GO/PS COMMITTEE #1
October 8, 2015
Update

MEMORANDUM

October 6, 2015

TO: Government Operations and Fiscal Policy Committee
Public Safety Committee

FROM: Essie McGuire, Senior Legislative Analyst

SUBJECT: **Update – Inspector General Report #OIG-15-002, Sick Leave Usage, Montgomery County Fire and Rescue Service**

Today the Government Operations and Fiscal Policy Committee and the Public Safety Committee will receive an update on Executive Branch efforts taken to follow up on Inspector General Report #OIG-15-002, *Sick Leave Usage in Montgomery County Fire and Rescue Service* (MCFRS). The following individuals are expected to participate in today's discussion:

- Shawn Stokes, Director of the Office of Human Resources
- Stuart Weisberg, Office of Human Resources
- David Gottesman, CountyStat Manager
- Division Chief Diane Zuspan, Administrative Services, MCFRS

The Committees first reviewed this report in January of this year. The Committees received an overview of the report's recommendations from the Inspector General and heard from Executive Branch staff the initial efforts taken to respond to the recommendations in the report. The Committees expressed their intent to return to this issue for an update on the continued efforts to improve sick leave policy accountability in MCFRS as well as efforts to monitor and ensure sick leave policy accountability in other County departments. The purpose of today's worksession is to hear from Executive Branch staff as to the status of these efforts.

Report Background

The Inspector General issued this report on October 27, 2014, in response to a complaint received regarding alleged misuse of sick leave prior to retirement. The OIG investigated this complaint to assess the validity of the complaint and to determine whether sick leave usage increases in MCFRS as employees approach retirement.

The investigation identified one employee who conspicuously "burned" sick leave prior to retirement and announced this on his Facebook page. The report also determined that in 13 of 14 similar cases reviewed the MCFRS employee had higher than average sick leave use prior to retirement. The report states that while MCFRS policy and the bargaining agreement provide some enforcement mechanisms related to sick leave abuse, medical documentation does not appear to have been required when employees do not return to duty status prior to retirement.

The report issued four recommendations:
"MCFRS should take those steps necessary to ensure that:

1. *Employees who use sick leave in a way that is contrary to policy are counseled, placed on leave restriction, and disciplined as outlined in policy and the current MCFRS Union Agreement.*
2. *Managers who inappropriately approve sick leave without confirming a legitimate medical need are held accountable.*
3. *Current policy is expanded to specifically address sick leave abuse as an employee approaches retirement. New policy should clearly outline an effective methodology to hold employees and managers accountable for lengthy and repetitive undocumented incidents of sick leave usage immediately preceding retirement.*
4. *To the extent possible, losses attributable to abuse of sick leave are recovered."*

The Chief Administrative Officer's (CAO) response to the report agreed with the first three enforcement and policy recommendations, and stated that the County will take the steps necessary to implement those recommendations. The CAO's initial response stated that the Office of the County Attorney would review the legal issues associated with the fourth recommendation to recover associated losses. Council staff understands that at this time the County Attorney has not resolved this issue and continues to review the recommendation. The County Attorney will be available to brief Councilmembers as needed on this issue going forward.

Follow up information

In its initial discussion, the Committees requested follow up information in three primary areas. Executive staff's responses to these questions are attached in full on circles 1-3. For today's discussion, Council staff presents the questions below followed by highlights of the Executive Branch responses.

1. Please provide an update on sick leave use in MCFRS and the steps MCFRS reported taking to address the sick leave usage concerns raised in the report. These included a department wide review of sick leave use, implementing sick leave restrictions where necessary, and assigning supervisors to monitor sick leave use and adherence to policy. Have these measures been successfully implemented? Have sick leave use practices changed since these measures were implemented? Is the number of sick leave restrictions increasing or decreasing? What specific measures are being taken to hold supervisors accountable? Has MCFRS or OHR identified other accountability or enforcement measures regarding sick leave that need to be implemented?

- Circles 1-2 describe the department wide review of sick leave in MCFRS conducted and the communication to all managers and uniformed personnel regarding sick leave policies, including guidelines for managers to implement sick leave policies.

- MCFRS reports that the number of personnel under notice of sick leave restriction or placed on leave restriction remains relatively constant. At the time of the response there were 122 MCFRS employees in one of these two categories.
- MCFRS conducted a random audit of medical documentation in June 2015, and found that required medical documentation was on record. Circle 1 indicates that CountyStat will follow up with a second audit.
- Circle 2 states that OHR and MCFRS are developing other enforcement measures that may need to be addressed during upcoming bargaining negotiations.

2. At the January worksession, Executive staff stated that OHR would undertake with assistance from CountyStat a review of sick leave use across all departments. What was the result of this review?

- Circles 2-3 describe the reviews of all Executive Branch departments and offices undertaken first in January 2015 and again in September 2015.
- The Executive's response states that the review demonstrated awareness and compliance with relevant regulations and policies, and showed few instances without required documentation. The response also states that the review provided an opportunity to communicate with departments and offices about sick leave policies and enforcement.
- Circle 3 states that a "negligible" number of employees were on sick leave restriction at the time of the review.
- CountyStat is conducting a follow up random audit of Executive departments and offices.

3. What is the capacity of departments to monitor and enforce sick leave use policies internally, and what is the role of OHR in assisting with enforcement? How is OHR working with departments following the internal review?

- The response notes that much of the sick leave use monitoring to identify patterns and issues must still be conducted manually. For MCFRS and other large departments, that is a significant effort. Circle 3 describes efforts to develop automated tools to facilitate these monitoring efforts.
- Circle 3 also states that OHR is examining what additional training may be necessary.

Additional discussion questions

- Have the sick leave policy enforcement measures taken in MCFRS resolved the specific issue of sick leave enforcement prior to retirement raised in the IG's report?
- It appears from the response that MCFRS has a much higher number of employees on notice of sick leave restriction or restricted sick leave than other Executive Branch departments. If this is the case, is there a sense of what factors impact the level of notice or restriction differently?

Overtime and workforce availability reports

Circle 3 notes that CountyStat provides quarterly overtime reports and bi-annual reports on workforce availability by department. The most recent of both of these reports are attached on circles 4-17.

- For MCFRS, overtime use in the last quarter of FY15 was significantly lower than the same time period of the previous year in both total dollars and number of hours. The same comparison shows decreases in the Department of General Services (DGS), the Department of Transportation (DOT), and Montgomery County Police Department (MCPD), all typically large users of overtime.
- Circle 10 summarizes the workforce availability for FY15. It shows that the County has an average workforce availability of 83.0 percent.
- MCFRS has the lowest workforce availability of identified departments, at 80.4 percent. Recreation has the highest at 87.1 percent.
- Circle 15 shows the trends in workforce availability from FY12-15. Overall, the trend is toward increasing workforce availability in departments.

f:\mcguire\2015\gops ig rpt fup comm pckt 1015.docx

Executive Branch responses for GO/PS Committee 10/8 worksession

1. Please provide an update on sick leave use in MCFRS and the steps MCFRS reported taking to address the sick leave usage concerns raised in the report. These included a department wide review of sick leave use, implementing sick leave restrictions where necessary, and assigning supervisors to monitor sick leave use and adherence to policy. Have these measures been successfully implemented? Have sick leave use practices changed since these measures were implemented? Is the number of sick leave restrictions increasing or decreasing? What specific measures are being taken to hold supervisors accountable? Has MCFRS or OHR identified other accountability or enforcement measures regarding sick leave that need to be implemented?

The measures described in the question have been implemented. In October and November 2014, MCFRS conducted a complete review of sick leave usage to ensure compliance with all applicable policies, regulations, and the Collective Bargaining Agreement. MCFRS used the results of this comprehensive review to place employees on sick leave notice or restriction as appropriate; and ensuring that all employees on sick leave for more than four days had appropriate supervisory approval and/or medical certification on file. MCFRS management issued renewed written guidelines for Sick Leave Tracking and acceptable documentation necessary for sick leave approval on 12/1/2014. The department uses a report designed to identify any employees that are eligible for sick leave restrictions, and on a monthly basis conducts an extensive review of compliance, identifying any personnel with four or more instances of unexcused sick leave in the prior (rolling) 12-month period, contacting relevant supervisors, and subsequently placing employees on sick leave notice or restriction as appropriate and tracking down any personnel who have been absent for more than 15 days. In addition, all MCFRS divisions conducted a comprehensive review of sick leave and documentation compliance, and the department issued written clarification and direction to all non-represented Public Safety Managers (1/10/2015) and to all uniformed personnel (2/27/2015) regarding what constitutes acceptable documentation required for sick leave approval.

The total number of MCFRS personnel who at any given time are under a Notice of Leave Restriction (i.e. 4 undocumented sick leave instances within a rolling 12-month period) or have been placed on Leave Restriction (i.e. 5 undocumented sick leave instances within a rolling 12-month period) is relatively constant; although the actual employees in these categories can and do change. In February 2015 there were 123 MCFRS employees under one of these two categories; there were 120 at the end of June and at the time of this writing there are 122. Proper approval/certification moves MCFRS personnel from "SKL" status to "SKL Approved" status, and the certification is held for one year by the relevant Battalion Chief.

MCFRS has also implemented the recommendation that managers who inappropriately approve sick leave without confirming a legitimate medical need are held accountable, though to date the department has not yet been faced with a situation that would require action to be taken. The department conducted a random audit of medical documentation in June 2015 and found that the policy issued in December 2014 was being followed, and that required medical documentation was provided and on record. CountyStat is following up with a second random audit as well.

With respect to enacting new policies to hold employees and managers accountable for lengthy and repetitive undocumented incidents of sick leave usage immediately preceding retirement, specific

guidance was issued to managers regarding procedures to deal with long-term sick leave users on 2/25/2015. Steps to be taken in these types of instances include direct contact with the employee in question, request for an estimated date of return, and direction on who to contact within MCFRS after 15 calendar days of sick leave have been observed. Identifying patterns of sick leave abuse remains a manual process, but steps being taken described in question #3 below aim to alleviate some of the work involved.

OHR and MCFRS are developing other accountability/enforcement measures in preparation for union negotiations set to commence this winter.

2. At the January worksession, Executive staff stated that OHR would undertake with assistance from CountyStat a review of sick leave use across all departments. What was the result of this review?

Building off of the concerns expressed in the Inspector General report related to MCFRS, a two-step review of all executive branch departments and offices around sick leave policy was performed by the CAO's Office. The first round, conducted in January 2015, required each department and office to examine its processes and procedures for approving employee sick leave and for requiring medical documentation for employees who are out on extended sick leave, in order to ensure compliance with the County regulations or Collective Bargaining Agreement (CBA) articles. Departments/offices were also required to review their files on employees on sick leave for more than five days to confirm that the appropriate supervisory approvals have been obtained and, where required, the appropriate medical documents are on file.

The review was also used as an opportunity to remind departments/offices that sick leave is not a blanket entitlement and is not to be treated in the same manner as annual leave or personal leave, and that sick leave utilization is restricted under the Montgomery County Personnel Regulations (MCPR) and under the collective bargaining agreements between the County and its unions.

Results of the first round review demonstrated a county-wide awareness and compliance with relevant County regulations and Collective Bargaining Agreements with respect to leave usage and documentation policies. Every Executive Branch department and office was able to identify the policies governing sick leave requests, notification of supervisors, and documentation of illnesses, and also describe how they are implemented. Most departments had no personnel on extended sick leave of greater than five days at the time the review was performed, and those that did either had proper documentation on file or it was in the process of being obtained. Departments used the review as an opportunity to remind both management and line staff of their responsibilities related to sick leave use and approval. The review uncovered six instances across all departments/offices in which an approval and/or documentation were not on file. Two of these instances were management oversights in which a supervisor did not require medical documentation, and in each of the remaining cases the department/office is investigating or working to obtain proper documentation to ensure compliance.

A second follow-up review conducted in September 2015 required all Executive Branch departments/offices to compile a current list of any staff on extended sick leave, plus any staff that at the time of the review were on sick leave restriction for violating County policy. For any employees on sick

leave for more than five days, the department/office had to confirm that the appropriate supervisory approvals have been obtained and, where required, the appropriate medical documents are on file.

Results of the second round review again demonstrated a county-wide awareness and compliance with the relevant County regulations and Collective Bargaining Agreements. Most departments/offices did not have any staff out on extended sick leave. For those with at least one staff member on extended sick leave, all the required approvals and/or documentation are on file, with two individual employee exceptions observed. Across all Executive Branch departments and offices, there were a negligible number of employees on sick leave restriction at the time of the review. CountyStat is conducting a random audit of the data collected to verify that departments are in compliance with County regulations, to coincide with the MCFRS audit mentioned above.

These two reviews are in addition to regular reporting and information sharing of related data by CountyStat: On a quarterly basis a department-by-department overtime (hours and expenditures) report is generated and distributed, and a bi-annual report on each department's Workforce Availability is shared with the County Council and Executive Branch departments. The most recent report of each type is attached.

3. What is the capacity of departments to monitor and enforce sick leave use policies internally, and what is the role of OHR in assisting with enforcement? How is OHR working with departments following the internal review?

Although the two reviews described above demonstrated that departments are aware of and effectively enforcing their sick leave policies, OHR, CountyStat, and department stakeholders are currently collaborating to improve the tools with which we monitor and manage employee use of sick leave.

Building on previous analyses on workforce availability and sick leave patterns, CountyStat has engaged the Enterprise Resource Planning team and key department managers to develop analytical tools and reports that can identify patterns that signal potential abuse of leave, based on the recently developed Payroll Module within the Oracle system. The team has met to define patterns that may indicate situations requiring further investigation of potential sick leave abuse.

The iterative development process will take place over the next few months. The final product will be a set of reports and dashboards that will allow for automated reporting and on-demand fact finding by managers and central oversight departments. OHR is a key stakeholder in developing these tools, and expects to play a central oversight and governance role as a result. In addition, the MCTime team, in coordination with OHR, has completed an update of all available leave codes and provided guidance to all departments. OHR is currently investigating if and how to provide increased (and potentially mandatory) training in this area.

Quarterly Overtime Report: FY15-Q4

CountyStat

Overtime Use in Dollars					
Department/ Office	Current Quarter	Previous Quarter	% Change from Previous Quarter	Same Quarter in Previous Year	% Change from One Year Ago
	FY15 - Q4 (7 Pay Periods)	FY15 - Q3 (6 Pay Periods)	% Change from FY15 - Q3	FY14 - Q4 (7 Pay Periods)	% Change from FY14 - Q4
EXECUTIVE BRANCH (PRINCIPAL DEPARTMENTS AND OFFICES)					
CEX	$0	$0		$0	
DED	$0	$0		$0	
DEP	$51,384	$81,202	-36.72%	$26,623	93.00%
DGS	$474,041	$696,867	-31.98%	$610,136	-22.31%
DHCA	$4,952	$3,088	60.39%	$14,078	-64.82%
DLC	$556,881	$472,286	17.91%	$327,824	69.87%
DOCR	$1,404,700	$1,039,101	35.18%	$1,304,028	7.72%
DOT	$2,364,590	$4,737,493	-50.09%	$2,806,073	-15.73%
DPS	$73,579	$49,147	49.71%	$105,961	-30.56%
DTS	$32,898	$31,621	4.04%	$28,066	17.22%
FIN	$28,778	$29,331	-1.89%	$13,561	112.21%
HHS	$199,825	$153,535	30.15%	$193,101	3.48%
IGR	$312	$667		$302	
LIB	$1,962	$1,178		$1,274	
MCFRS	$4,101,426	$3,772,655	8.71%	$5,322,826	-22.95%
MCPD	$3,027,684	$2,280,133	32.79%	$3,111,358	-2.69%
OCA	$905	$1,885		$706	
OCP	$179	$0		$0	
OHR	$10,125	$10,924	-7.32%	$10,233	-1.05%
OMB	$0	$0		$0	
PIO	$1,952	$20,786	-90.61%	$1,143	70.72%
REC	$5,644	$5,505		$6,664	
EXECUTIVE BRANCH (NON-PRINCIPAL OFFICES)					
BOE	$11,626	$4,803	142.05%	$235,631	-95.07%
CEC	$11,085	$30,017	-63.07%	$27,549	-59.76%
CUPF	$1,228	$581		$1,445	
HRC	$3,130	$1,309		$2,361	
OEMHS	$22,966	$15,524	47.94%	$3,647	529.71%
LEGISLATIVE BRANCH					
BOA	$583	$972		$1,408	
CCL	$4,299	$5,083		$3,173	
ECM	$0	$0		$0	
MSPB	$0	$0		$0	
OIG	$0	$0		$0	
OLO	$0	$0		$0	
JUDICIAL BRANCH					
CCT	$1,510	$1,093		$15,854	
SAO	$0	$3,714			
SHF	$178,997	$136,731	30.91%	$155,912	14.81%
TOTAL	$12,577,242	$13,587,229	-7.43%	$14,330,938	-12.24%

Data in this report are from the Oracle ERP Business Intelligence (BI) Overtime and Leave Summary Tool.
Overtime dollars and hours are based on staff Cost Center Allocations, not employees' HR Organizations.
Pay periods are grouped into quarters based on the last calendar day of each period (e.g. if the last day of a pay period falls on January 5th, that entire pay period is grouped in Q3 of the Fiscal Year).
Percent changes are calculated for departments and offices that had at least 300 hours or $10,000 in overtime costs in a quarter. Where % Change is shown, the color coding is based on the following scale:
RED: Greater than a 20% increase over the previous time period
: 0-20% increase over the previous time period
GREEN: 0% increase or any decrease from the previous time period

Quarterly Overtime Report: FY15-Q4

CountyStat

Overtime Use in Hours					
Department/ Office	Current Quarter	Previous Quarter	% Change from Previous Quarter	Same Quarter in Previous Year	% Change from One Year Ago
	FY15 - Q4 (7 Pay Periods)	FY15 - Q3 (6 Pay Periods)	% Change from FY15 - Q3	FY14 - Q4 (7 Pay Periods)	% Change from FY14 - Q4
EXECUTIVE BRANCH (PRINCIPAL DEPARTMENTS AND OFFICES)					
CEX	0	0		0	
DED	0	0		0	
DEP	1,078	1,706	-36.83%	604	78.56%
DGS	9,539	13,630	-30.01%	12,920	-26.17%
DHCA	108	65		263	
DLC	17,217	14,354	19.94%	10,558	63.07%
DOCR	29,015	21,531	34.76%	27,970	3.73%
DOT	65,765	124,520	-47.19%	80,722	-18.53%
DPS	1,308	887	47.51%	2,037	-35.79%
DTS	517	503	2.64%	477	8.29%
FIN	625	640	-2.47%	273	129.17%
HHS	3,930	3,115	26.13%	3,870	1.54%
IGR	7	14		7	
LIB	44	27		46	
MCFRS	79,690	76,474	4.21%	111,460	-28.50%
MCPD	59,204	44,887	31.90%	62,933	-5.93%
OCA	19	39		15	
OCP	3	0		0	
OHR	255	262	-2.39%	263	-2.85%
OMB	0	0		0	
PIO	49	574	-91.53%	40	22.88%
REC	153	126		161	
EXECUTIVE BRANCH (NON-PRINCIPAL OFFICES)					
BOE	251	79	217.38%	7,197	-96.51%
CEC	399	1,066	-62.56%	1,037	-61.51%
CUPF	31	10		28	
HRC	80	34		64	
OEMHS	449	321	40.09%	87	419.08%
LEGISLATIVE BRANCH					
BOA	12	20		31	
CCL	84	106		69	
ECM	0	0		0	
MSPB	0	0		0	
OIG	0	0		0	
OLO	0	0		0	
JUDICIAL BRANCH					
CCT	45	25		387	
SAO	0	62		0	
SHF	3,418	2,590	31.94%	3,026	12.93%
TOTAL	273,291	307,668	-11.17%	326,544	-16.31%

Data in this report are from the Oracle ERP Business Intelligence (BI) Overtime and Leave Summary Tool.
Overtime dollars and hours are based on staff Cost Center Allocations, not employees' HR Organizations.
Pay periods are grouped into quarters based on the last calendar day of each period (e.g. if the last day of a pay period falls on January 5th, that entire pay period is grouped in Q3 of the Fiscal Year).
Percent changes are calculated for departments and offices that had at least 300 hours or $10,000 in overtime costs in a quarter. Where % Change is shown, the color coding is based on the following scale:
RED: Greater than a 20% increase over the previous time period
: 0-20% increase over the previous time period
GREEN: 0% increase or any decrease from the previous time period

Quarterly Overtime Report: FY15-Q4

CountyStat

Overtime Use in Dollars Per Hour					
Department/ Office	Current Quarter	Previous Quarter	% Change from Previous Quarter	Same Quarter in Previous Year	% Change from One Year Ago
	FY15 - Q4 (7 Pay Periods)	FY15 - Q3 (6 Pay Periods)	% Change from FY15 - Q3	FY14 - Q4 (7 Pay Periods)	% Change from FY14 - Q4
EXECUTIVE BRANCH (PRINCIPAL DEPARTMENTS AND OFFICES)					
CEX					
DED					
DEP	$47.68	$47.60	0.17%	$44.11	8.09%
DGS	$49.69	$51.13	-2.80%	$47.22	5.23%
DHCA	$46.07	$47.65	-3.32%	$53.53	-13.94%
DLC	$32.35	$32.90	-1.69%	$31.05	4.17%
DOCR	$48.41	$48.26	0.32%	$46.62	3.84%
DOT	$35.96	$38.05	-5.50%	$34.76	3.43%
DPS	$56.26	$55.43	1.49%	$52.02	8.14%
DTS	$63.69	$62.83	1.36%	$58.84	8.24%
FIN	$46.08	$45.81	0.60%	$49.77	-7.40%
HHS	$50.85	$49.28	3.18%	$49.90	1.92%
IGR	$47.02	$46.77	0.52%	$45.74	2.78%
LIB	$44.84	$43.61	2.82%	$28.00	60.14%
MCFRS	$51.47	$49.33	4.33%	$47.76	7.77%
MCPD	$51.14	$50.80	0.67%	$49.44	3.44%
OCA	$48.01	$48.03	-0.05%	$45.82	4.78%
OCP	$59.78				
OHR	$39.67	$41.77	-5.05%	$38.94	1.85%
OMB					
PIO	$40.17	$36.22	10.88%	$28.91	38.93%
REC	$36.81	$43.58	-15.53%	$41.39	-11.06%
EXECUTIVE BRANCH (NON-PRINCIPAL OFFICES)					
BOE	$46.26	$60.66	-23.74%	$32.74	41.30%
CEC	$27.76	$28.15	-1.38%	$26.56	4.53%
CUPF	$39.94	$55.63	-28.20%	$50.99	-21.67%
HRC	$39.13	$38.49	1.66%	$36.89	6.07%
OEMHS	$51.15	$48.44	5.60%	$42.16	21.31%
LEGISLATIVE BRANCH					
BOA	$48.61	$48.61	0.00%	$45.42	7.03%
CCL	$51.18	$47.84	6.98%	$45.99	11.29%
ECM					
MSPB					
OIG					
OLO					
JUDICIAL BRANCH					
CCT	$33.93	$43.73	-22.42%	$40.97	-17.18%
SAO		$59.90			
SHF	$52.37	$52.78	-0.78%	$51.52	1.67%
TOTAL	$46.02	$44.16	4.21%	$43.89	4.86%

Data in this report are from the Oracle ERP Business Intelligence (BI) Overtime and Leave Summary Tool.
Overtime dollars and hours are based on staff Cost Center Allocations, not employees' HR Organizations.
Pay periods are grouped into quarters based on the last calendar day of each period (e.g. if the last day of a pay period falls on January 5th, that entire pay period is grouped in Q3 of the Fiscal Year).
Percent changes are calculated for all departments and offices that used overtime in a quarter. Where % Change is shown, the color coding is based on the following scale:
RED: Greater than a 20% increase over the previous time period
: 0-20% increase over the previous time period
GREEN: 0% increase or any decrease from the previous time period

CountyStat
Performance Measurement and Management

Workforce Availability (WFA)

Fiscal Year 2015 Update

data-driven performance ▪ strategic governance ▪ government transparency ▪ culture of accountability

1

Table of Contents

CountyStat
Performance Measurement and Management

- What is Workforce Availability?
- Executive Summary
- FY15 Workforce Availability
- FY15 Leave Utilization for Largest Executive Branch Departments
- Department Workforce Availability Comparisons Year-Over-Year

8

What is Workforce Availability (WFA)?

CountyStat
Performance Measurement and Management

Workforce Availability is a measure of how often a County employee is available to perform his or her normal work duties.

How is this calculated?

- WFA is calculated by taking the number of regular hours worked in the department divided by the number of active employees for each pay period. The employees included in the calculation are fulltime-regular employees. The result is expressed as a percentage of scheduled hours.
- The data come from the County's enterprise resource planning (ERP) system and based on biweekly payroll data. A fiscal year contains 26 pay periods.

Why is this important?

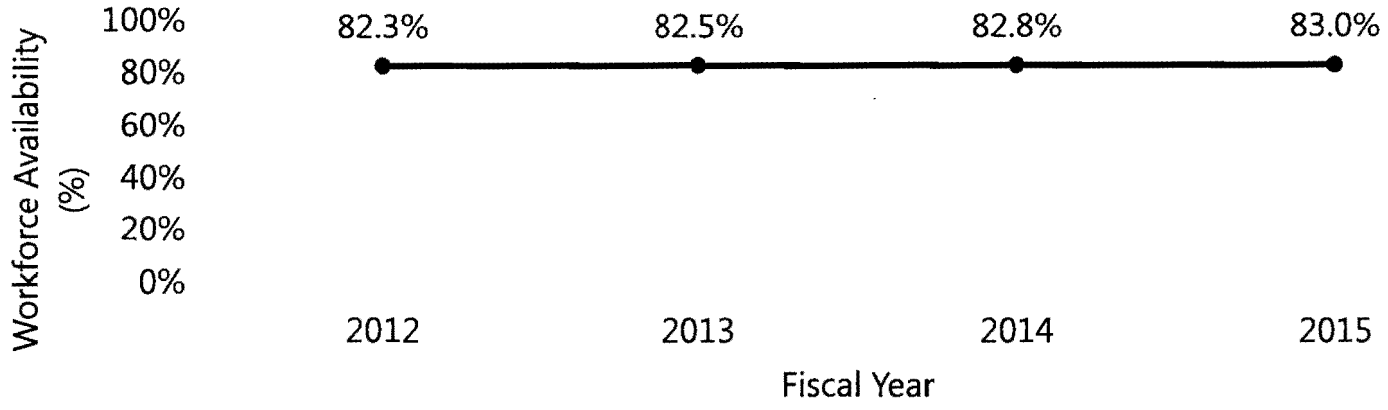
- For minimum staffing requirements in departments like DOCR, MCFRS, DOT-Ride On and DGS-Fleet lower workforce availability can result in increased overtime.
- Differences between departments and changes year-to-year can help to identify areas where management can improve employee attendance.

Executive Summary

CountyStat
Performance Measurement and Management

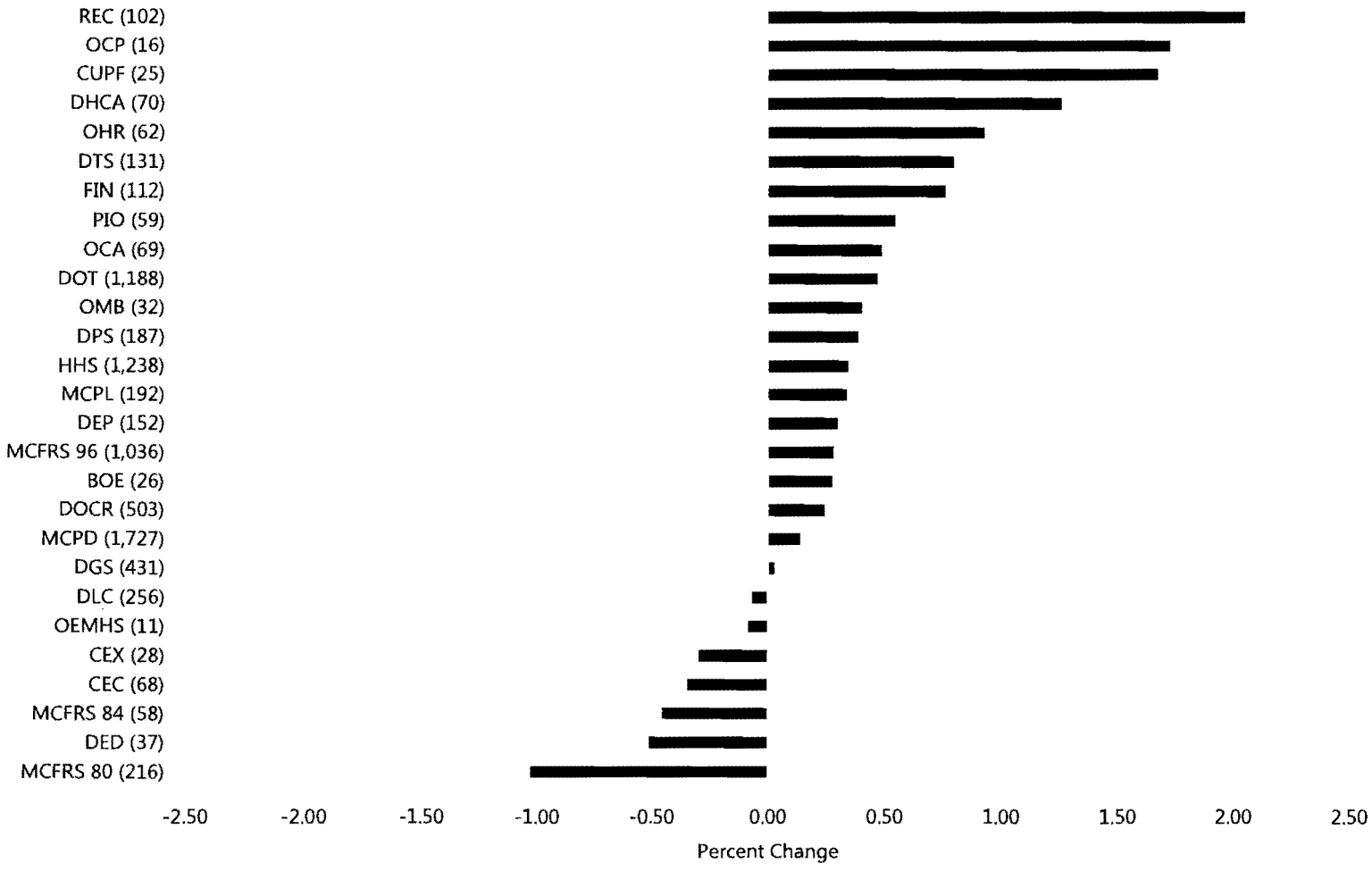
83.0% - The County-wide average workforce availability for FY15.
The highest and lowest workforce availabilities by department are:

Highest WFA	Lowest WFA
Recreation (87.1%)	Fire and Rescue (80.4%)
Economic Development (86.6%)	Board of Elections (82.2%)
Technology Services (86.5%)	Comm. Engagement Cluster (82.6%)
County Executive (86.3%)	Transportation (82.7%)
County Attorney (86.2%)	Health and Human Services (82.7%)



Workforce availability for the executive branch has increased 0.7% from FY12. Over a 2,080 hour work year, that is equivalent of getting nearly 2 days (14.6 hours) more work from the average employee.

FY15 Workforce Availability Compared to FY14



The workforce availability in FY15 for the executive branch was **83.0%.** This score was 0.2% *higher than FY14*.

Overall, 19 of the 25 departments improved or had a steady workforce availability as compared to FY14.

Key:
(#) = Average Number of Fulltime-Regular Employees in FY15

FY15 Leave Utilization for Largest Departments

Avg. Amount of Leave Used as % of Work Schedule	DOCR (503)	DGS (431)	DLC (252)	DOT (1,188)	HHS (1,238)	MCPD (1,727)	MCFRS 80 Hrs. (216)	MCFRS 84 Hrs. (58)	MCFRS 96 Hrs. (1,036)
Annual Leave	7.3%	6.8%	7.1%	6.8%	7.0%	5.8%	6.9%	8.9%	6.7%
Comp. Leave	1.8%	1.3%	0.6%	0.9%	0.6%	2.6%	2.1%	5.9%	2.6%
Personal Days	0.6%	0.9%	1.1%	0.7%	1.1%	1.5%	1.5%	2.5%	1.8%
PTO	0.1%	0.4%	0.1%	0.2%	0.4%	0.1%	0.6%	0.0%	0.0%
Sick Leave	4.8%	5.1%	5.0%	5.4%	5.3%	3.5%	4.7%	5.8%	4.6%
Admin. Leave	1.8%	1.6%	2.0%	1.6%	1.6%	2.2%	3.8%	1.8%	3.0%
Disability Leave	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
Military Leave	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%
AWOL/ LWOP	0.4%	0.2%	0.2%	0.9%	0.5%	0.1%	0.7%	0.0%	0.1%

Key:
(#) = Average Number of Fulltime-Regular Employees in FY15

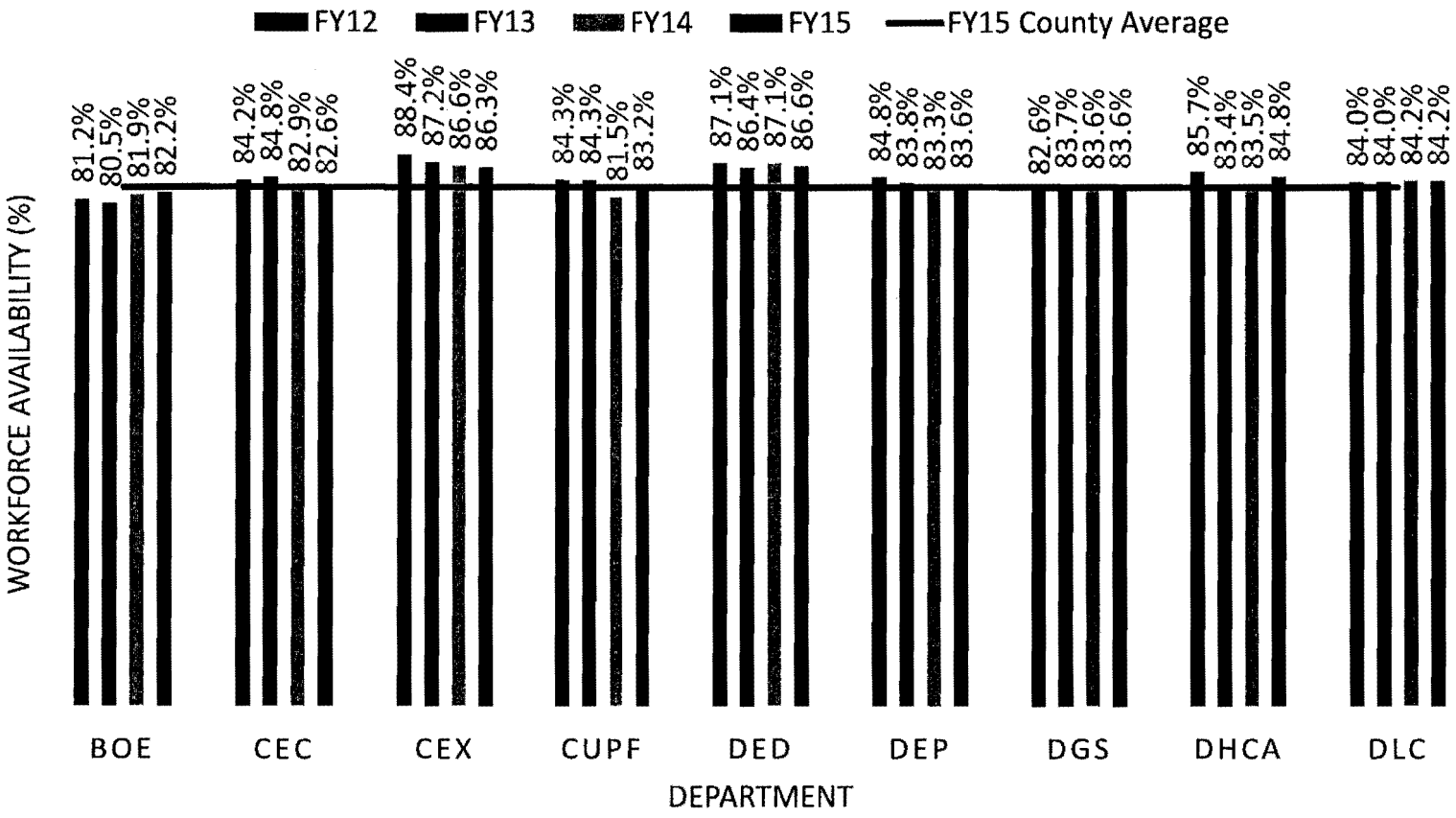
12

Department WFA Year-Over-Year (1/4)

CountyStat
Performance Measurement and Management

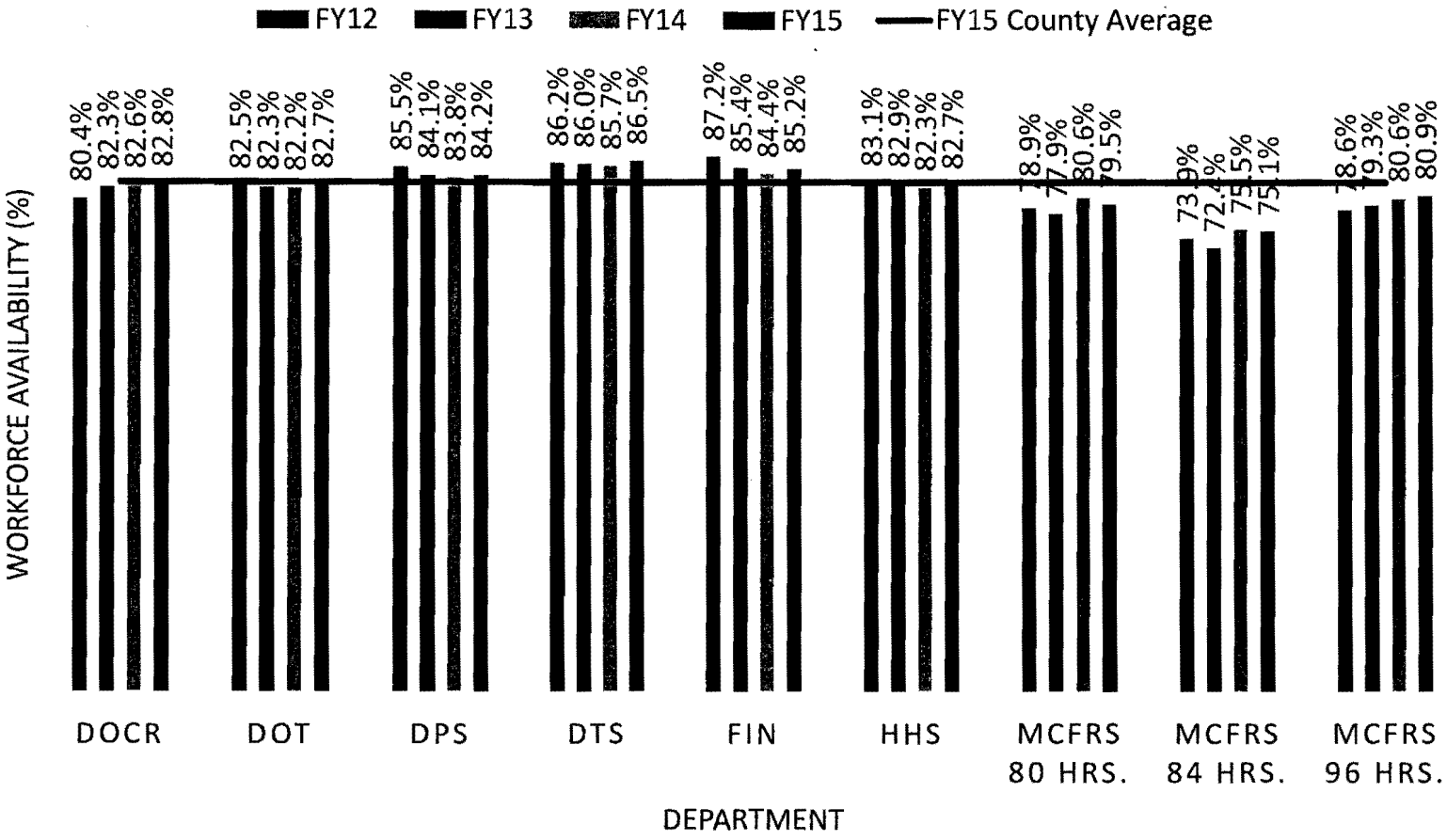
- The charts are organized in alphabetical order based on the department's abbreviation

Department WFA Year-Over-Year (2/4)



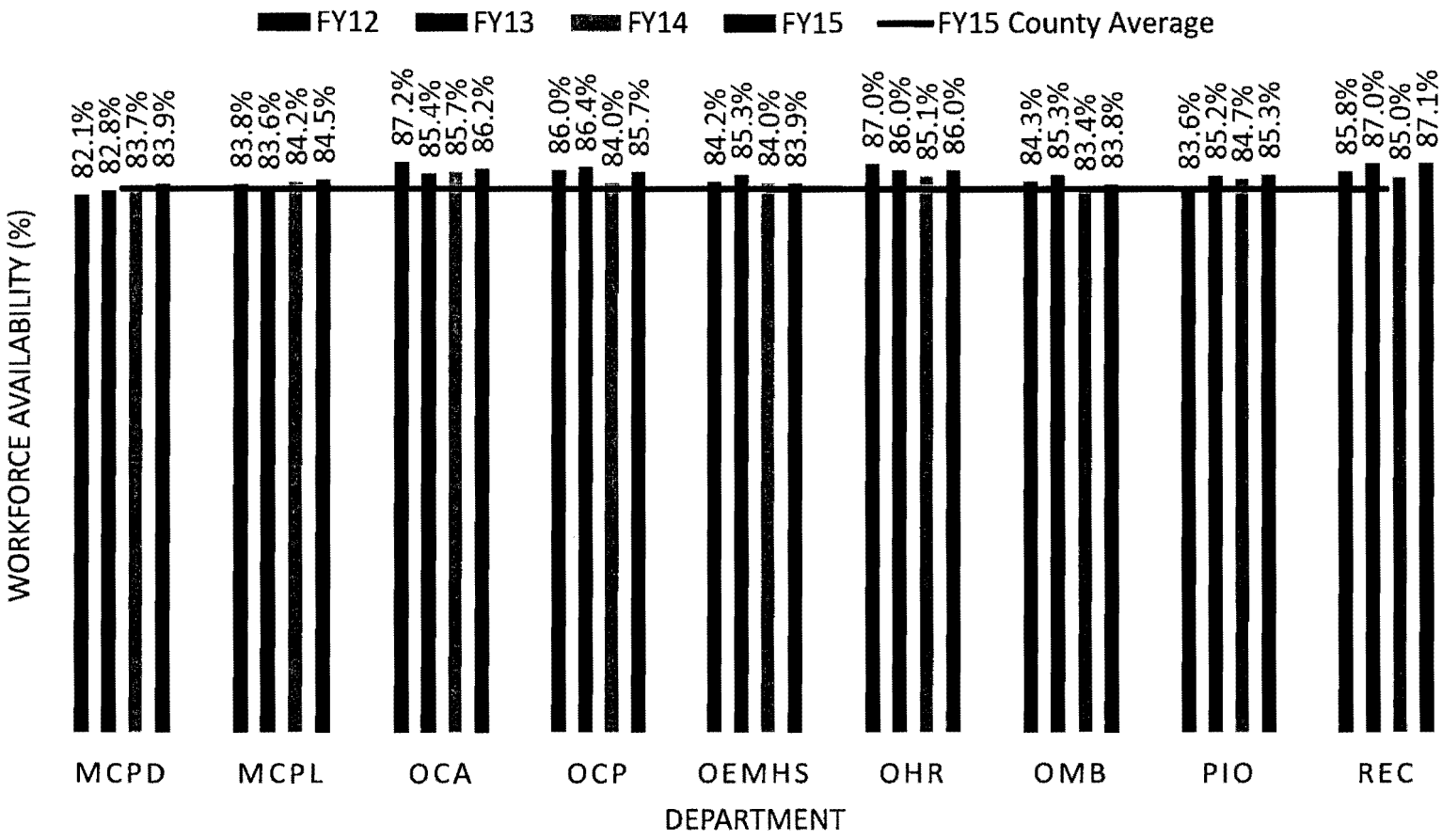
14

Department WFA Year-Over-Year (3/4)



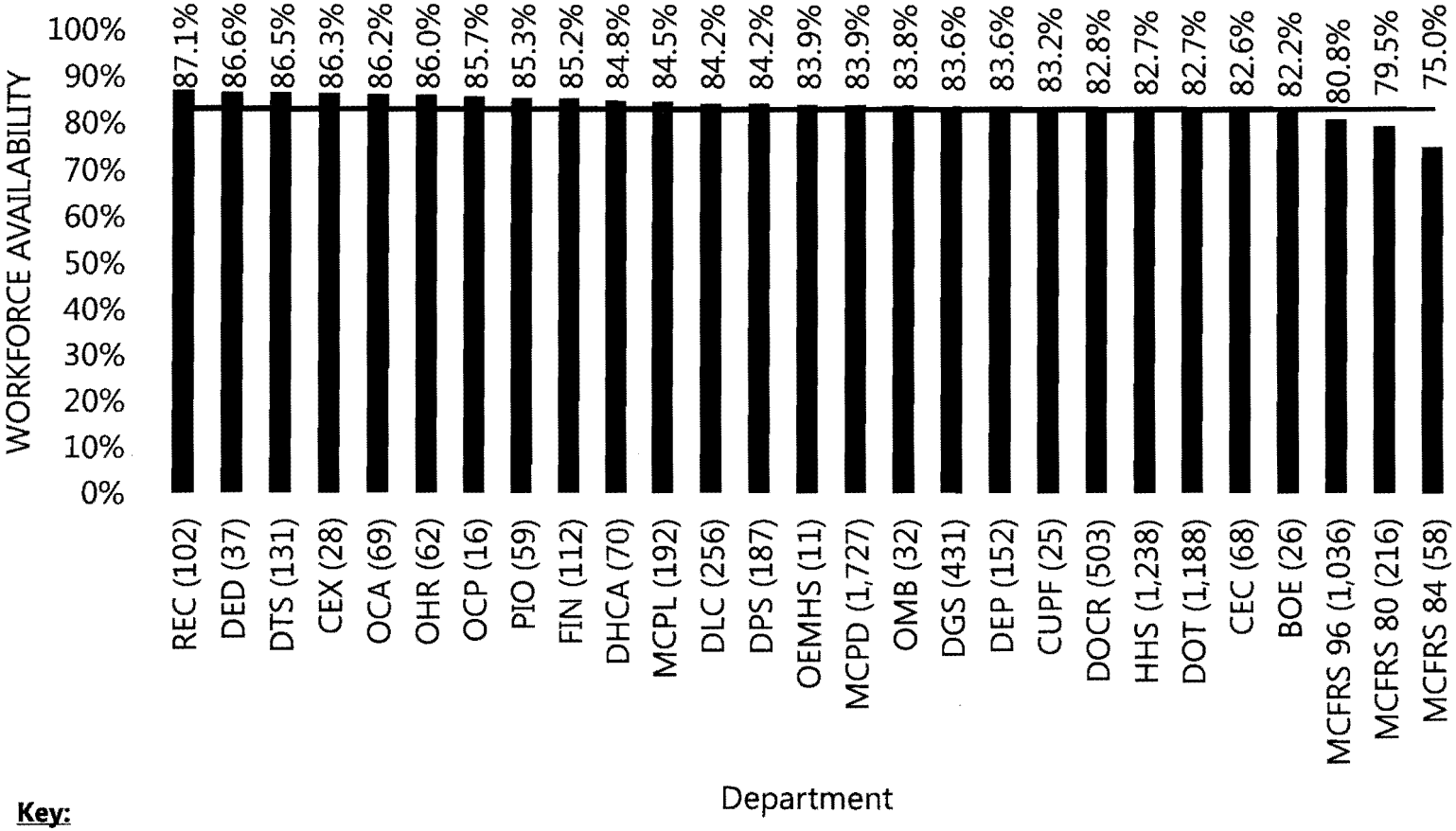
15

Department WFA Year-Over-Year (4/4)



91

FY15 Workforce Availability by Department



CountyStat

The workforce availability in FY15 for the executive branch periods was **83.0%.** This score was 0.2% *higher* than FY14.

Executive Branch Avg.

FY	WFA (%)
2012	82.3%
2013	82.5%
2014	82.8%
2015	83.0%

Key:

= FY15 Average Workforce Availability for Executive Branch

(#) = Average Number of Fulltime-Regular Employees During FY15