Workforce Availability and Overtime Discussion

April 24, 2013

CountyStat

CountyStat Principles

- **Require Data-Driven Performance**

- **Promote Strategic Governance**

- **Increase Government Transparency**

- **Foster a Culture of Accountability**

Agenda

- **Welcome and Introductions**
- **Meeting Purpose and Goals**
- **Data Methodology**
- **Detailed FY12 Data by Department**
  - Availability vs. Overtime
  - Breakdown of Leave Use vs. Overtime
  - Overtime/Leave Correlations
  - FY12 vs. FY13 YTD Overtime
- **Departmental Availability FY12 vs. FY13**
- **Next Steps**

Meeting Purpose

▪ **This presentation of NAWH data represents the next step in the evolution of our focus on this issue. CountyStat would like to solicit feedback on its utility and make any necessary improvements. The new approach:**

– Is designed to improve our ability to monitor and address Workforce Availability, Leave, and Overtime issues in concert, in near real-time, and with much less time and effort expended by analysts

– Shows data on a pay period-over-pay period basis, allowing for trend analysis.

– Illustrates the relationship between Availability, Leave, and Overtime in one or two views, consolidating the issues previously reported separately

– Eliminates complex methodologies (e.g. eliminating employees who were not present in the first or last three weeks of a fiscal year from the analysis)

– Shifts reporting from a CY basis to a FY basis (FY12 will serve as the baseline)

– Provides a reliable source for regular reports to the CE and CAO, County Council, and Departments, and allows the issue to be incorporated into any departmental CountyStat Meeting

– Can serve as the model for an ERP dashboard yet to be built, allowing for instant reporting and updates for departments and County leadership

Meeting Goals

- **Finalize the process and design of our data collection, analysis, and reporting moving forward in order to inform the ERP Team on the content and design of a dashboard that can be used for near real-time monitoring of Workforce Availability, Leave, and Overtime.**

- **Understand where any gaps might lie in the sources of data in areas that require deeper analysis.**

- **The Ultimate Goal is to develop a set of processes or policy recommendations which, if implemented, will positively impact the number of Net Annual Work Hours worked by County Employees.**

Methodology

- **Data Source:** Oracle Labor Distribution Module (as of 4/11/13)
- **Data Parameters:** FY12 and FY13 data for all full-time, permanent County employees of Executive Office Departments with at least 10 employees
- **Data Notes**:
    - The FY12 pay periods are based on the following pay period end dates.

FY12 Pay Period Number	1	2	3	4	5	6	7	8	9	10	11	12	13
Pay Period End Date	7/16/11	7/30/11	8/13/11	8/27/11	9/10/11	9/24/11	10/8/11	10/22/11	11/5/11	11/19/11	12/3/11	12/17/11	12/31/11

FY12 Pay Period Number	14	15	16	17	18	19	20	21	22	23	24	25	26
Pay Period End Date	1/14/12	1/28/12	2/11/12	2/25/12	3/10/12	3/24/12	4/7/12	4/21/12	5/5/12	5/19/12	6/2/12	6/16/12	6/30/12

- **Definitions**:
    - Availability: Percent hours in a given pay period that an employee is on regular pay (based on a total of 80 hours per pay period for all departments except MCFRS, where the total is 96).
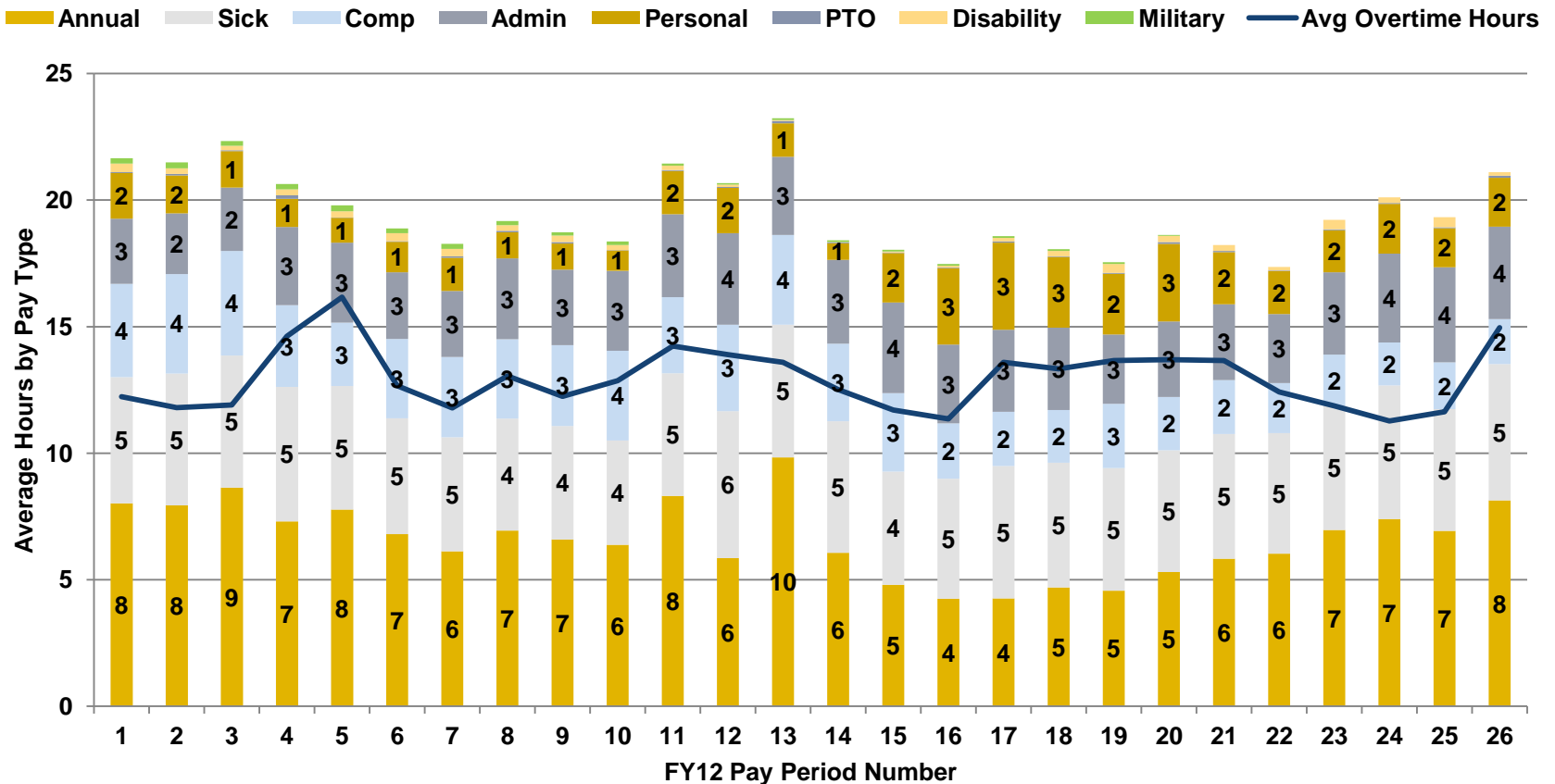
FY12 Fire and Rescue Services

Overtime Correlation = -0.25
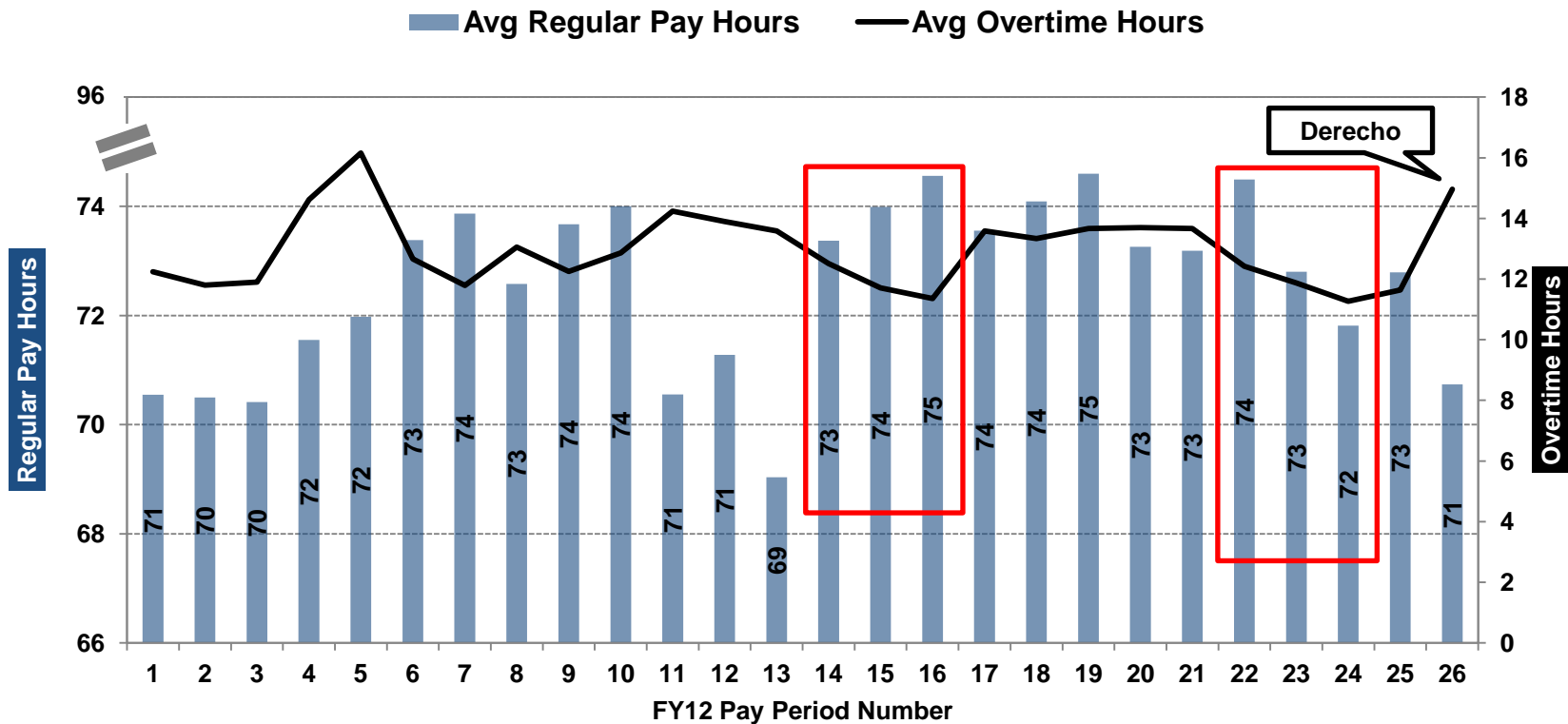
The weak negative correlation between Availability and Overtime suggests that decreased availability may drive or result in increased Overtime, but we can see periods where Overtime decreases as Availability both increases and decreases.
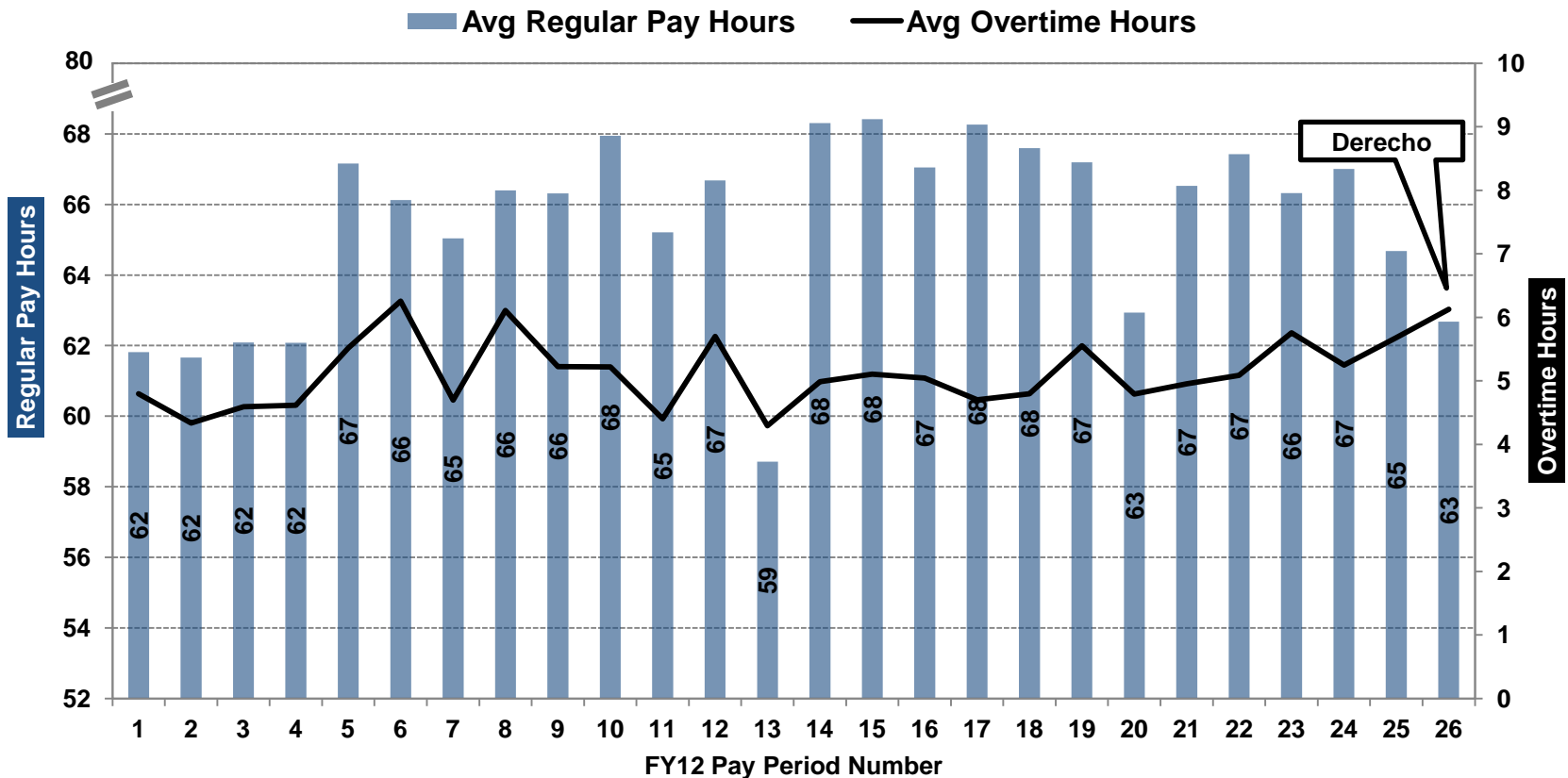
Fire and Rescue Services

Legend: Annual, Sick, Comp, Admin, Personal, PTO, Disability, Military, Avg Overtime Hours

Y-axis: Average Hours by Pay Type (0–25)
X-axis: FY12 Pay Period Number (1–26)

ERP Data contains the Leave categories shown above. The correlations between each Leave type and Overtime will be shown in a later slide.
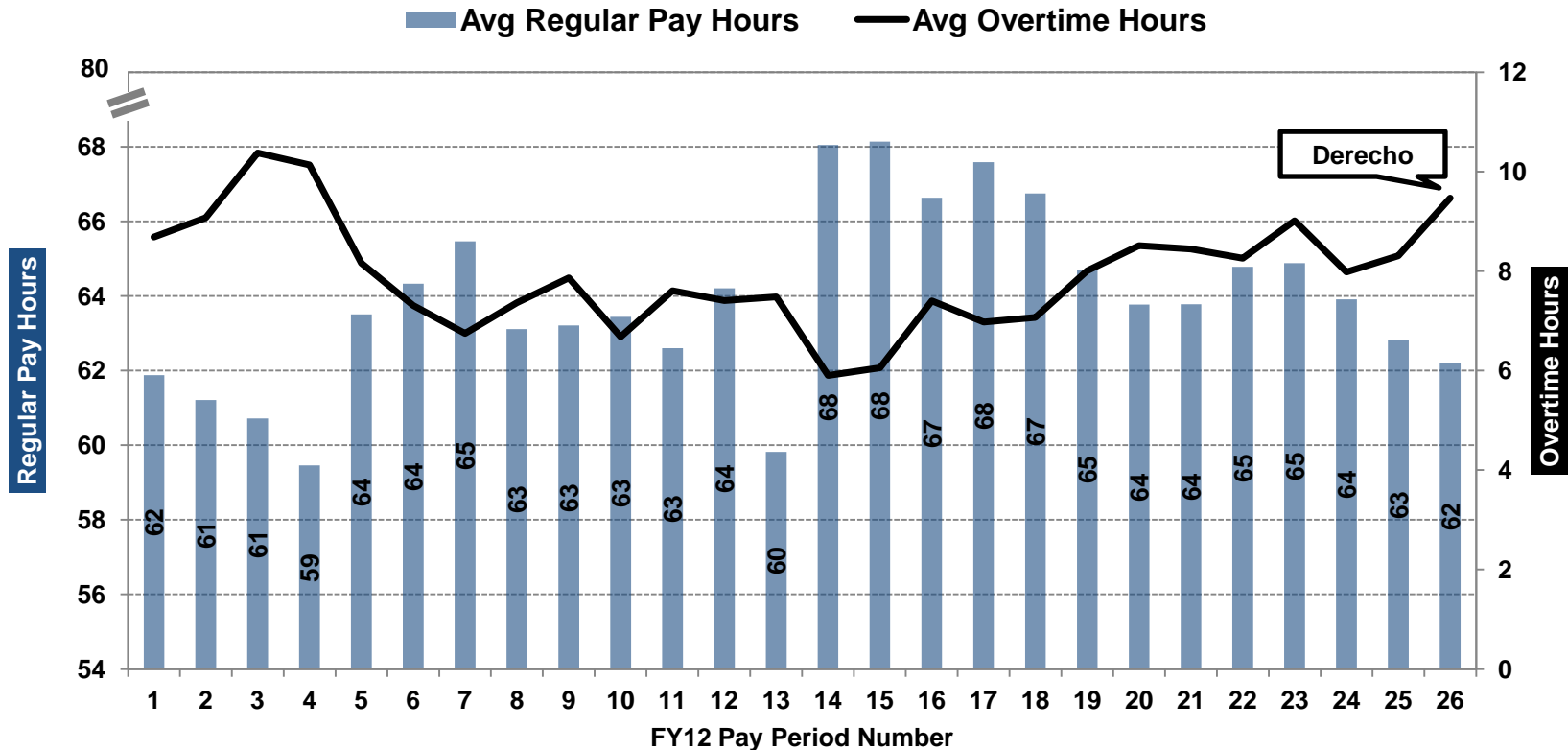
Montgomery County Police Department

Overtime Correlation = 0.37

Avg Regular Pay Hours — Avg Overtime Hours

Derecho

Regular Pay Hours

Overtime Hours

FY12 Pay Period Number

The medium-strength positive correlation between Availability and Overtime suggests that decreased availability does not result in increased Overtime. Availability and Overtime levels tend to mirror each other in most, but not all, pay periods.
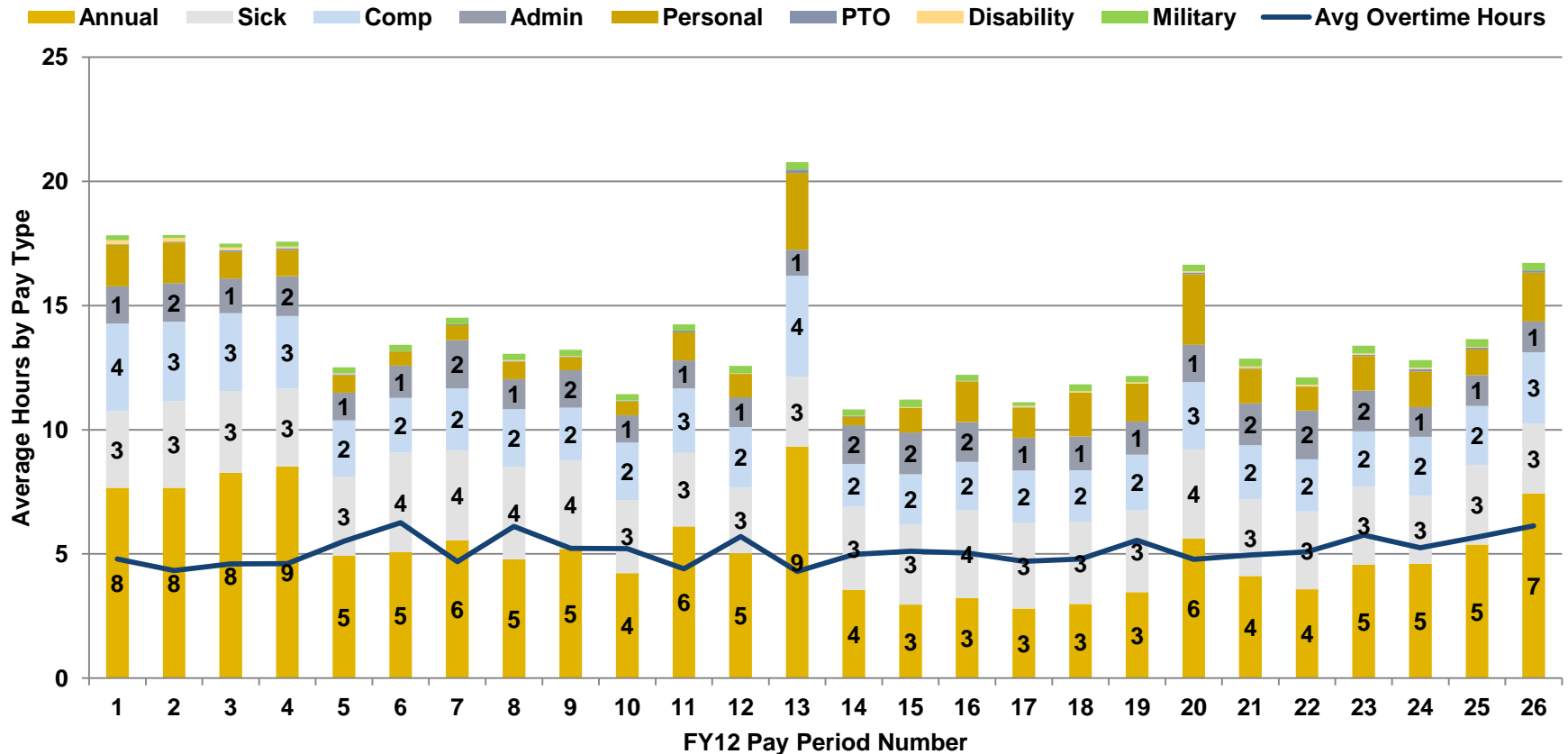
CountyStat

Montgomery County Police Department

ERP Data contains the Leave categories shown above. The correlations between each Leave type and Overtime will be shown in a later slide.

Department of Correction and Rehabilitation
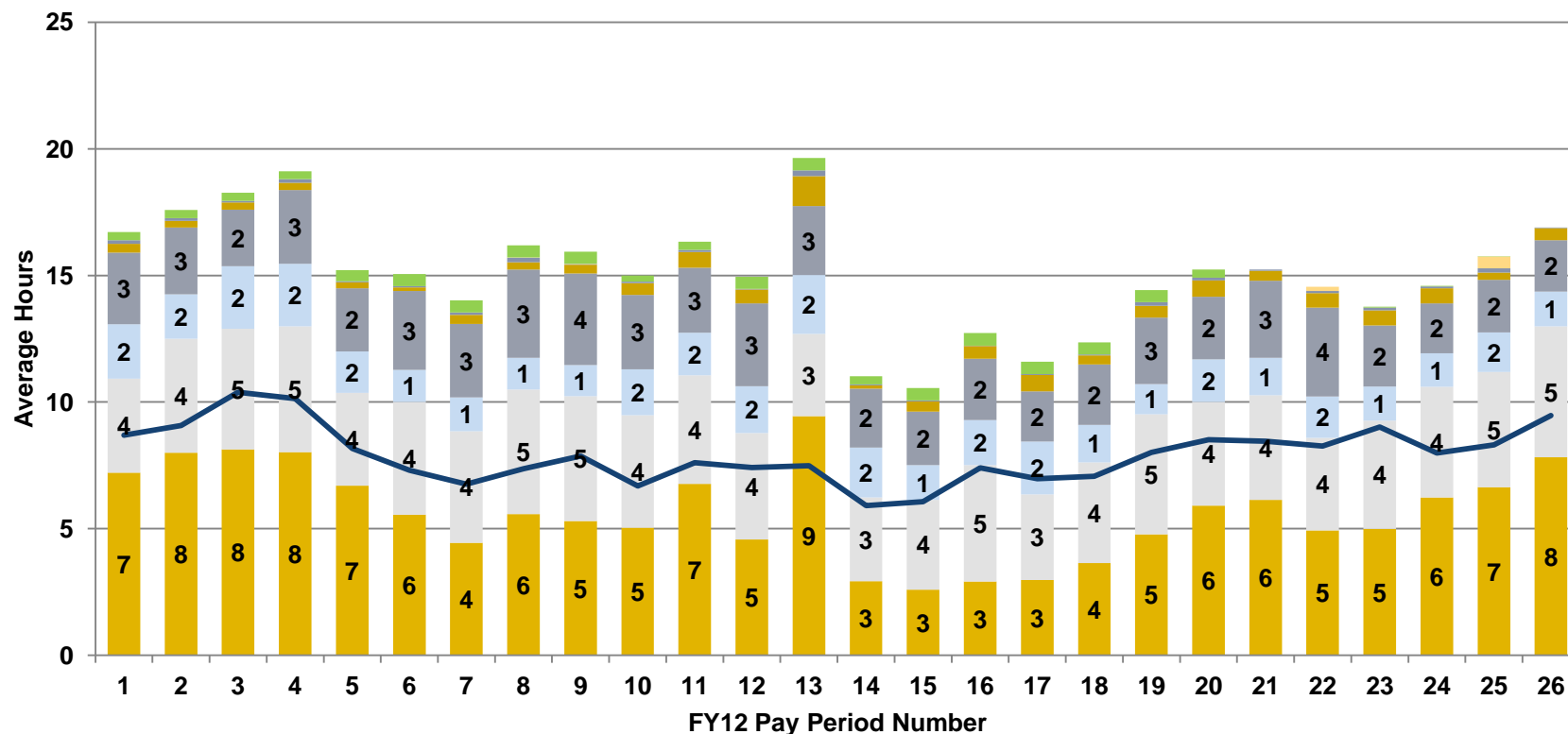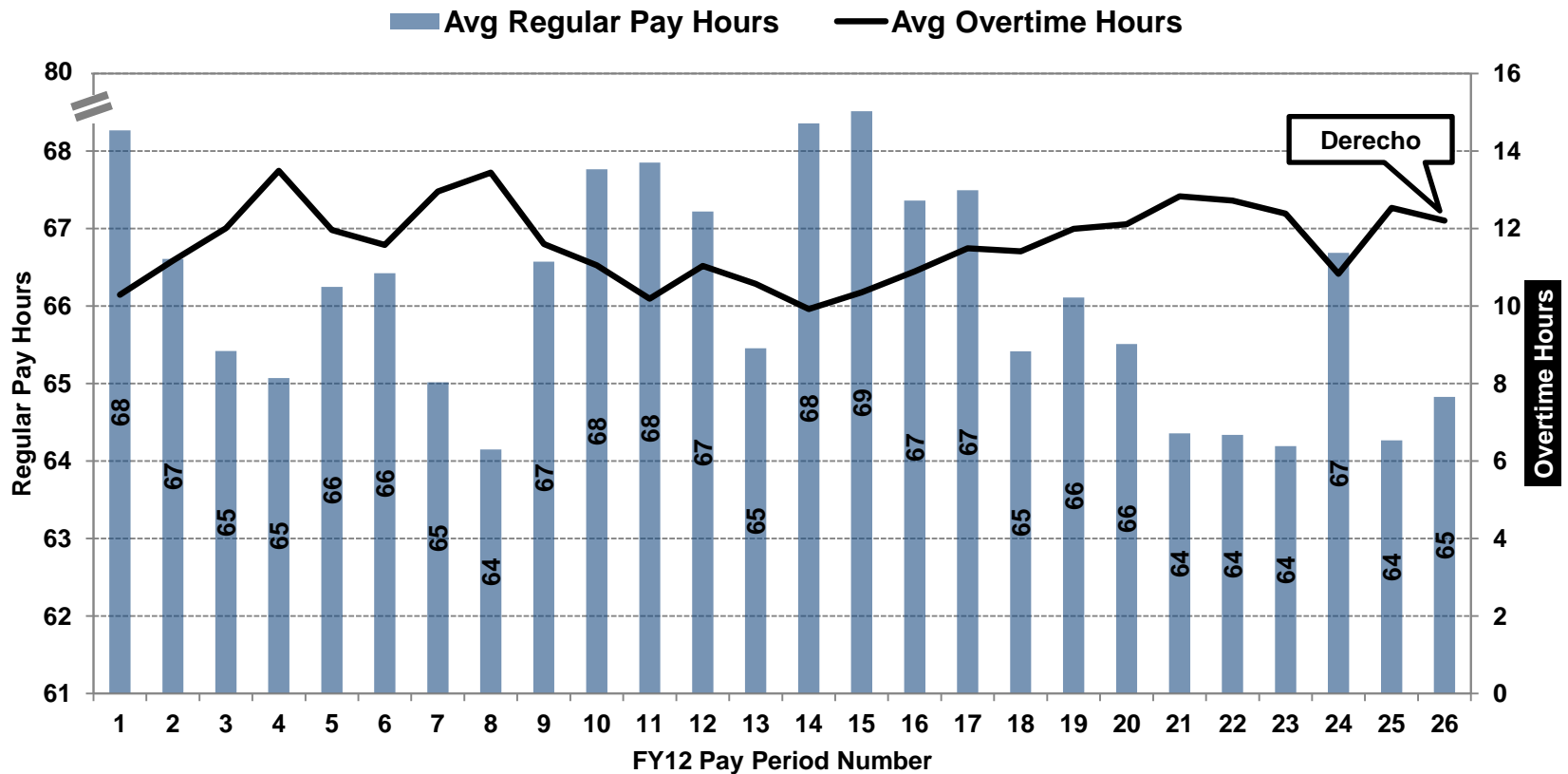
Overtime Correlation = -0.73

Legend: ▬ Avg Regular Pay Hours ▬▬ Avg Overtime Hours

Chart axis labels: Regular Pay Hours (left, 54–80), Overtime Hours (right, 0–12), FY12 Pay Period Number (1–26, x-axis)

Bar value labels: 62, 61, 61, 59, 64, 64, 65, 63, 63, 63, 63, 64, 60, 68, 68, 67, 68, 67, 65, 64, 64, 65, 65, 64, 63, 62

Annotation: **Derecho**

The strong negative correlation between Availability and Overtime suggests that decreased availability does result in increased Overtime. In most pay periods, we can see an inverse relationship.

Department of Correction and Rehabilitation

Legend: Annual, Sick, Comp, Admin, Personal, PTO, Disability, Military, Avg Overtime Hours

X-axis: FY12 Pay Period Number (1–26)
Y-axis: Average Hours (0–25)

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Department of Transportation
Bus Operators
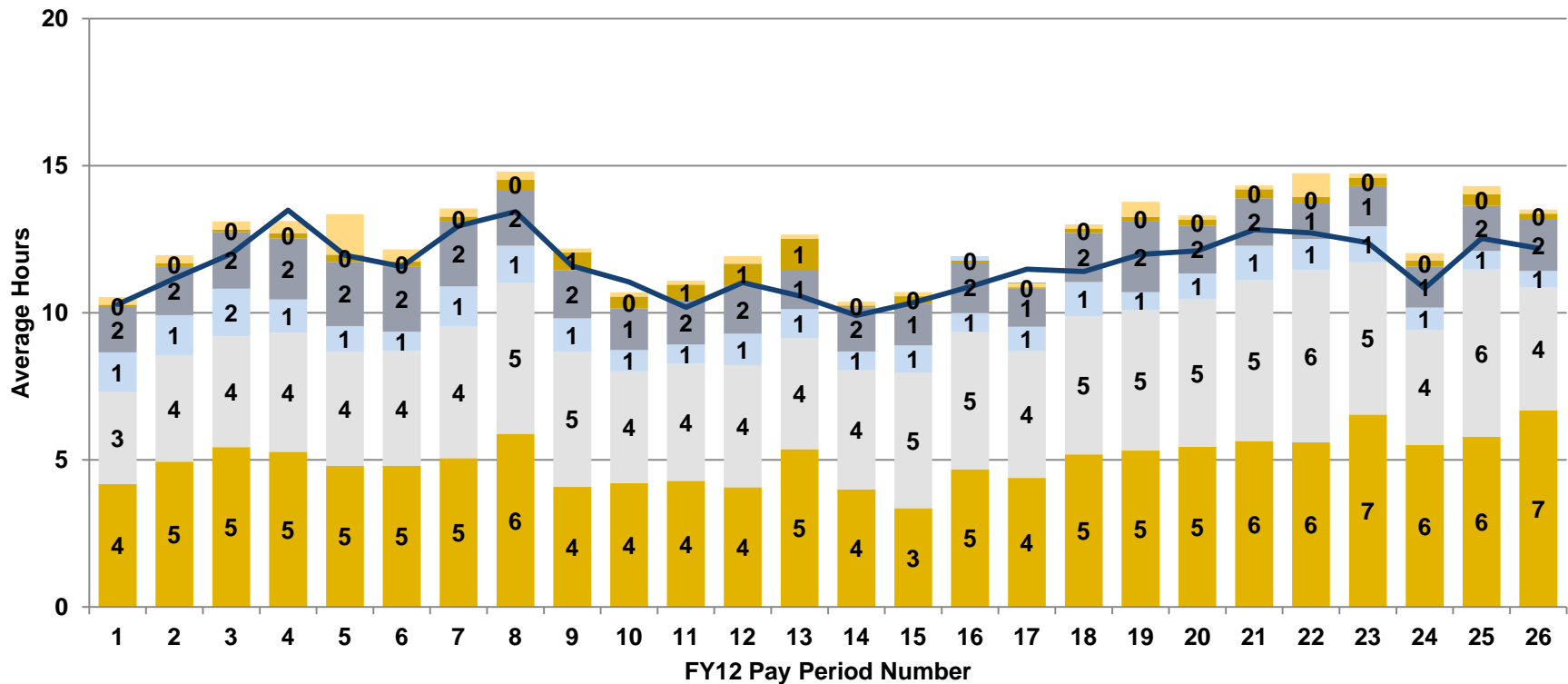
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Correlation Between Leave and Overtime (FY12)

- A positive correlation indicates that two variables move together; as one increases, so does the other.
- A negative correlation indicates that two variables move in the opposite direction; as one increases, the other decreases.
- The closer the coefficient is to 1, the stronger the relationship.

	Annual	Sick	Comp	Admin	Personal	PTO	Disability	Military
FRS	0.15	0.27	-0.10	0.19	-0.02	0.31	-0.09	0.10
POL	-0.30	0.11	-0.41	-0.23	-0.33	-0.27	-0.32	0.46
DOCR	0.72	0.49	0.30	-0.05	-0.05	0.25	0.08	-0.44
DOT Bus Operators	0.66	0.56	0.30	0.41	-0.14	n/a	0.28	-0.03

The above chart displays the correlation coefficients comparing each leave category for the given department to overtime. Green boxes indicate a positive correlation between the leave category and overtime for the given department. The closer the value is to 1, the stronger the correlation between the leave category and overtime.
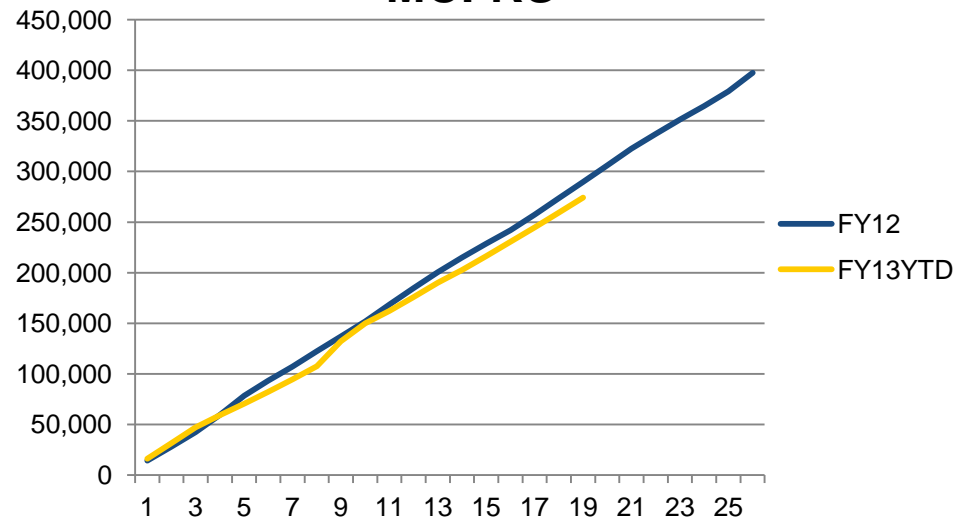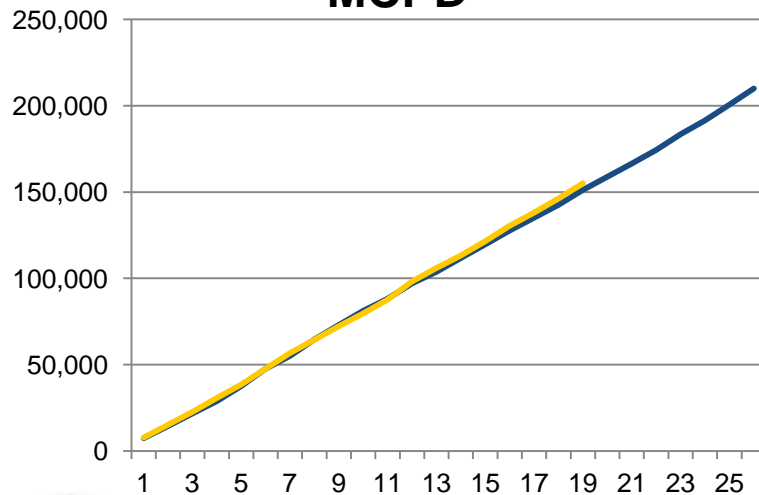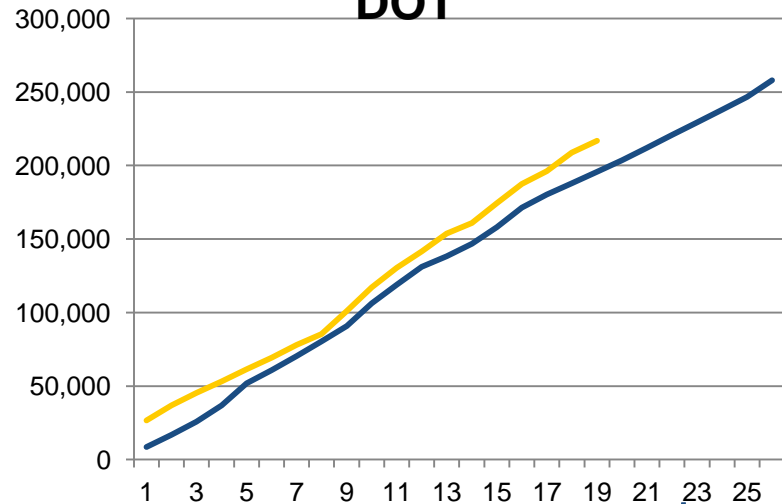
FY12 vs. FY13 YTD Overtime Totals (in hours)
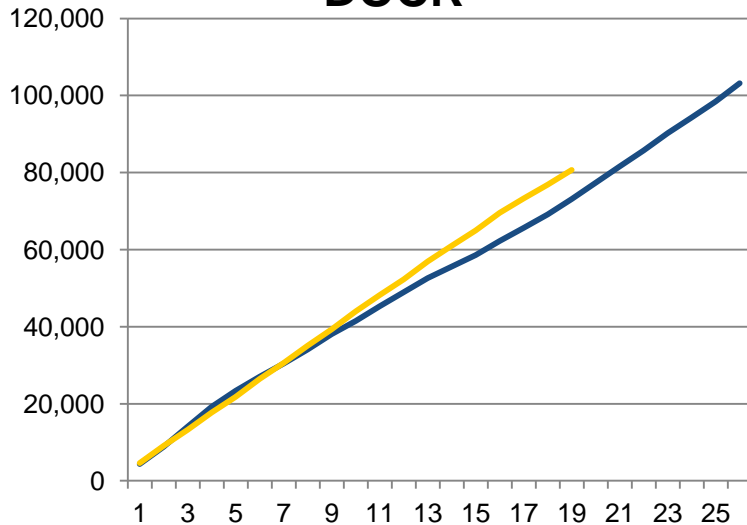
Average Departmental Availability: First 19 Pay Periods of the Fiscal Year

The ultimate objective is to increase Availability. Through the first 19 pay periods of FY12, the County-wide Availability average was 82% (the full FY12 average was also 82%). At the same point in time in FY13, the average is 82% as well.
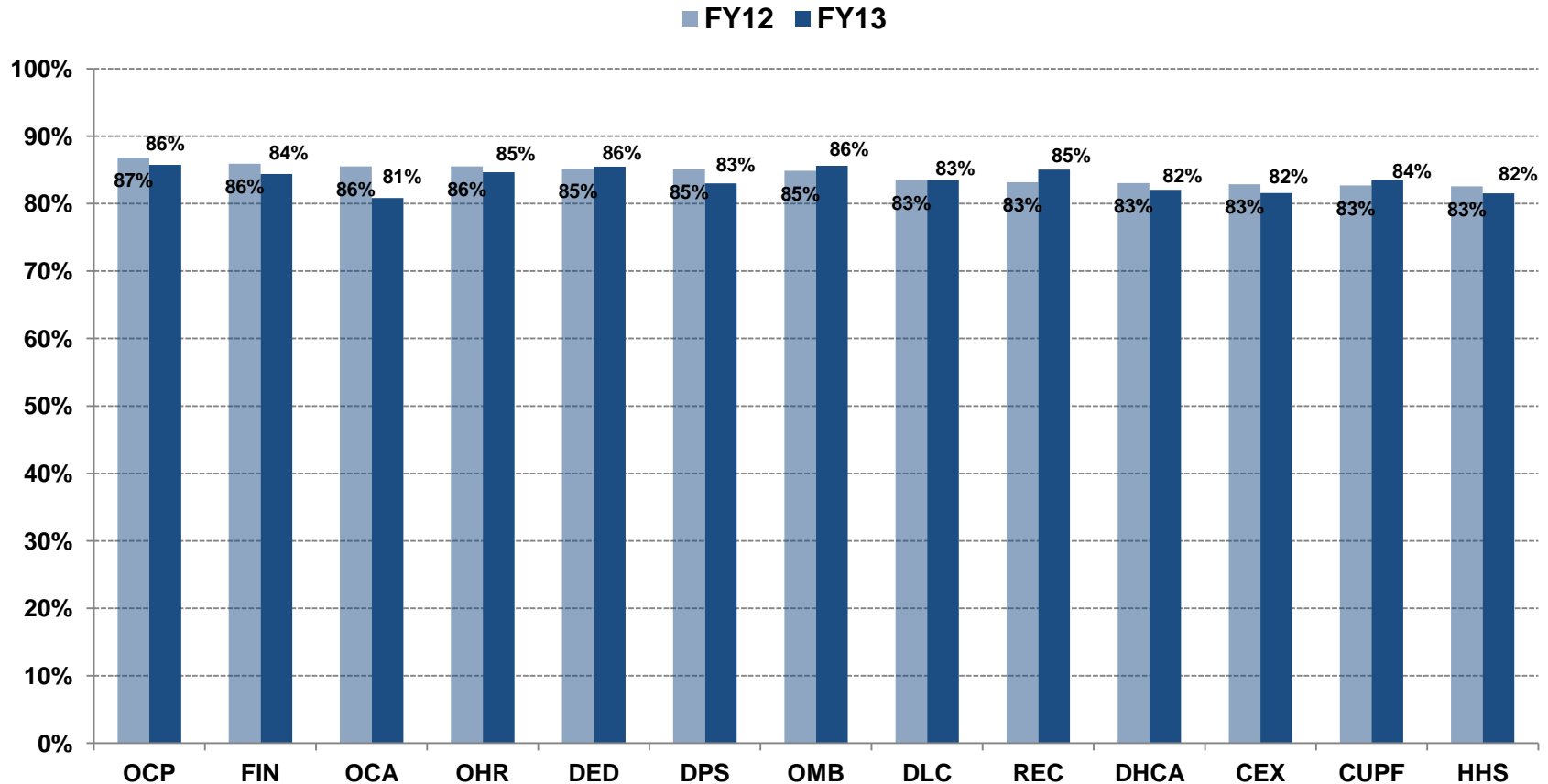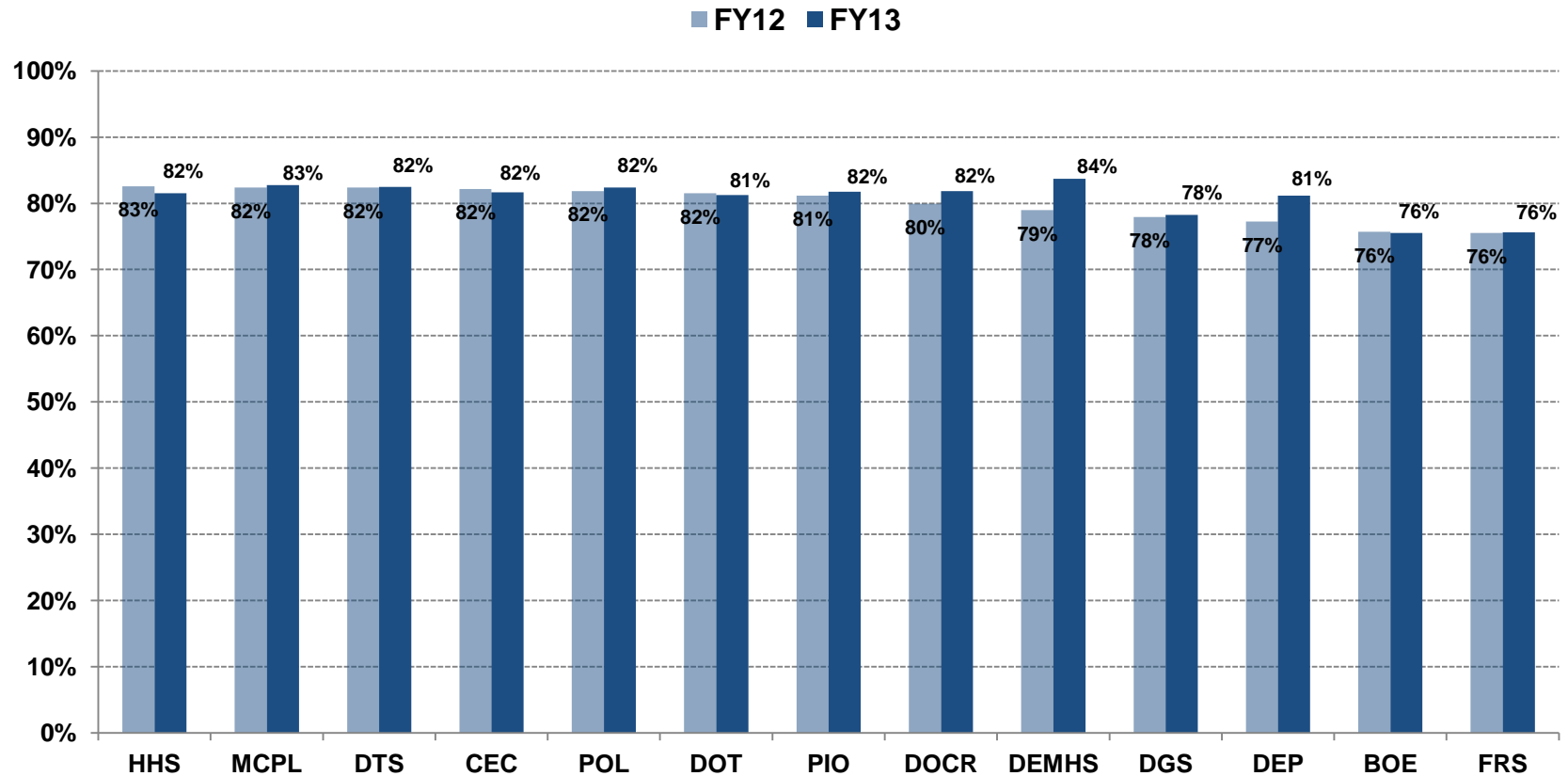
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First 19 Pay Periods of the Fiscal Year

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Change in Availability, Overtime, and Employee Count (July-March of FY12 & FY13)

Only departments using at least 750 hours of overtime in the FY12 period were included.

	Change in Availability	Change in Overtime Hours	Change in Average Number of Employees
DEP	+4%	+75%	-8%
DOCR	+2%	+10%	-1%
POL	+1%	+3%	+1%
DGS	0%	+34%	+1%
FRS	0%	-5%	+6%
DTS	0%	+35%	-1%
DLC	0%	+49%	0%
BOE	0%	+145%	0%
DOT	0%	+11%	+1%
HHS	-1%	0%	+3%
FIN	-1%	-14%	+6%
DPS	-2%	+42%	+5%
DHCA	-1%	-93%	+3%

Next Steps

- **Continue facilitating five internal meetings that are designed to understand and address specific areas within the larger issue of Workforce Availability:**

  - Coding and recording of Leave Types (meeting has been held, OHR has follow-up items to deliver)

  - Sick Leave Use (meeting scheduled for 5/1/2013)

  - FMLA Leave

  - Leave Analysis by Job Classes/Positions

  - Performance Dashboard Development

Next Steps (cont.)

- **CountyStat will maintain a running spreadsheet of workforce availability that will be updated after the close of every pay period. This data will allow for workforce availability to be included as a topic for any departmental performance meeting, as well as cross departmental analysis (by position type, etc.)**

- **FY12 will serve as the baseline moving forward (it is the first fiscal year for which ERP has a complete year of data), and CountyStat will be able to compute the change in workforce availability from FY12 to FY13 for the departmental performance reports as soon as mid-July 2013**
  - Share with all departments their FY12 and FY13 to-date Availability, Leave, and OT data

- **CountyStat is scheduled to receive a set of Telestaff data from FRS for analysis and will work with DOT to obtain and analyze similar data from the Trapeze system**

- **Continue to identify other data and information that is needed to continue to address the specific areas and policies related to Leave use in which we can make an impact (e.g. DOT's Trapeze system)**