M E M O R A N D U M

March 14, 2011

TO: Councilmembers

FROM: Karen Orlansky, Director
               Office of Legislative Oversight

SUBJECT: **Follow-up to OLO Report on Achieving a Structurally Balanced Budget:**
               County Government and MCPS Data on Employee Recruitment, Hiring, and Turnover

This memorandum responds to questions from Councilmember Riemer related to County Government and MCPS employee recruitment, hiring, and turnover. The agency information summarized below reflects data that were either already published or that the human resources offices of County Government and MCPS were able to compile at OLO's request with relative ease. While more refined information may be possible to gather, it would require substantial additional agency staff time to extract it from various data sets.

If you have any questions about the information in this memo, please contact Leslie Rubin at x77998.

1. Employee Recruitment and Hiring

The County Government and MCPS provided OLO with summary data related to employee recruitment and hiring, including data on the number of applications received annually, the number of minimally qualified applicants, and the number of individuals hired for certain positions. These data are presented below.

County Government. Between FY05 and FY10, the County Government received, on average, 74 applicants for every posted job announcement, including postings for public safety and non-public safety positions. The table below summarizes the average number of resumes (or applicants) received per job posting for each of the past six fiscal years.

Average Number of Applicants per Job Posting, FY05 – FY10

	FY05	FY06	FY07	FY08	FY09	FY10	Annual Average FY05-FY10
Average number of applicants per job posting	69	68	69	72	87	81	74

Source: MCG Office of Human Resources, Fall 2010

Note that these data reflect averages for <u>all job postings</u>. Because these are averages across many different types of jobs, the data do not reflect the number of applications received for jobs that historically either receive an unusually large number of applicants or jobs that are considered "hard to fill."

The County Government's Office of Human Resources (OHR) also provided data specific to the recruitment and hiring of police officer candidates and fire rescue recruits between calendar years 2008 and 2010. During these three years, a total of approximately 4,700 individuals applied to be a police officer candidate and approximately 9,000 individuals applied to be fire rescue recruits.

Each year, 80-86% of the police officer candidate applicants and 98% of fire rescue recruit applicants met (or exceeded) the minimum qualifications for these entry-level public safety positions. Over these three years, the County Government hired a total of 2.8% of the police officer candidate applicants who met minimum qualifications and 1.4% of the fire rescue recruit applicants who met minimum qualifications. The table below summarizes the data on the number of applicants who met minimum qualifications and the number eventually hired.

**Summary of Police and Fire Recruitment and Hiring for
Applicants Meeting Minimum Qualifications, Calendar Years 2008-2010**

Calendar Year	Number of Applicants Meeting Minimum Qualifications	Number of Qualified Applicants Hired	Percent of Qualified Applicants who were Hired
Police Officer Candidates*			
CY08	993	55	5.5%
CY09	1,813	16	0.9%
CY10	1,069	36	3.4%
Police Total	**3,875**	**107**	**2.8%**
Fire Rescue Recruits**			
CY08	6,347	106	1.6%
CY09		18	0.3%
CY10	2,536	0	0%
Fire Total	**8,883**	**124**	**1.4%**

* Total number of police office candidate applicants: CY08 = 1,217. CY09 = 2,264. CY10 = 1,240
** Total number of fire rescue recruit applicants: CY08 and CY09 combined = 6,479. CY10 = 2,591
Source: MCG Office of Human Resources

Montgomery County Public Schools. MCPS' Office of Human Resources and Development provided data on MCPS' recruitment and hiring of teachers between school years 2007 and 2011 (SY07-SY11). During this five-year period, the number of teacher applicants each year ranged from a low of 6,387 (SY08) to a high of 9,984 (SY10). During this same time period, the number of applicants interviewed by MCPS each year ranged from 1,126 (SY11) to 3,556 (SY08). As MCPS hired fewer teachers, the percent of total applicants hired declined. Specifically, in SY07, MCPS hired 17.6% of all applicants; and in SY10, MCPS hired only 6.4% of all applicants.

Before the current school year, MCPS staff report that they had received more teacher applications annually than they had the capacity to review. To select applicants to interview, MCPS staff first identified specific qualifications being sought and used a database to pull out a subset of the entire pool of teacher applications that met those qualifications; a cohort of individuals for interview was then selected from this subset. Beginning in SY11, a new data management system allows MCPS to review all applications to identify individuals to interview.

Summary of MCPS Teacher Recruitment and Hiring, School Years 2007-2011

| School Year	Applicants			
	#	# Interviewed	# Hired	% Hired
MCPS Teachers				
SY07	7,250	3,220	1,279	17.6%
SY08	6,387	3,556	976	15.3%
SY09	6,545	2,493	779	11.9%
SY10	9,984	1,984	641	6.4%
SY11	6,738	1,126	493	7.3%
Total	**36,904**	**12,379**	**4,168**	**11.3%**

Source: MCPS Office of Human Resources and Development

2. Employee Retention/Turnover Data

OLO obtained employee retention/turnover data for the County Government and MCPS and corresponding national data for comparison.

County Government. Between 2001 and 2009, the County Government's turnover rate – the percent of employees who separate from County Government employment – was 6.6% of the workforce (or less) each year, as shown in the chart and table below. During this time period, County Government turnover rates remained substantially below national turnover rates (which ranged from 40% to 50% annually) as well as below the average turnover rates for all state and local government (which ranged from 16% to 19% annually).

Comparison of Employee Turnover Rates
County Government vs. National and State/Local, 2001-2009
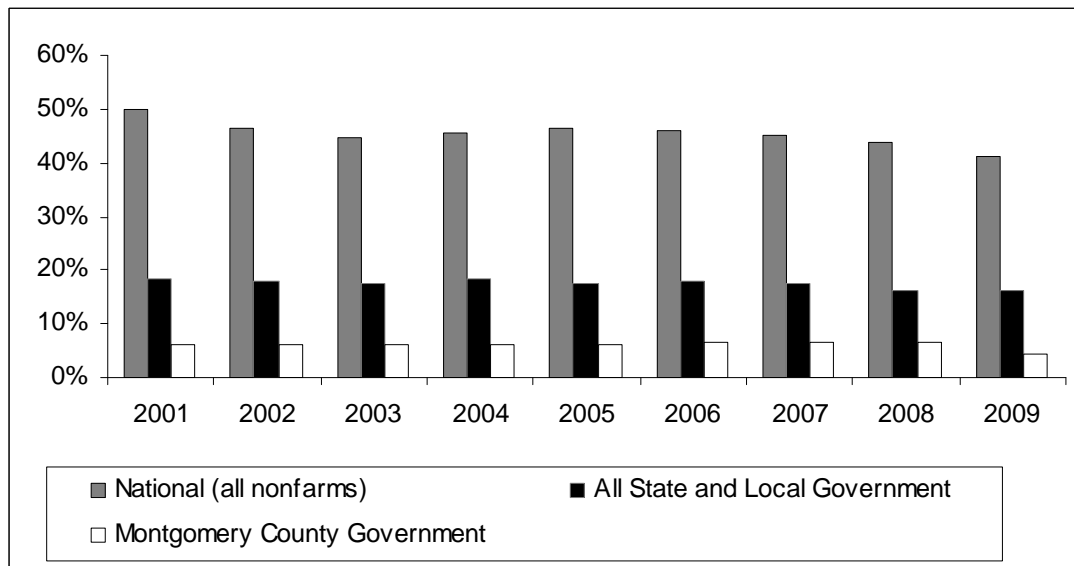
	2001	2002	2003	2004	2005	2006	2007	2008	2009
Montgomery County Gov't	6.0%	6.1%	6.2%	6.2%	6.1%	6.6%	6.5%	6.4%	4.4%
National (non-agricultural jobs)	49.8%	46.3%	44.5%	45.4%	46.5%	46.0%	45.1%	43.6%	41.0%
All State and Local Gov't	18.5%	17.9%	17.3%	18.3%	17.6%	18.1%	17.6%	16.2%	16.1%

Source: Bureau of Labor Statistics Job Openings and Labor Turnover Survey; MCG Personnel Management Review

According to information compiled by the Office of Human Resources, between 74.6% and 84.1% of County Government turnover over the past decade was classified as "voluntary," as opposed to other types of turnover such as involuntary, management/fiscal, and medical. During this same time period, the percent of turnover classified as "retirement" ranged between 24.5% and 41.6%. (See table below.)

County Government Employee Turnover Rates, Voluntary and Retirement-Based, 2001-2009

	2001	2002	2003	2004	2005	2006	2007	2008	2009
Voluntary	74.6%	80.8%	76.7%	79.4%	82.3%	79.0%	79.5%	84.1%	69.3%
Any Type of Retirement	24.5%	36.5%	41.6%	32.4%	28.9%	28.2%	26.9%	38.6%	33.2%

Source: Bureau of Labor Statistics Job Openings and Labor Turnover Survey; MCG Personnel Management Review

Montgomery County Public Schools. MCPS' historical turnover rate is also low compared to national turnover rates at all levels of education. Between 2002 and 2009, MCPS' turnover rate ranged between 4.7% and 8%, while the national turnover rate for all education levels during the same time period ranged from 23.5% to 29%. The chart and the table below illustrate this data.

Comparison of Employee Turnover Rates
MCPS vs. National, 2002-2009
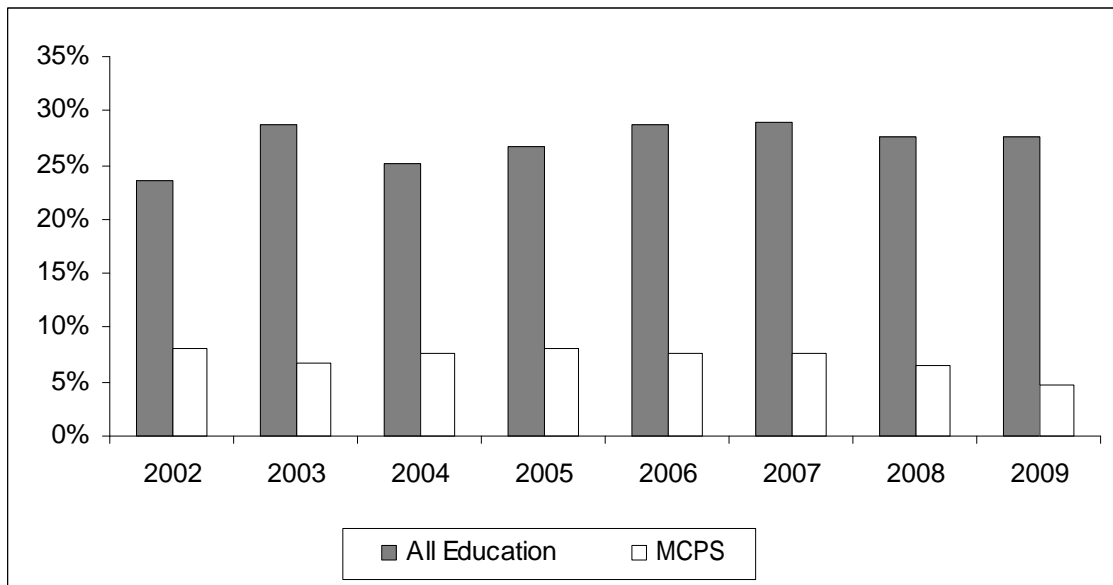
	2002	2003	2004	2005	2006	2007	2008	2009
MCPS*	8.0%	6.9%	7.6%	7.9%	7.7%	7.6%	6.4%	4.7%
All Education**	23.5%	28.7%	25.1%	26.6%	28.8%	29.0%	27.6%	27.7%

*Fiscal year data
**Includes entire education sector (e.g., elementary, secondary, college, post-graduate, technical)
Source: Bureau of Labor Statistics Job Openings and Labor Turnover Survey; MCPS Staff Statistical Profile, 2006 and 2009

The table below contains additional data on MCPS' overall turnover rate compared to its teacher turnover rate, and data on the percent of all turnover attributable to teacher separations and to retirement. The data show that between FY02 and FY09, the turnover rate for teachers was very close to MCPS' overall turnover rate. Teacher turnover ranged from 4.6% to 8.1%, while all turnover for MCPS employees ranged from 4.7% to 8.0%. Turnover from teacher separations ranged from 51.8% to 60.7% during this time period and turnover due to retirement ranged from 28.7% to 37.9%.

MCPS Turnover Trends, FY02 – FY09

	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Teacher Turnover Rate*	8.1%	6.7%	7.9%	7.7%	7.4%	7.7%	7.4%	4.6%
Overall turnover rate	8.0%	6.9%	7.6%	7.9%	7.7%	7.6%	6.4%	4.7%
% of Turnover								
Due to Teacher Separations	54.7%	53.1%	55.4%	51.8%	51.3%	53.5%	60.7%	52.0%
Due to Retirement	29.2%	31.1%	33.2%	33.0%	28.7%	32.4%	31.9%	37.9%

*Does not include transfers or promotions
Source: MCPS Staff Statistical Profile, 2006 and 2009

FY10 data on turnover in the County Government and MCPS will be available in April as part of the Council's review of agency budgets and with the publication of the County Government's latest Personnel Management Review.

c: Steve Farber