EQUAL EMPLOYMENT OPPORTUNITY/DIVERSITY ACTION PLAN

HARFORD COUNTY, MARYLAND
2017-2019

BARRY GLASSMAN, COUNTY EXECUTIVE

INTRODUCTION

History of Harford County Government

Harford County Government was governed by county commissioners from the time it was created by the Maryland Legislature in 1773 until 1972. In December 1972, enactment of the Harford County Charter gave the county a system of home rule. The Charter provides for legislative and executive branches of government.

The County Executive is the Chief Executive Officer of Harford County and heads the executive branch of the county's government. Elected every four years, the County Executive is aided by a cabinet composed of directors from the following departments and agencies: Administration, Community Services, Economic Development, Emergency Services, Housing, Human Resources, Information and Communications Technology, Inspections, Licenses and Permits, Law, Parks & Recreation, Planning & Zoning, Procurement, Public Works, and Treasury.

The seven-member Harford County Council operates as the legislative branch. Six council members are elected every four years, one from each of the county's six voting districts. The remaining council member is elected at large to serve as Council President. The Council meets in legislative session generally on the first three Tuesdays of each month.

The county seat in Harford County is located in downtown Bel Air. The present courthouse on Main Street was constructed in 1859 on the site of the original courthouse which was destroyed by fire early in the same year. Little has changed to alter the appearance of the ceremonial courtroom and a valuable collection of portraits of Harford Countians are on display there. The rostrum, lawyer's table and benches, restored in 1933, are made of black walnut. The original courthouse is used by the judges of the Circuit Court for ceremonial proceedings and jury trials. The State's Attorney's office is also located there.

The Mary Risteau Building, named after Mary Risteau (1890-1978), a leader of legislative, educational and civic affairs, has been built on Bond Street directly behind the Courthouse to accommodate the four judges of the District courts and various State government offices.

The County Seal (shown above) uses gold to symbolize the wealth of the county and the richness of its fields. Across the shield are waving bands of blue signifying three major county streams - Deer Creek, Bynum Run and Winters Run. The crest is a two-handed forearm with the hand on the left holding a white quill symbolizing the pen used by those who wrote and signed the Bush Resolution. The hand on the right holds a sword as if presenting into the right hand of the nation, the skills of reproducing defense materials at Aberdeen Proving Ground. The motto "*At the Risque of Our Lives and Fortunes*" comprises the last eight words of the Bush Resolution and preserves the same spelling for "risk" as used in that document.

The first official flag, bearing the county seal on a field of blue, was unveiled by the County Executive in 1974.

MISSION, VISION AND VALUES

HARFORD COUNTY, MARYLAND MISSION STATEMENT

Harford County Government will be fiscally prudent in providing efficient, transparent and responsive services to strengthen families and communities, to support excellence in public safety and public education, and to promote economic vitality.

VISION

Maryland's New Center of Opportunity

VALUES

Harford County, Maryland holds the following as key values:

- Customer Service
- Integrity
- Respect
- Innovation/Flexibility
- Teamwork
- Innovation
- Diversity
- Safe and Secure Environment for Public and Employees

HARFORD TRANSIT LINK MISSION STATEMENT

To provide access to safe, dependable and effective transportation system to the county's business community and transit-dependent population by connecting citizens with jobs and services.

POLICY STATEMENT

Harford County is an equal opportunity employer committed to workforce diversity. It is the policy of Harford County to continue in its strong commitment for equal employment opportunities for all persons without regard to race, color, national origin, sex, age, religion, or disability through fair practices management. Equal employment opportunities include all aspects of employment, including, but not limited to recruitment and hiring, promotions, transfers, training and benefits.

It is also the policy of Harford County that supervisors and managers must be diligent in order to provide an environment that is free from discrimination and harassment of any kind. Harford County will not tolerate discrimination or harassment of anyone on these bases, or retaliation against anyone for participating in an investigation under the County's policy. Employment discrimination is prohibited by Federal, State, and local laws and will not be tolerated.

Although not under the control or direction of Harford County, those entities that are funded through Harford County are encouraged by the County to maintain a strong commitment to equal employment opportunities for all through their own fair practices management. These entities include the Harford County Sheriff's Office, Harford County State's Attorney's Office, and the Circuit Court for Harford County.

Harford Transit LINK and their employees are covered under this plan.

EXPECTED RESULTS FOR USING THIS PLAN

- Support supervisors, managers, human resources and human relations personnel, and other staff in their efforts to develop and promote EEO policies and programs throughout their respective agencies.

- Increase agencies' understanding of how EEO and diversity perspectives can:
  - Improve organizational performance
  - Help prevent unlawful discrimination or harassment incidents
  - Improve workplace relations
  - Build more effective work teams
  - Improve organizational problem solving
  - Improve customer service

- Identify helpful tools and strategies to obtain, retain, strengthen, and fully utilize a diverse, world class workforce.

RESPONSIBILITY FOR IMPLEMENTATION

The Department of Human Resources (sometimes referred to herein as "HR"), with assistance from the Office of Human Relations and the Commission on Disabilities, is the lead entity responsible for development and implementation of the Equal Employment Opportunity and Diversity Action Plan. To that end, HR serves to lead the effort in developing policies and programs that ensure equal employment opportunity (EEO), promote inclusiveness, and foster a culture that values diversity and empowers individuals in the workforce.

In conjunction with other County departments, HR serves to promote fairness, equity, and respect for diversity in the workplace. Managers and supervisors bear a responsibility to remain diligent so that an environment free from discrimination and harassment of any kind is provided to employees. Department and Agency Directors are responsible and accountable for implementing the objectives of the County's policies regarding EEO and Harassment (HR-06) and the County's EEO and Diversity Action Plan in their respective areas.

DISSEMINATION OF PLAN

The County's Equal Employment Opportunity and Diversity Action Plan (the "Plan") shall be made available to applicants, employees, and the general public through HR. HR will disseminate the information contained in the Plan to all Department and Agency Directors on an annual basis. In turn, the Department and Agency Directors are responsible for making the Plan available to employees within their respective

areas. The Plan will be available on the Interactive Workforce ("IW") for employees. The Plan will also be disseminated to the Harford County Office of Human Relations and the Commission on Disabilities.

The County distributes copies of the County's EEO and Harassment Policies contained in the Plan at all employee orientations and related training sessions. The policies are reiterated throughout the year in various County-wide communications. The policies are available within each department, and county employees can also find the policies on IW and through a link in the resource library of the County's Sharepoint website.

RECRUITMENT OBJECTIVES AND STRATEGIES

Recruitment Philosophy

It is the policy of Harford County to conduct all employment activities in a manner that will provide equal employment opportunity for all persons without regard to race, color, national origin, sex, age, religion, or disability. The County's goal is to provide full and equal opportunity for qualified individuals in order to create a world class workforce.

To this end, the County employs strategies to attract a diverse and qualified pool of candidates from which to make employment decisions. Recognizing the value of diversity in terms of the skills, abilities, experiences, and perspectives of individuals, Harford County strives to achieve inclusiveness through recruitment outreach and by identifying and eliminating barriers to diversity in recruitment.

Recruitment Objectives

The County's goal is to achieve a diverse group of qualified employees and eliminate barriers to optimum utilization of underrepresented employees. To this end, HR has and will continue to expand and target its recruitment outreach efforts to include currently underrepresented communities. The County's objectives are to increase representation of qualified females and minorities in all underrepresented EEO job groups.

Recruitment Strategies

HR is the primary agency responsible for performing recruitment activities for countywide employment. Through HR, the County strives to meet its recruitment objectives by expanding outreach in areas serving the Black, Asian and Hispanic communities and also in any job categories whenever underrepresentation exists, through the use of media and organizations representing minorities and women. HR has adopted the following strategies and steps to achieve these objectives:

- HR is available to meet with individual departments in a consulting capacity to advise them on outreach to a variety of underrepresented groups in their department-specific recruitment efforts.

- Establish and maintain partnerships with various professional and educational organizations.

- Participate in job fairs, college fairs, and other recruitment outreach venues targeted at underrepresented groups.

- Through the application review committee within HR, a representation of qualified minority applicants is selected for interview.

- Yearly departmental and Summer internships are utilized to encourage minority employment.

- Maintain and promote calendar of recruitment outreach events aimed at promoting diversity in the workforce.

- Conduct exit interviews with employees who leave the agency.

- With regard to advertising to the disability community:

  - Post link on Commission on Disability website to HR/Job Openings page

  - Distribute emails from HR about job openings to Disability Coordinator's listserv

  - Distribute emails from HR about job openings to Employment Committee (group of providers that serve individuals with disabilities looking for employment)

  - Post job on Commission on Disability Facebook page

FAIR PRACTICES MANAGEMENT

Harford County continues to utilize Fair Practices Management as a key component of promoting equal opportunity in employment. Harford County has designated a highly skilled employee, cognizant of both the legal requirements of equal opportunity and the barriers facing the underrepresented, as the Fair Practices Manager. The Fair Practices Manager monitors interviews to ensure fairness and equality in the interview process. The Fair Practices Manager also reviews and approves of all interview reports and employment selections prior to submission to the Director of Human Resources for approval. In addition, the Fair Practices Manager is responsible for advising the Director of Human Resources of any potential inequities that may exist in the recruitment and selection process.

EEO COMPLAINT PROCESSING PROGRAM- EMPLOYEE RELATIONS UNIT

HR, in conjunction with the Department of Law, is responsible for managing the EEO Compliance function for the County. Collectively, the two departments are responsible for investigating complaints of discrimination from employees, applicants, contractors, and other individuals who conduct business with the County government via the Employee Relations Unit.

The investigative unit operates separately and distinctly and acts as an independent, neutral finder of fact in the investigation of discrimination complaints. The unit approaches all complaints as an impartial third party, representing neither management nor employees. The investigator performs comprehensive fact-finding in accordance with internal procedures, renders impartial determinations, and makes recommendations for appropriate, equitable actions.

In addition, Harford County created the "Employee Hotline", a system by which claims of discrimination, harassment or inappropriate activities can be reported. Both an internal and external email address is available for employees. Employees are reminded of the Employee Relations Unit at least twice during each calendar year via email.

The complaint procedure contained within the County's Policy on Harassment (contained in the Appendices) provides some of the procedures related to processing complaints of discrimination.

ALTERNATIVE DISPUTE RESOLUTION

In a continuing effort to resolve workplace disputes in an efficient and effective manner, Harford County has striven to develop new and innovative ways to address complaints and inter-personal conflicts in the workplace. To this end, the County, in conjunction with the employee bargaining representative, as appropriate, continues to offer an alternative mediation process to resolve grievances and conciliate conflicts, as alternatives to standard grievance processing and complaint investigation.

Mediation is an informal, completely voluntary process that provides parties to a dispute with a safe, non-threatening forum to air the dispute and work out a mutually agreeable resolution to the problem. The process is facilitated by a trained mediator who serves as a neutral third party. The mediator does not act as a decision-maker or counsel to either party, but rather helps the parties develop options in search of a resolution to the problem. The process is conciliatory as opposed to adversarial and the parties retain control of the outcome. Finally, the process is free, confidential, and voluntary. In the event that the matter cannot be resolved through mediation, the employee may continue through the grievance process without prejudice.

TRAINING PROGRAMS

Harford County continues in its commitment to increase awareness of cultural diversity and harassment prevention through its training programs. Every employee must attend training in these two areas every two years, and managers and supervisors take additional training geared toward supervisory responsibilities. The County has partnered with Bizlibrary to provide on-line training for all employees on preventing workplace harassment. Employees, supervisors, managers and directors will be required to undertake the training and pass an on-line test with a score of 80% or better. Those failing to achieve the required minimum passing grade will then be required to take additional training in a live setting.

Harford County has also developed leadership training for leaders and potential leaders to obtain more in depth training. Department heads recommend those employees who have management potential and/or those employees who are currently managers. The Director of Human Resources then reviews the participants, ensuring diversity and minority representation. Participants are trained on the rules, regulations, laws, policies and procedures that managers are regularly required to implement during the workday. These sessions include the following:

- Leadership Fundamentals
- HR Basics
- Interactive Workforce (IW)

- Employment Process
- Position Audits
- Safety Incident Reporting
- Bud to Boss
- Leadership and Ethics
- Performance Planning and Appraisal
- Building an Effective Leadership Team
- Drug Free Workplace
- Reasonable Suspicion
- Progressive Discipline and Grievances
- Conflict Resolution
- Legal Issues in the Workplace
- Diversity
- Return to Work Program
- Medical Leave and Reasonable Accommodations
- Building an Innovative Workplace
- Influencing Others
- Discovering Your Strengths
- Leadership: What's Trust Got to Do with It?

Starting with the FY18 annual performance appraisal, supervisors, managers and directors will be held accountable for hiring, retaining, and developing a diverse, world class workforce.

ACTION PROGRAMS

Harford County recognizes that outreach programs to the community are an essential part of any EEO plan. Toward that end, the County has offered several programs to educate the public and increase awareness, and provide information on available resources to those in underrepresented groups. A sampling of those programs are as follows:

Project Homeless Connect Harford County

Project Homeless Connect Harford County (sponsored by United Way and Harford County Government) is an event that changes the odds for individuals and families experiencing homelessness by providing direct access to vital resources and services—all in one place at one time. Volunteers from county agencies and the community are paired with a homeless participant and guide them through on-site service providers including medical exams and screenings, haircuts, legal advice, identification healthy food and more. The event will convene on Tuesday, January 24, 2017.

Human Relations Commission

- ***Celebration of Cultures***

  This year the Harford County Human Relations Commission, the Bel Air Downtown Alliance, the Town of Bel Air, Visit Harford, Society of Italian American Businessmen, LASOS, and Harford County Public Library are partnering to expand the day-long celebration of the cultures that comprise the Harford County fabric. Planned for Saturday, May 6, 2017, 10 a.m.-8:00 p.m., the Celebration of

Cultures will include entertainment and interactive activities along Main Street, at the Bel Air Armory, the Bel Air branch of the Library and Festival Park. The Celebration will highlight an array of customs and entertain families with crafts, street performers, kids' activities, music, dancing, demonstrations and more. The event will culminate in a family movie at Festival Park at 8 p.m.

- ***Fair Housing Five and the Haunted House Project***

  Annually in April, Fair Housing Month, a time to commemorate the laws that protect individuals and families from illegal housing discrimination, is celebrated. The Harford County Human Relations Commission and the Maryland Commission on Civil Rights team up with the Y Before & After Care Enrichment Programs to read the book, The Fair Housing Five and the Haunted House. Commissioners read the books, respond to questions and oversee an art project to reiterate the book's message. Students' artwork is displayed then returned to them. The program has led to inquiries about citizens' rights and responsibilities under the laws.

Commission for Women

- ***Community Conversations***

  The Harford County Commission for Women hosted two successful discussions as a part of their Community Conversation series:

  - ***Woman and Voting*** which provided a brief history of women's suffrage, an explanation of voting eligibility, information about when and how to register to vote, demonstrations of voting equipment, etc. Attendees had an opportunity dialogue with the presenters.

  - ***Dating Violence*** workshop consisted of a film that traced the development and downfall of a young couple's relationship. The audience was able to see the possible red flags as the relationship began to spiral out of control, but none of the red flags taken alone would cause any anxiety. The session was intended to educate community members to pay attention and if you see something, say something.

Mediation Commission

- ***Conflict Resolution Day***

  Conflict Resolution Day is a global event designed to increase awareness of peaceful, non-violet methods of resolving conflict celebrated annually in October. The Office of Mediation with support from the Mediation Commission sponsors and staff's stations at Harford County Public Library branches and hosts an educational event at a location community space on the designated day increasing awareness of the County's free, voluntary mediation program.

Commission on Disabilities

The Harford County Commission on Disabilities continues in its efforts to increase awareness, not only amongst county employees, but within the County limits.

- ***Biennial Expo for Transitioning Youth***

  In March of 2016, the Commission on Disabilities hosted a free conference for teens and young adults with special needs (and their families) facing the challenge of transition from high school to higher education, work and adulthood. This daylong event featured workshops for both diploma and certificate track students and resources to help transitioning youth find the path to success: employment, college, job training programs, driving and recreation.

- ***Annual Employment Recognition Luncheon***

  The Commission offers an award ceremony each October to celebrate the accomplishments and achievements of people with disabilities who overcome obstacles in their pursuit of excellence. The Commission also uses the event to recognize contributions made by employers, families, friends and organizations to change attitudes about employees with disabilities in the workforce.

- ***Community Conversations***

  The Commission on Disabilities also hosts Community Conversation events each year to educate citizens in the community, employees with disabilities, professionals and family members on employment related topics such as helping social security beneficiaries work without losing their benefits, the importance of future planning, and how to help job seekers with autism spectrum disorder find and maintain successful employment.

UNDERUTILIZATION

Based on the analysis of Harford County Government's statistics verses the Community Labor Workforce Statistics, the following job categories reflect underutilization of community labor as stated for each ethnic group and gender by the percentage identified.

OFFICIALS/ADMINISTRATORS

Black/Male: **-.3.49%**
Black/Female: **-3.20%**
White Female: **-0.92%**
Hispanic Female: **-0.47%**
Asian or Pacific Islander Female: **-0.99%**

Harford County recognizes the underutilization of the categories above in the Officials/Administrators job level. The highest level of underutilization in this category is the representation of the Black Male as their representation in the community workforce is 4.52% at that job level while in our government workforce it is only 1.03%. It is our intent to improve in all areas of underutilization by continuing our efforts in fair practices management, recruitment, and upward mobility as outlined in this Plan.

PROFESSIONALS

Black Female: **-3.57%**
Asian or Pacific Islander Male: **-0.10%**
Hispanic Female: **-0.62%**
Asian or Pacific Islander Female: **-0.93%**
White Female: **-8.52%**

Harford County Government recognizes the underutilization of the categories listed above in the Professionals job level. The highest level of underutilization in this category is the representation of the White Female as their representation in the community workforce is 50.60% at that job level while in our government workforce it is only 42.08%. It is our intent to improve in all areas of underutilization by continuing our efforts in fair practices management, recruitment, and upward mobility as outlined in this Plan.

TECHNICIANS

Black/Male: **-9.37%**
Asian or Pacific Islander/Male: **-0.53%**
White/Male: **-11.59%**

Harford County Government recognizes the underutilization of the categories listed above in the Technicians job level. The highest level of underutilization in this category is the representation of the White Male as their representation in the community workforce is 82.74% at that job level while in our government workforce it is 71.15%. It is our intent to improve in all areas of underutilization by continuing our efforts in fair practices management, recruitment, and upward mobility as outlined in this Plan.

PROTECTIVE SERVICES

Black/Female: **-25.51%**
White/Female: **-5.50%**

Harford County Government recognizes the underutilization of the categories listed above in the Protective Services job level. The highest level of underutilization in this category is the representation of the Black Female as their representation in the community workforce is 28.33% at that job level while in our government workforce it is 2.82%. It is our intent to improve in all areas of underutilization by continuing our efforts in fair practices management, recruitment, and upward mobility as outlined in this Plan.

PARA-PROFESSIONALS

This job category is not identified on Census Bureau – EEO Database; therefore, cannot determine underutilization.

ADMINISTRATIVE SUPPORT

Black/Male: **-0.31%**
Hispanic/Male: **-0.13%**
White/Female: **-10.99%**
Asian/Male: **-0.60**
White/Male: **-2.74%**

Harford County Government recognizes the underutilization of the categories listed above in the Administrative Support job level. The highest level of underutilization in this category is the representation of the White Female as their representation in the community workforce is 56.90% at that job level while in our government workforce it is 45.91%. It is our intent to improve in all areas of underutilization by continuing our efforts in fair practices management, recruitment, and upward mobility as outlined in this Plan.

SKILLED CRAFT

Black /Male: **-2.70%**
Asian or Pacific Islander/Male: **-0.22%**
American Indian or Alaskan Native/Male: **-0.49%**
Hispanic/ Male: **-1.31%**
Black/Female: **-0.53%**
Asian/Female: **-0.41%**

Harford County Government recognizes the underutilization of the categories listed above in the Skilled Craft job level. The highest level of underutilization in this category is the representation of the Black Male as their representation in the community workforce is 7.44% at that job level while in our government workforce it is 4.74%. It is our intent to improve in all areas of underutilization by continuing our efforts in fair practices management, recruitment, and upward mobility as outlined in this Plan.

SERVICE/MAINTENANCE

Hispanic/Male: **-0.34%**
Asian or Pacific Islander/Male: **-0.32%**
American Indian or Alaskan Native/Male: **-0.22%**
Asian or Pacific Islander/Female: **-1.55%**
Black/Female: **-2.32%**
White/Female: **-9.92%**
Hispanic/Female: **-0.90%**

Harford County Government recognizes the underutilization of the categories listed above in the Service/Maintenance job level. The highest level of underutilization in this category is the representation of the White Female as their representation in the community workforce is 33.94% at that job level while in our government workforce it is 24.02%. It is our intent to improve in all areas of underutilization by continuing our efforts in fair practices management, recruitment, and upward mobility as outlined in this Plan.

PLAN TO ADDRESS UNDERUTILIZATION

Harford County Government will continue to promote equal opportunity and the enhancement of the minority workforce through fair practices management and recruitment as outlined in this plan.

It should be noted that Harford County Government has many outside sources to compete with in our efforts to attract, recruit, promote and retain a diversified workforce. Aberdeen Proving Ground is the largest employer within Harford County and employs a large percentage of the Harford County population. Overall public sector employment has declined between 2011-2015; a period aligned in large measure with the post-base realignment period. In addition, in the area of private industry, since December 2014, approximately 80 new and expanding businesses generated more than 1,337 new jobs. The job growth potential of these jobs were in the areas of defense, research and development, technology, manufacturing, distribution, healthcare, engineering, services, and retail sectors.

Harford County Government will continue to provide position vacancy announcements to outside businesses, organizations, and agencies in an effort to recruit and promote a diverse workforce and enhance any areas where underutilization exists.

HARFORD COUNTY GOVERNMENT

EEO WORKFORCE STATISTICS

GOALS

Human Resources' representative(s) will meet with all department heads and/or their designee to present the EEO statistical information for their department and identify areas for improvement.

The goal of Human Resources will be to continue promoting diversity through fair practices management as outlined in this Plan, to continue to develop online harassment, diversity and respect trainings and to track employees, supervisors and managers who were provided with training.

It is recognized that diversity is needed in some job categories as outlined in the Underutilization Section of this plan.

One short term goal (within the next 12 months) would be to focus on promoting diversity specifically in the Officials/Administrators job category as the employees in this category consists predominately of white males and females.

Long term goals (within the next 3 years) would be to focus on promoting diversity in all of the job categories where underutilization exists.

Meeting short and long term goals and addressing underutilization may be impacted by lack of turnover or vacancies within the job category and lack of qualified job applicants for ethnicity and gender which is underutilized.

The Department of Human Resources will identify barriers (hiring, promotion, retention) affecting Harford County's workforce and implement corrective actions to resolve the undesired conditions.

DURATION & MAINTENANCE OF PLAN

The contents of this Equal Opportunity/Diversity Action Plan will cover the period of January 2017 through December 2019. The Department of Human Resources will be responsible for the update and maintenance of this plan every three (3) years.

The Equal Opportunity/Diversity Action Plan will be available in the Department of Human Resources for review by County employees and the public. The Department of Human Resources will inform all employees of the availability of this plan through new employee orientation and the Human Resources Newsletter. Human Resources will also post a statement regarding availability of the plan on our website, the bulletin board on which position vacancy announcements are posted and on-line on Employee Interactive Workforce (IW).

CONCURRENCE:

Melissa Lambert
County Attorney

1/4/17
Date

AUTHORITY:

James C. Richardson
Director of Human Resources

1/4/17.
Date

Billy Boniface
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12/30/16
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12/30/16
Date

APPENDIX

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	**UTILIZATION ANALYSIS - Harford County, MD December 2016**													
2														
3		**MALE**					**FEMALE**					**TOTALS**		
4	Job Group Category	White	Black or African American	Asian	American Indian or Alaska Native	Hispanic or Latino	White	Black or African American	Asian	American Indian or Alaska Native	Hispanic or Latino	Male	Female	Total
5	Total Workforce	969	78	5	1	14	608	64	3	1	10	1067	686	1753
6	Percentage	55.28%	4.45%	0.29%	0.06%	0.80%	34.68%	3.65%	0.17%	0.06%	0.57%	60.87%	39.13%	100.00%
7	CLS	97810	15784	3073	206	5155	101473	17424	3886	244	4804	122028	127831	249859
8	Percentage	39.15%	6.32%	1.23%	0.08%	2.06%	40.61%	6.97%	1.56%	0.10%	1.92%	48.84%	51.16%	100.00%
9	Utilization Difference %	16.13%	-1.87%	-0.94%	-0.02%	-1.26%	-5.93%	-3.32%	-1.39%	-0.04%	-1.35%	12.03%	-12.03%	0.00%
10														
11	**Officials/Administrators**													
12	Workforce	63	1	0	0	0	30	3	0	0	0	64	33	97
13	Percentage	64.95%	1.03%	0.00%	0.00%	0.00%	30.93%	3.09%	0.00%	0.00%	0.00%	65.98%	34.02%	100.00%
14	CLS	10465	870	120	0	155	6130	1210	190	15	90	11610	7635	19245
15	Percentage	54.38%	4.52%	0.62%	0.00%	0.81%	31.85%	6.29%	0.99%	0.08%	0.47%	60.33%	39.67%	100.00%
16	Utilization Difference %	10.57%	-3.49%	-0.62%	0.00%	-0.81%	-0.92%	-3.20%	-0.99%	-0.08%	-0.47%	5.65%	-5.65%	0.00%
17	**Professional**													
18	Workforce	99	7	3	0	1	85	4	1	1	1	110	92	202
19	Percentage	49.01%	3.47%	1.49%	0.00%	0.50%	42.08%	1.98%	0.50%	0.50%	0.50%	54.46%	45.54%	100.00%
20	CLS	9785	885	435	0	170	13815	1515	390	0	305	11275	16025	27300
21	Percentage	35.84%	3.24%	1.59%	0.00%	0.62%	50.60%	5.55%	1.43%	0.00%	1.12%	41.30%	58.70%	100.00%
22	Utilization Difference %	13.17%	0.23%	-0.10%	0.00%	-0.12%	-8.52%	-3.57%	-0.93%	0.50%	-0.62%	13.16%	-13.16%	0.00%
23	**Technicians**													
24	Workforce	111	5	4	0	2	32	2	0	0	0	122	34	156
25	Percentage	71.15%	3.21%	2.56%	0.00%	1.28%	20.51%	1.28%	0.00%	0.00%	0.00%	78.21%	21.79%	100.00%
26	CLS	1875	285	70	0	2	32	2	0	0	0	2232	34	2266
27	Percentage	82.74%	12.58%	3.09%	0.00%	0.09%	1.41%	0.09%	0.00%	0.00%	0.00%	98.50%	1.50%	100.00%
28	Utilization Difference %	-11.59%	-9.37%	-0.53%	0.00%	1.19%	19.10%	1.19%	0.00%	0.00%	0.00%	-20.29%	20.29%	0.00%
29	**Protective Services**													
30	Workforce	338	30	2	0	2	105	14	2	0	3	372	124	496
31	Percentage	68.15%	6.05%	0.40%	0.00%	0.40%	21.17%	2.82%	0.40%	0.00%	0.60%	75.00%	25.00%	100.00%
32	CLS	135	0	0	0	0	80	85	0	0	0	135	165	300
33	Percentage	45.00%	0.00%	0.00%	0.00%	0.00%	26.67%	28.33%	0.00%	0.00%	0.00%	45.00%	55.00%	100.00%
34	Utilization Difference %	23.15%	6.05%	0.40%	0.00%	0.40%	-5.50%	-25.51%	0.40%	0.00%	0.60%	30.00%	-30.00%	0.00%
35	**Para-Professional - NO DATA IDENTIFIED ON CENSUS BUREAU - EEO DATABASE**													
36	Workforce	0	0	0	0	0	0	0	0	0	0	0	0	0
37	Percentage	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
38	CLS	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
39	Percentage	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
40	Utilization Difference %	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
41	**Administrative Support**													
42	Workforce	41	6	1	1	1	73	27	3	0	6	50	109	159
43	Percentage	25.79%	3.77%	0.63%	0.63%	0.63%	45.91%	16.98%	1.89%	0.00%	3.77%	31.45%	68.55%	100.00%
44	CLS	9750	1395	420	0	260	19450	2480	0	0	425	11825	22355	34180
45	Percentage	28.53%	4.08%	1.23%	0.00%	0.76%	56.90%	7.26%	0.00%	0.00%	1.24%	34.60%	65.40%	100.00%
46	Utilization Difference %	-2.74%	-0.31%	-0.60%	0.63%	-0.13%	-10.99%	9.72%	1.89%	0.00%	2.53%	-3.15%	3.15%	0.00%
47	**Skilled Craft**													

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	UTILIZATION ANALYSIS - Harford County, MD December 2016													
2														
3		MALE					FEMALE					TOTALS		
4	Job Group Category	White	Black or African American	Asian	American Indian or Alaska Native	Hispanic or Latino	White	Black or African American	Asian	American Indian or Alaska Native	Hispanic or Latino	Male	Female	Total
48	Workforce	171	9	2	0	0	8	0	0	0	0	182	8	190
49	Percentage	90.00%	4.74%	1.05%	0.00%	0.00%	4.21%	0.00%	0.00%	0.00%	0.00%	95.79%	4.21%	100.00%
50	CLS	10480	910	155	60	160	350	65	50	0	0	11765	465	12230
51	Percentage	85.69%	7.44%	1.27%	0.49%	1.31%	2.86%	0.53%	0.41%	0.00%	0.00%	96.20%	3.80%	100.00%
52	Utilization Difference %	4.31%	-2.70%	-0.22%	-0.49%	-1.31%	1.35%	-0.53%	-0.41%	0.00%	0.00%	-0.41%	0.41%	0.00%
53	**Service/Maintenance**													
54	Workforce	107	17	1	0	2	43	9	0	0	0	127	52	179
55	Percentage	59.78%	9.50%	0.56%	0.00%	1.12%	24.02%	5.03%	0.00%	0.00%	0.00%	70.95%	29.05%	100.00%
56	CLS	11940	2410	235	60	390	9070	1965	415	0	240	15035	11690	26725
57	Percentage	44.68%	9.02%	0.88%	0.22%	1.46%	33.94%	7.35%	1.55%	0.00%	0.90%	56.26%	43.74%	100.00%
58	Utilization Difference %	15.10%	0.48%	-0.32%	-0.22%	-0.34%	-9.92%	-2.32%	-1.55%	0.00%	-0.90%	14.69%	-14.69%	0.00%

HARFORD COUNTY GOVERNMENT
EMPLOYEE COMPLAINT FORM

Harford County takes employee complaints of discrimination, harassment, and unethical or unfair conduct as serious matters. So that we may properly investigate your concern, you are requested to fill out this form as soon as possible. Please use additional sheets of paper where needed. After a prompt and thorough investigation into your complaint, you will be notified of the conclusion of the complaint. You will not be privy to any personnel action which may be taken against another employee.

Name: _____ EIN _____

Home Address: _____

_____

Home Phone: _____ Work Phone: _____

Department: _____ Division: _____

Supervisor: _____ Department Head: _____

Position/Classification: _____

1. Please describe in as much detail as possible the nature of your complaint. Please provide or identify all known persons, documents and witnesses to your concerns.

HARFORD COUNTY GOVERNMENT
EMPLOYEE COMPLAINT FORM
PAGE 2

2. Please provide or identify all known persons, documents and witnesses to your concerns.

3. Describe how the actions you complain about have affected your ability to perform your job.

4. Please describe any positive solutions you believe can help resolve your complaint.

5. Please provide any additional comments you wish us to consider when investigating your complaint.

ACKNOWLEDGEMENT

I, _____ have carefully reviewed the statements in this complaint that I have provided. I solemnly affirm under the penalties of perjury that the contents of the foregoing complaint are true to the best of my knowledge, information and belief. I acknowledge that this investigation is confidential and that I am not to disclose information during the course of the investigation.

EMPLOYEE SIGNATURE:_____ **DATE:**_____

WITNESSED BY:_____ **DATE:** _____

Harford County Government
Complaint and/or Investigation Log

Number	Date Complaint Received	Method of Submission (letter, email, phone, etc.)	Name of Complainant	Complainant's Address	Complainant's Telephone Number	Complainant's Email Address	Others involved (party or witness) Name and Address	Date of Incident

BARRY GLASSMAN
HARFORD COUNTY EXECUTIVE

BILLY BONIFACE
DIRECTOR OF ADMINISTRATION

December 29, 2016

MEMORANDUM

TO: Department Heads

FROM: Billy Boniface
Director of Administration

RE: **Revision to Administrative Policy 08-20-06, Discrimination/Harassment/Retaliation/Workplace Bullying**

Please replace Administrative Policy 08-20-06, Discrimination/Harassment/Retaliation/Workplace Bullying with the newly numbered (HR-06) and revised policy dated December 29, 2016.

This policy was modified to include the Workplace Bullying Administrative Policy 08-20-26.

Please make sure each of your divisions/agencies receives a copy of the attachments and please remember that as policies are updated they are being posted on Sharepoint.

Thank you.

WKB/jmd
attachment

BARRY GLASSMAN
HARFORD COUNTY EXECUTIVE

BILLY BONIFACE
DIRECTOR OF ADMINISTRATION

Policy Number: HR-06
Effective Date: 09/15/90
Revised: 11/1/92, 01/3/96, 03/14/00, 03/27/00, 06/01/10, 12/02/10, 05/13/14, 12/29/16

HARFORD COUNTY POLICY

Department of Human Resources

POLICY: Discrimination/Harassment/Retaliation/Workplace Bullying

DESCRIPTION: It is the policy of Harford County to maintain and foster a work environment in which all employees are treated with decency and respect. Accordingly, Harford County absolutely prohibits and will not tolerate discrimination and/or harassment based on sex, race, color, national origin, age, disability (mental or physical), religion, or any other attribute protected by law, toward any employee or any other person in our workplace. Therefore, employees at all levels must refrain from engaging in offensive or inappropriate behavior at work.

SCOPE: This policy applies to all Harford County employees.

PROCEDURE: **Harassment**

Harassment is unwelcome conduct toward an individual because of his/her age, disability (mental or physical), national origin, race, color, religion or sex, when the conduct creates an intimidating, hostile or offensive work environment. Examples of harassment that will violate the law and this policy include but are not limited to:

1. Verbal or written communications (including in electronic format or through a messaging system) that contains offensive name calling, jokes, slurs, negative stereotyping or threats. Included in this conduct are comments or jokes that are targeted at individuals or groups based upon age, disability (mental or physical), national origin, race, color, religion or sex.

2. Unwelcome sexual advances and/or requests for sexual acts or favors or actions concerning the employment relationship. Verbal or physical conduct of a sexual nature that insinuate either explicitly or implicitly that an employee's submission to or rejection of sexual advances will in any way influence any personnel decision regarding the employee's job, wages, performance evaluation, advancement, assigned duties, shifts, eligibility for training or any other condition of employment or career development.

3. Non-verbal conduct, such as leering or the giving of inappropriate gifts.

4. Physical conduct, such as assault or unwanted touching.

5. Visual images, such as derogatory or offensive pictures, cartoons, drawing or gestures. Such prohibited images include those in hard copy or electronic format, whether physically present in the workplace or accessed over the Internet.

It is not Harford County's intent or desire to regulate personal relationships between employees outside the workplace. However, Harford County is committed to ensuring that personal relationships do not adversely affect the work environment by creating a conflict of interest, by disrupting our business, or by creating a liability for the county and its personnel. Harford County does not allow employees who are in a personal relationship to be in a direct supervisory/subordinate relationship at work.

Supervisory employees must notify the Director of Human Resources if they enter into a spousal relationship or other intimate relationship with another employee over whom they have a direct supervisory role. Failure to do so may result in discipline, up to and including termination.

Where spouses or other co-workers in a personal relationship are also in a supervisory/subordinate relationship, Harford County will attempt to reassign one of the individuals. In some cases, Harford County may determine that reassignment is either impracticable or unlikely to eliminate the supervisory/subordinate relationship. If so, Harford County will discuss any other options with the individuals, including the possibility of one individual leaving the Harford County.

Procedures for Receiving and Handling Discrimination/Harassment Complaints

Violations of the policy will result in disciplinary action, up to and including termination from employment.

Complaints of harassment will be promptly and carefully investigated. Any employee who has a complaint of harassment at work by any supervisor, co-worker, visitor, client, or agent of Harford County should immediately bring the matter to the attention of their immediate supervisor. In the event the complaint involves supervisory personnel in the employee's immediate chain of command, or if the employee is uncomfortable discussing the matter with the direct supervisor, the complaint should be filed with another supervisor, the Director of Human Resources or any other County Official to whom the employee feels comfortable discussing the matter. Although the county does not require that complaints of harassment be filed in writing, the employee is encouraged to do so. Any complaint filed will be forwarded to and investigated by the Department of Human Resources in conjunction with the Department of Law.

Harford County's investigation will include interviews with material witnesses including, but not limited to, the complainant and the accused. The privacy of the complainant and the accused will be kept confidential to the extent possible. However, it may be necessary to reveal the nature of the allegations with alleged witness or others during the course of the investigation in order to conduct a thorough investigation. All participants in the investigation are advised that any breach of another employee's confidentiality may result in disciplinary action.

Retaliation against employees for reporting discrimination, harassment or cooperating in a discrimination/harassment complaint is strictly prohibited and will constitute a violation of this policy. Any intentional false accusations or statements shall result in disciplinary action against the individual providing false information.

An employee who believes that an investigation is not being conducted properly or fairly should advise the Director of Human Resources, the Director of Administration, or the County Executive.

Workplace Bullying

Harford County will not tolerate workplace bullying. Bullying is defined as the repeated less favorable treatment of a person by another or others in the workplace which may be considered unreasonable and inappropriate. Bullying is behavior that is offensive, intimidating, humiliating or threatening. Some examples of bullying include the following:

- Abusive behavior towards another employee, such as threatening gestures or actual violence (Also see Workplace Violence Policy HR-24)
- Aggressive, abusive, or offensive language, including threats or shouting
- Demeaning remarks
- Constant unreasonable and unconstructive criticism

Workplace bullying is NOT legitimate comments and/or advice from a supervisor, including relevant negative comments or constructive criticism of an employee's work performance. Workplace bullying is not approved disciplinary action against an employee or the appropriate action by a supervisor to manage poor work performance or inappropriate employee behavior.

Complaints of workplace bullying should be reported to the Department of Human Resources. Upon review of the allegations, the Department of Human Resources may request an investigation by the Law Department.

Violations of this policy constitute misconduct and will result in disciplinary action, up to and including termination from employment.

CONCURRENCE:

Melissa L. Lambert
County Attorney

12/29/16
Date

AUTHORITY:

James C. Richardson
Director of Human Resources

12/29/16
Date

Billy Boniface
Director of Administration

12/29/16
Date

Barry Glassman
Harford County Executive

12/29/16
Date