
- 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

We continue to train supervisors in our talent management system, Neogov, and enhance and modify training materials for users as the system updates. We will continue to train supervisors in goal setting and developing employees' potential in 2018. Training materials and resources on a variety of topics are also made available as needed.

This year, we continued our initiative to provide regular supervisory training to frontline supervisors and managers in collaboration with other Departments topics included FMLA for Supervisors, EEO/AA & ADA, and How to Have a Difficult Conversation with your Employee.

In addition to providing training to other departments and jurisdictions, we work to develop HR staff skills to better serve all our customers. This year, to further enhance their skills, new HR supervisors attended additional training in leadership, time management, delegation, and communication skills.

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 2017, we conducted comprehensive outreach for Engineers, Heating Plant Operators and IT professionals, which yielded response from numerous qualified candidates that resulted in successful hires. We successfully recruited executive level candidates for the position of Pathologist and Chief of Microbiology for Labs and Research. 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. For example, in 2017 we partnered with LinkedIn to help 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, Public Safety, Public Works, and Mental Health) regularly convenes to review Workplace Violence incident reports submitted by employees, and to update and interpret program policies and procedures. HR continues 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 our annual supervisory training series, and during departmental training as requested.

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 reviewed next steps and requested a final decision by NYS Attorney General and await their findings.