

DO's and DON'Ts

Personnel Issues & Human Resources

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Workforce Planning - Proactively identify resource needs to better prepare the County to meet future service needs and be able to deliver services in more efficient and effective manner. This issue is becoming more and more critical as the “baby boomer” generation of county employees begin to retire.

Other Post Employment Benefits (OPEB) - Recent requirements by the Governmental Accounting Standards Board (GASB) are forcing counties to start factoring in the cost of providing health insurance for retirees and to show this obligation on their financial statements. The potential costs are very high and some local governments are looking at cutbacks for health insurance for future retirees. Others are starting to actuarially pre-fund this benefit much as they pre-fund pension plans.

Public Safety Recruitment - Many local governments in Maryland are having difficulties in meeting their hiring goals for uniform public safety applicants. Post 9/11 hiring by various federal agencies has resulted in fewer qualified applicants being available for local governments. Additionally, many local governments are hiring for the same personnel almost at the same time—touching off a bidding war for qualified recruits.

Diversity Management - During the last ten years, the number of immigrants moving to the Maryland region has increased tremendously. County services and county employment policies will have to be analyzed to make sure that they do not serve as artificial barriers for qualified members of various immigrant communities. Additionally, managers will have to adapt their style to be able to motivate and properly manage employees from vastly different backgrounds and cultures.

Collective Bargaining - Counties with collective bargaining should anticipate a season of aggressive union demands, as they attempt to make up for wage and benefit losses or concessions made during recessions or economic downturns. The recent split within the AFL-CIO may also cause union “raiding” and force existing collective bargaining representatives to be more militant in their demands as a way of preventing their members from asking another union to represent them. Local government's may also see renewed organizing drives and demands for collective bargaining legislation in jurisdictions where they currently do not exist.