Overtime in Montgomery County Departments

CountyStat Meeting #4

January 23, 2009

CountyStat

CountyStat Principles

- **Require Data Driven Performance**

- **Promote Strategic Governance**

- **Increase Government Transparency**

- **Foster a Culture of Accountability**

Agenda

- **Introductions and meeting purpose**

- **Follow-up items from 10/10/2008 meeting**

- **Update: DOCR**

- **Update: MCFRS**

- **Update: MCPD**

- **Update: DOT**

- **Overtime and sick leave use**

- **Wrap-up**

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Meeting Purpose

- **Monitor overtime use within the four departments**
  - Ensure proper management and cost effectiveness of overtime use
  - Highlight operational and seasonal cycles in overtime use
  - Examine the effect of current departmental practices and changes to those practices on overtime use
  - Review the effect of specific occurrences on departmental overtime

Meetings to monitor overtime use will be held quarterly
This meeting examines results from the second quarter of FY09.

Meeting Purpose

- **For each department, payroll data was used to analyze overtime, annual leave, and sick leave use each pay period.**

- **From that data, the following charts were created for each department**

  1. Overtime earned by personnel as a percentage of their annual base salary

  2. Quarterly summary of overtime hours and cost across the department

  3. Total overtime, annual leave, and sick leave hours each pay period

  4. Percent of employees claiming overtime and average number of overtime hours per employee each pay period

  5. Correlation coefficient showing the relationship between average hourly overtime wage and number of overtime hours claimed

  6. Total overtime cost each pay period

Follow-Up Items

- **Report on the status of individuals with high overtime earnings as a percent of regular earnings**

  In Progress

  – MCFRS, MCPD, and DOCR have submitted reports

  – DOT has not submitted a report

- **Report on the status of individuals that have been identified as earning both high amounts of overtime and taking high amounts of sick leave including reasons for the high percentages.**

  In Progress

  – MCFRS, MCPD, and DOCR have submitted reports

  – DOT has not submitted a report

Overtime Update: DOCR
Departmental Summary of Events

FY09 Budget	FY09 Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$3,779,030	$2,180,060	58%	12.7 (48.7% of FY)

- **Developments in overtime use**
  - **PRRS** - Overtime driven entirely by five vacancies in Resident Supervisor ranks in 2008 (currently all filled) and lesser amounts by increased use of sick leave perhaps as a reaction to the schedule change to primarily eight-hour shifts.
  - **Detention Services** – no change in operations, oversight, or patterns. Overtime use continues to be managed constantly and appears to be further declining. Last housing pod not opened in last quarter and average daily population (ADP) stabilized. Overtime management and oversight under the in-house CSSD system continues with refined data extraction following initial period of use.

Overtime Update: DOCR
Overtime Pay as a Percent of Annual Base Salary

- **Overtime earnings as a percent of salary for calendar years 2007 and 2008**

- **Highest range**
  - 2007: 75.8%, 76.2%
  - 2008: 83.1%, 89.0%

Number of Employees in Each Range*

Range	2007		2008	
0-25%	**487**	86%	**481**	87%
26-50%	**63**	11%	**55**	10%
51-75%	**14**	2.5%	**12**	2.2%
76%+	**2**	0.4%	**2**	0.4%
Total employees	**566**		**550**	
Average %	**10.5%**		**11.9%**	

In calendar year 2008, the average DOCR employee earned overtime worth 11.9% of the value of their annual base salary.

Overtime Update: DOCR
Quarter-by-Quarter Summary of Overtime Use

	CY07		CY08		% Change	
	Hours	**$**	**Hours**	**$**	**Hours**	**$**
Quarter 1 1/1 to 3/31	25,868	$978,051	22,272	$903,822	**-13.9%**	**-7.6%**
Quarter 2 4/1 to 6/30	28,037	$1,068,903	23,548	$973,614	**-16.0%**	**-8.9%**
Quarter 3 7/1 to 9/30	27,512	$1,094,421	25,115	$1,097,055	**-8.7%**	**0.2%**
Quarter 4 10/1 to 12/31	22,974	$927,071	22,915	$997,647	**-0.3%**	**7.6%**
Total	104,391	$4,068,445	93,850	$3,972,138	**-10.1%**	**-2.4%**

Pay periods that cross quarters have been prorated between the two quarters.
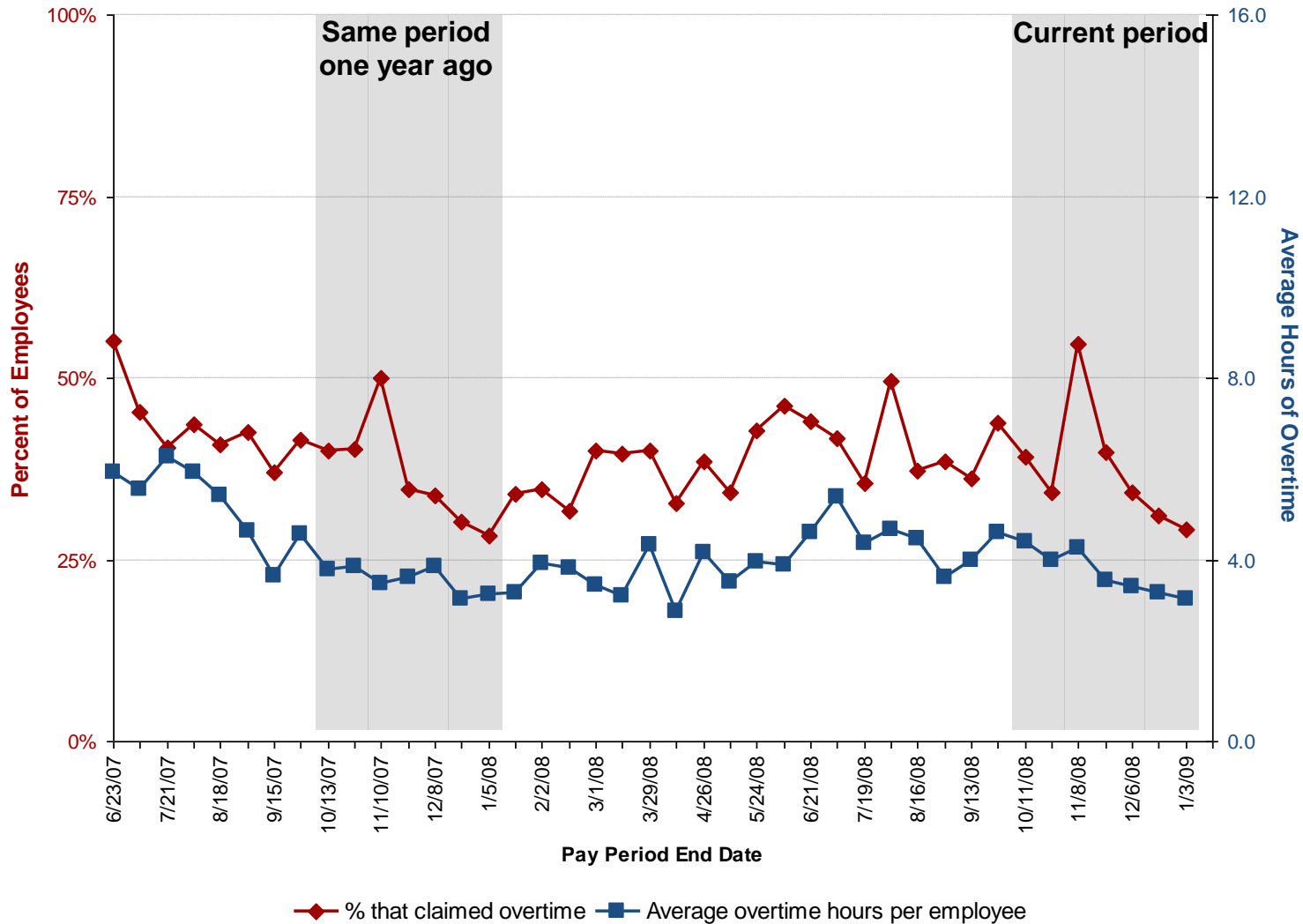
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Overtime Update: DOCR
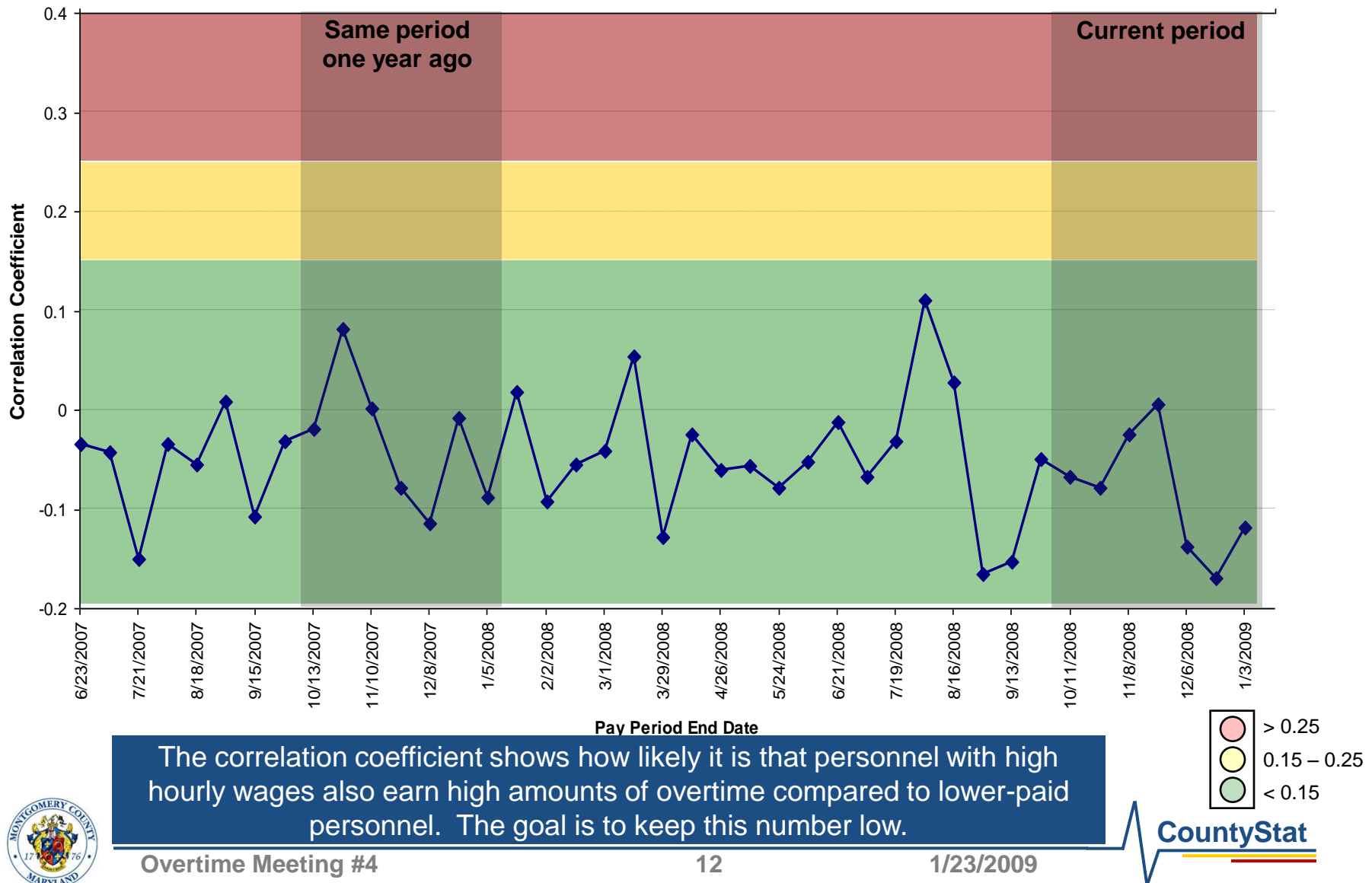# Total Overtime, Annual Leave, and Sick Leave Hours

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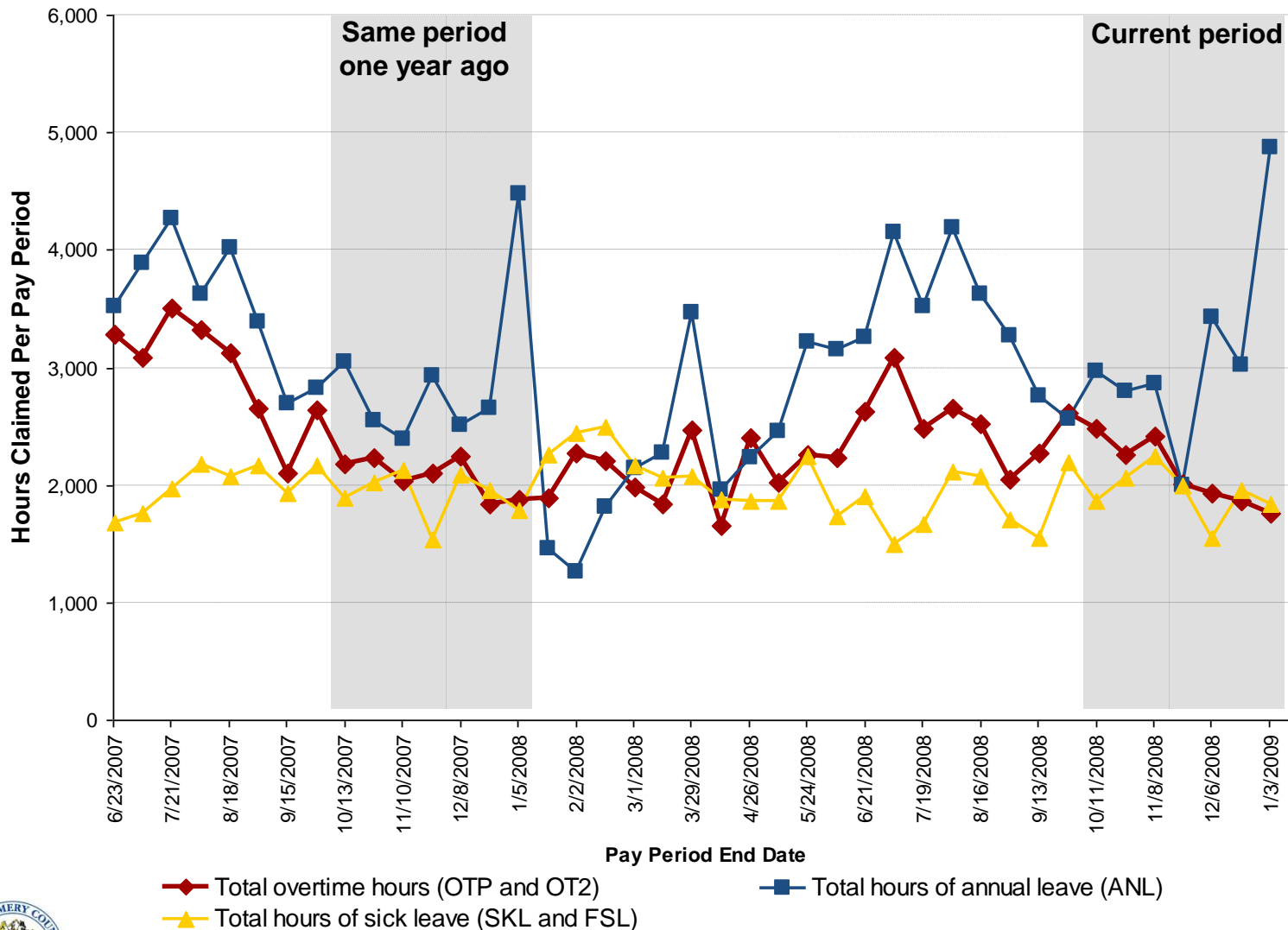
Overtime Update: DOCR
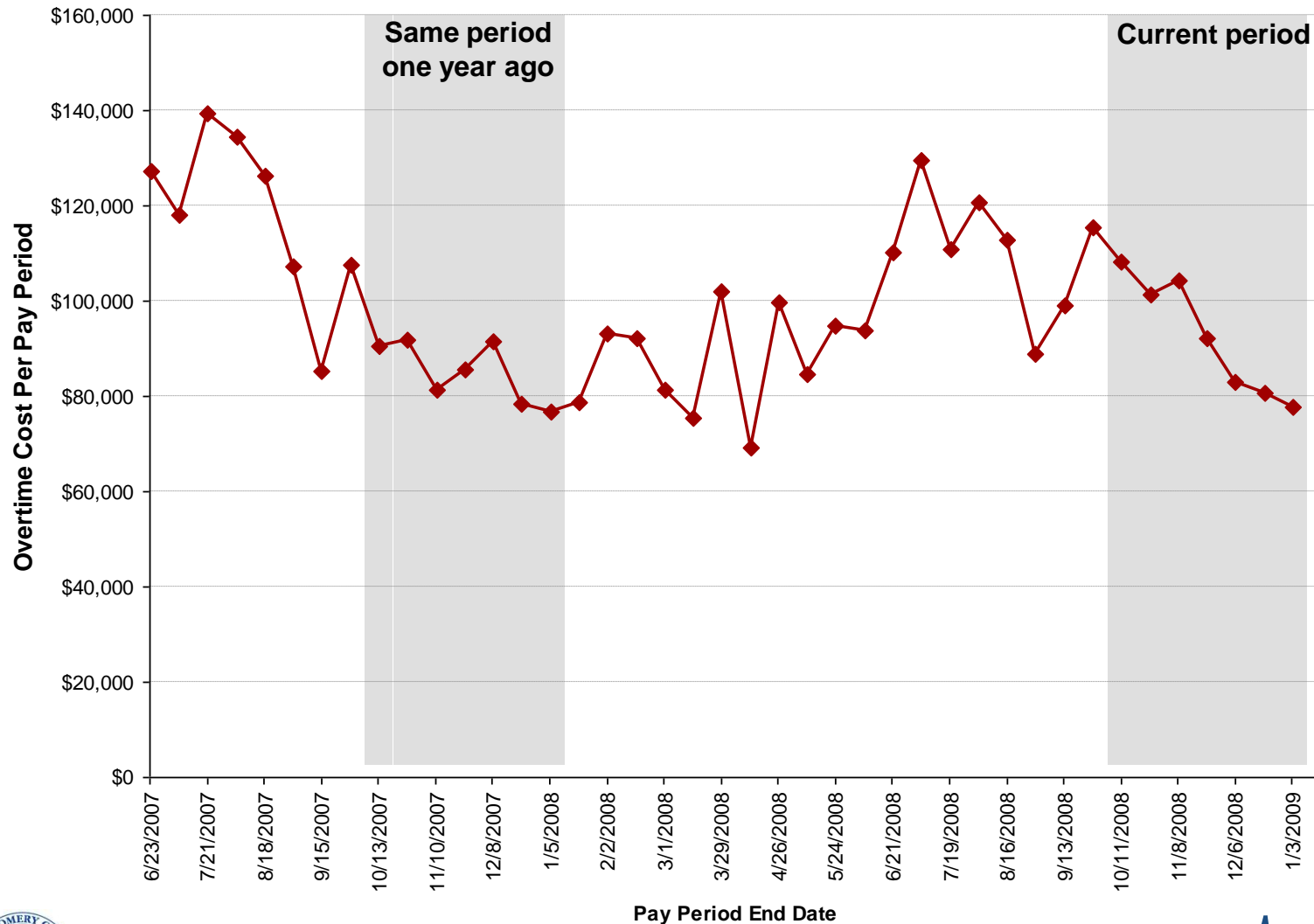# Percent of Employees with Overtime and Average Hours

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Overtime Update: DOCR
Correlation Between Hourly Wage and Number of OT Hours

The correlation coefficient shows how likely it is that personnel with high hourly wages also earn high amounts of overtime compared to lower-paid personnel. The goal is to keep this number low.

Overtime Update: DOCR
Total Overtime Cost

Overtime Update: MCFRS
Departmental Summary of Events

FY09 Overtime Budget	FY09 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$9,875,653	$6,706,152	67.9%	12.4 (47.5% of FY)

Developments in overtime use and management

- Fire/Explosive Investigations Section staffing/schedule adjustment MOU
- Hiring practices for firefighter/paramedics and officers
- Enforcement of SKL policy as indicated in CBA
- EMS Duty Supervisor reduction from 3 to 2 on duty
- PIO Captain position returned to Ops
- Driver Training Captain position returned to Ops
- Resource allocation of paramedics (ALS providers) across Battalions' shifts to balance distribution for coverage
- Duty Chief administrative chiefs back-fill coverage
- Battalion Chiefs and above operations back-fill compensation 50% comp leave for field operations

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Overtime Update: MCFRS
Overtime Pay as a Percent of Annual Base Salary

- **Overtime earnings as a percent of salary for calendar years 2007 and 2008**

- **Highest range**

	2007	2008
76-80%	9	5
81-85%	6	2
86-90%	2	3
91-95%	3	1
96-100%	1	1
101-105%	2	2
106-110%	1	

Number of Employees in Each Range*

Range	2007		2008	
0-25%	859	69%	1,011	79%
26-50%	279	22%	214	17%
51-75%	78	6.3%	43	3.4%
76%+	25	2.0%	14	1.1%
Total employees	1,241		1, 282	
Average %	18.8%		14.2%	

In calendar year 2008, the average MCFRS employee earned overtime worth 14.2% of the value of their annual base salary.

Regular, full-time employees who were actively employed on 12/26/2007 or 12/22/2008

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Overtime Update: MCFRS
# Quarter-by-Quarter Summary of Overtime Use

	CY07		CY08		% Change	
	Hours	**$**	**Hours**	**$**	**Hours**	**$**
Quarter 1 1/1 to 3/31	79,211	$3,659,630	68,531	$3,277,210	**-13.5%**	**-10.4%**
Quarter 2 4/1 to 6/30	104,582	$4,682,494	65,481	$3,157,489	**-37.4%**	**-32.6%**
Quarter 3 7/1 to 9/30	108,559	$5,050,791	82,327	$4,064,941	**-24.2%**	**-19.5%**
Quarter 4 10/1 to 12/31	90,033	$4,256,437	72,340	$3,562,429	**-20.3%**	**-16.9%**
Total	382,385	$17,649,352	288,948	$14,074,314	**-24.5%**	**-20.3%**

Pay periods that cross quarters have been prorated between the two quarters.

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Overtime Update: MCFRS
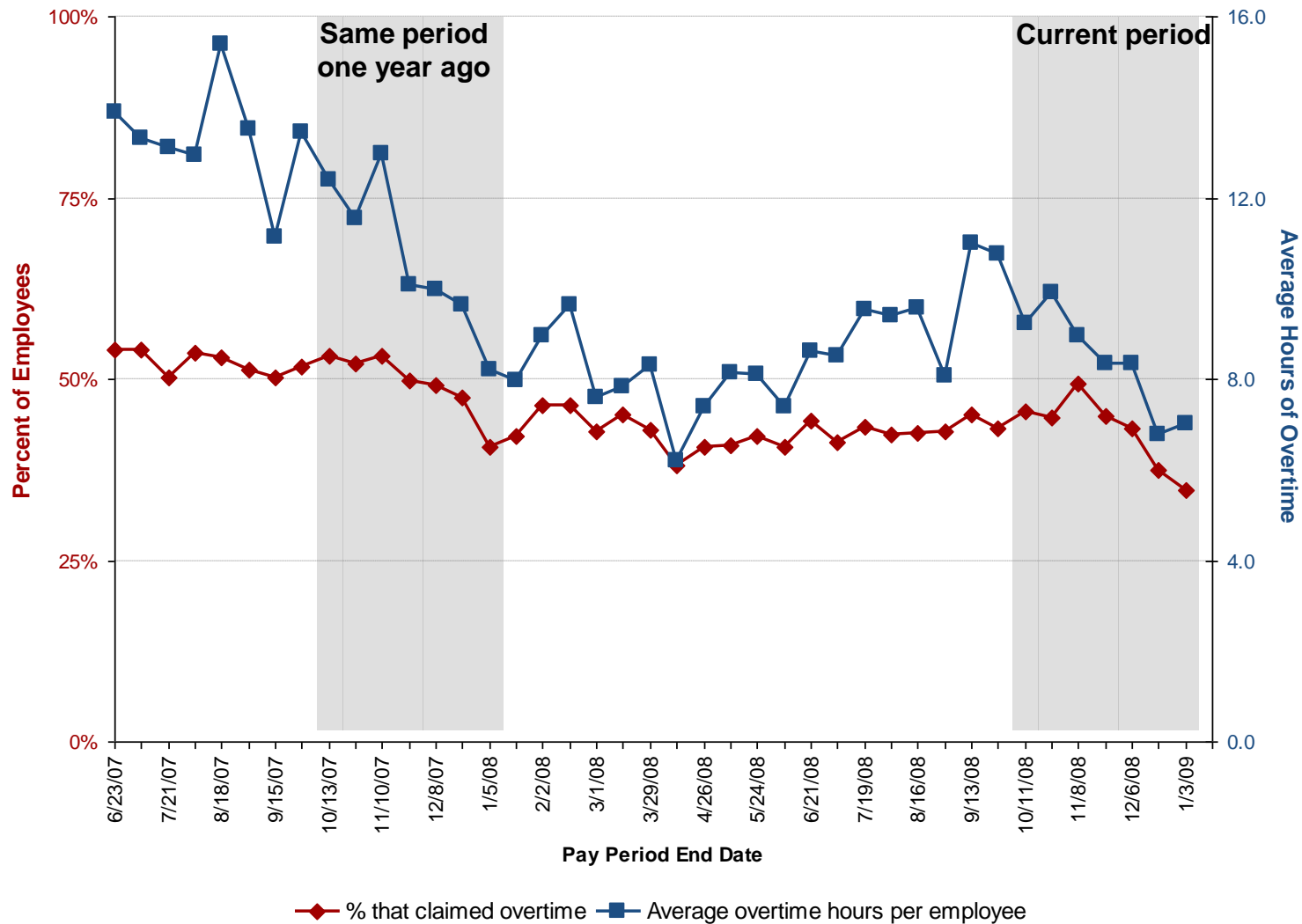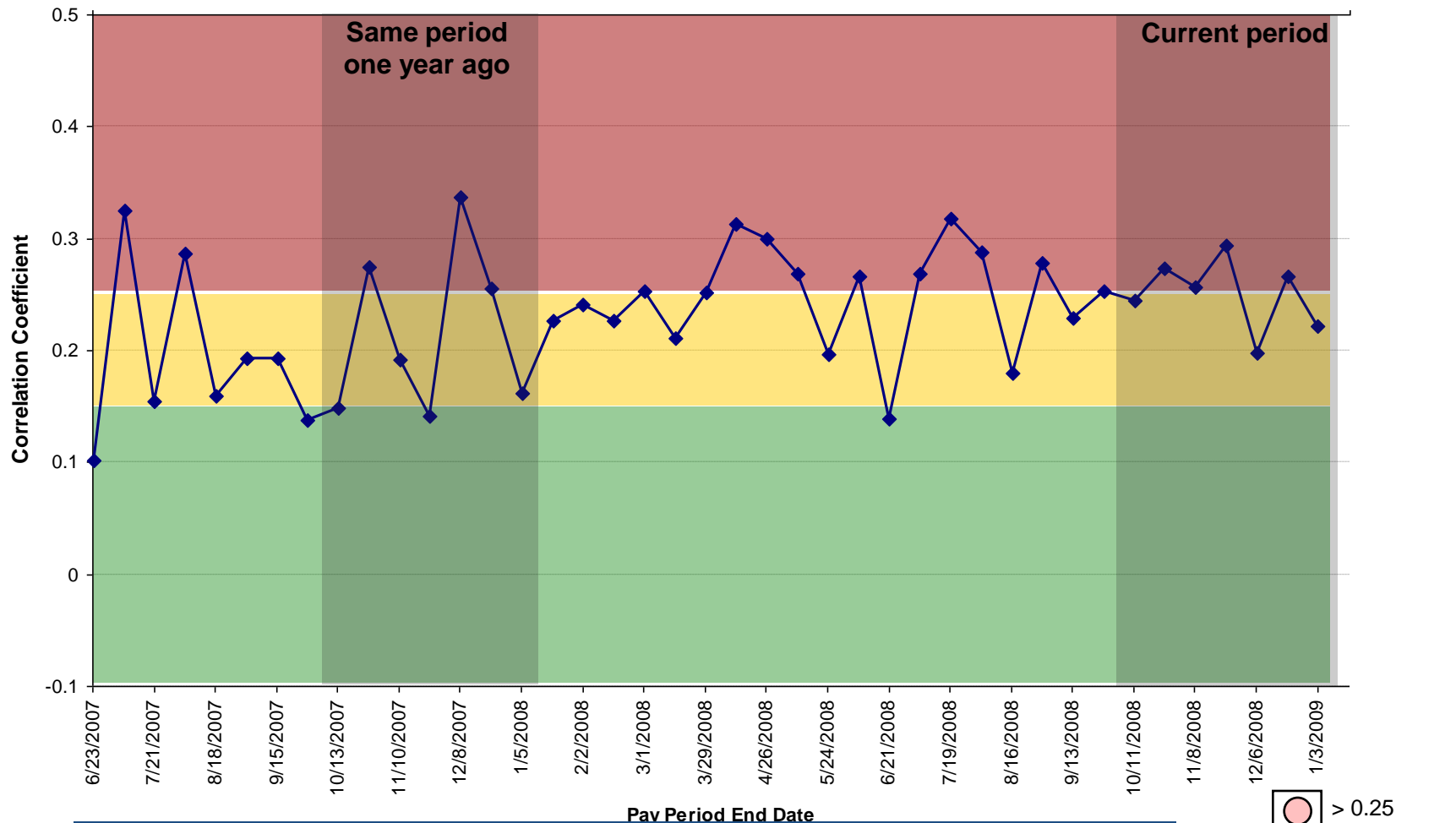# Total Overtime, Annual Leave, and Sick Leave Hours
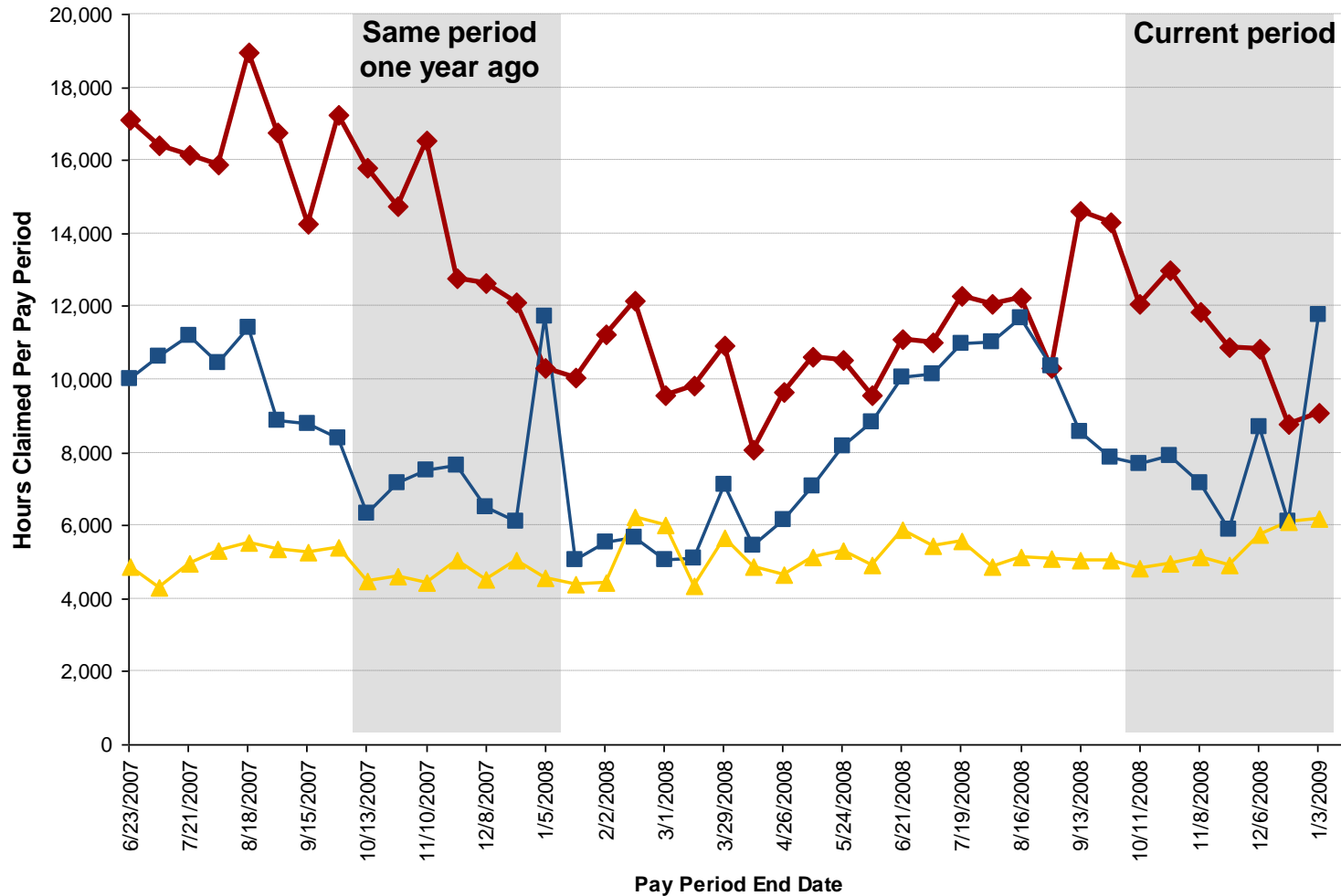
Overtime Update: MCFRS
Percent of Employees with Overtime and Average Hours

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Overtime Update: MCFRS
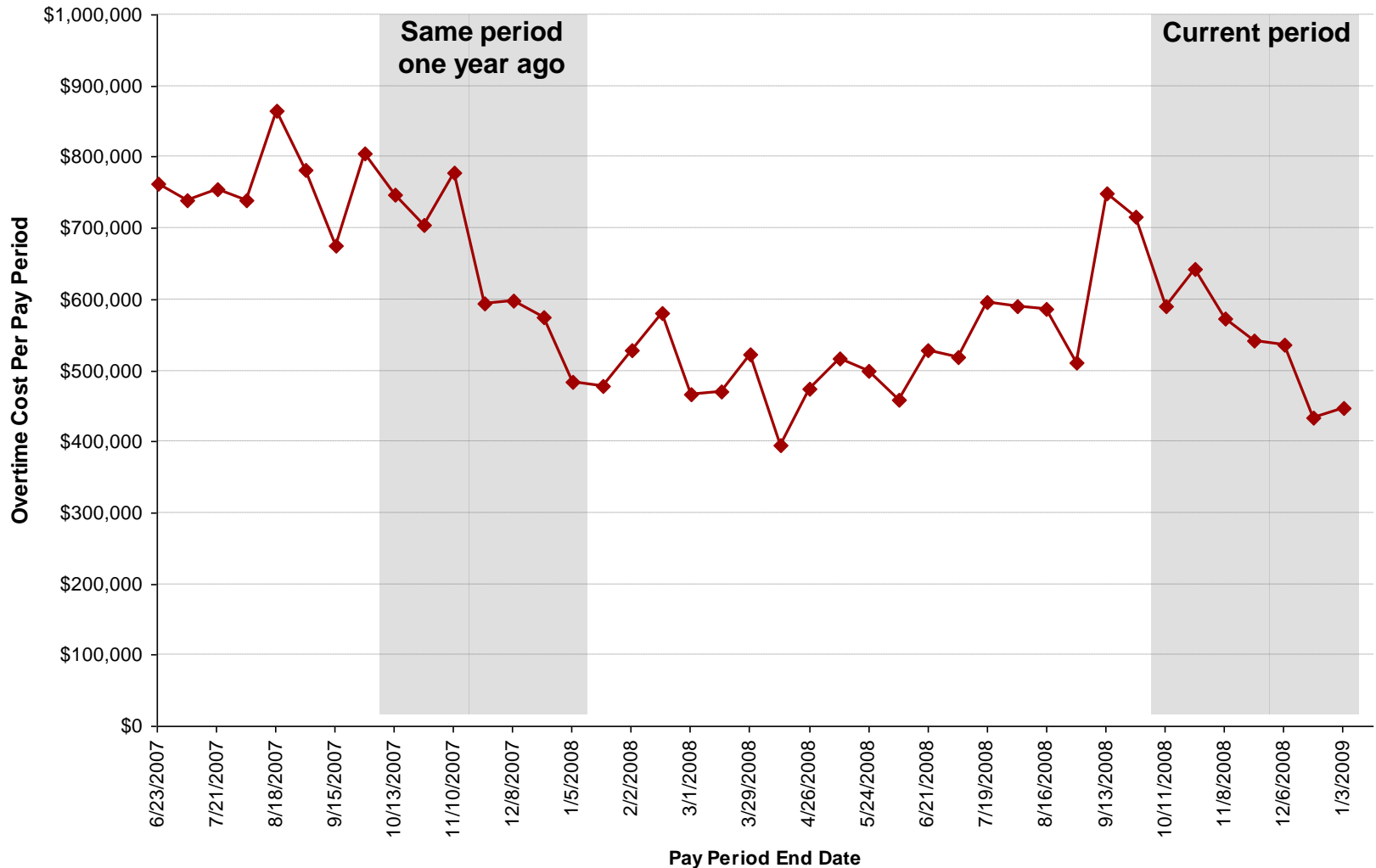# Correlation Between Hourly Wage and Number of OT Hours

The correlation coefficient shows how likely it is that personnel with high hourly wages also earn high amounts of overtime compared to lower-paid personnel. The goal is to keep this number low.

Legend:
- > 0.25
- 0.15 – 0.25
- < 0.15

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Overtime Update: MCFRS
Total Overtime Cost

Overtime Update: MCPD
Departmental Summary of Events

FY09 Overtime Budget	FY09 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$10,293,465	$5,093,620	49.5%	13.4 (51.3% of FY)

- **Developments in overtime use**
  - Water main break on River Road
  - Holiday DWI Taskforce

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Overtime Update: MCPD
Overtime Pay as a Percent of Annual Base Salary

- **Overtime earnings as a percent of salary for calendar years 2007 and 2008**

- **Highest range**
  - 2007: 104%, 122%
  - 2008: 75.5%, 124%

Number of Employees in Each Range*

Range	2007		2008	
0-25%	**1,423**	89%	**1,510**	93%
26-50%	**147**	9%	**92**	6%
51-75%	**19**	1.2%	**15**	0.9%
76%+	**2**	0.1%	**2**	0.1%
Total employees	**1,591**		**1,619**	
Average %	**12.5%**		**9.0%**	

In calendar year 2008, the average MCPD employee earned overtime worth 9.0% of the value of their annual base salary.

Regular, full-time employees who were actively employed on 12/26/2007 or 12/22/2008

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Overtime Update: MCPD
# Quarter-by-Quarter Summary of Overtime Use

	CY07		CY08		% Change	
	Hours	**$**	**Hours**	**$**	**Hours**	**$**
Quarter 1 1/1 to 3/31	57,200	$2,584,199	47,372	$2,311,636	**-17.2%**	**-10.5%**
Quarter 2 4/1 to 6/30	58,580	$2,627,754	47,066	$2,290,811	**-19.7%**	**-12.8%**
Quarter 3 7/1 to 9/30	61,177	$2,947,291	54,704	$2,717,293	**-10.6%**	**-7.8%**
Quarter 4 10/1 to 12/31	61,174	$2,979,393	51,239	$2,569,385	**-16.9%**	**-14.4%**
Total	238,131	$11,138,637	200,494	$9,894,367	**-15.9%**	**-11.3%**

Earning codes OTP, OT2, OTL, and ROT. Includes all funds (General Fund, grants, etc.)
Pay periods that cross quarters have been prorated between the two quarters.

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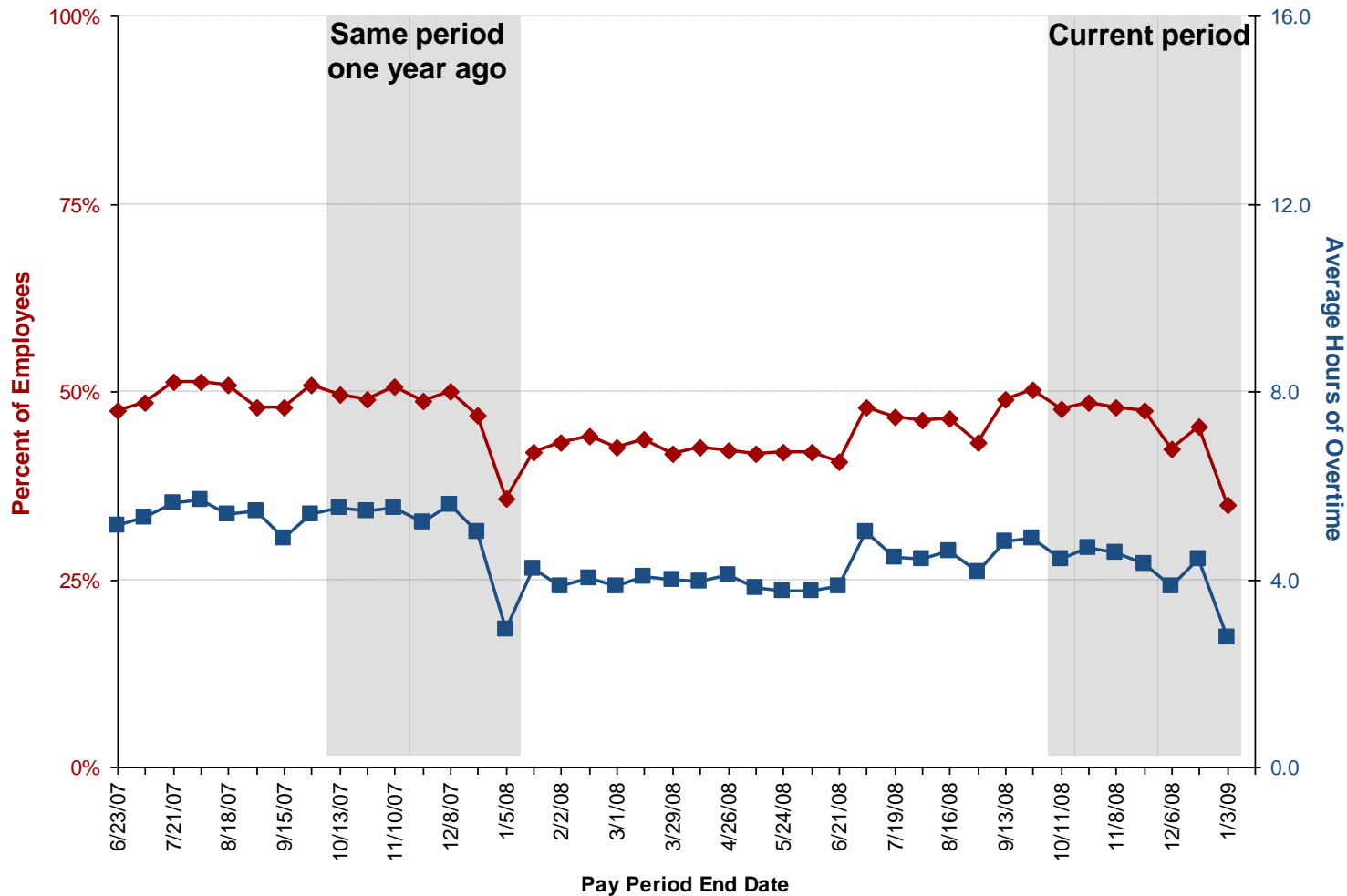# Overtime Update: MCPD
Total Overtime, Annual Leave, and Sick Leave Hours
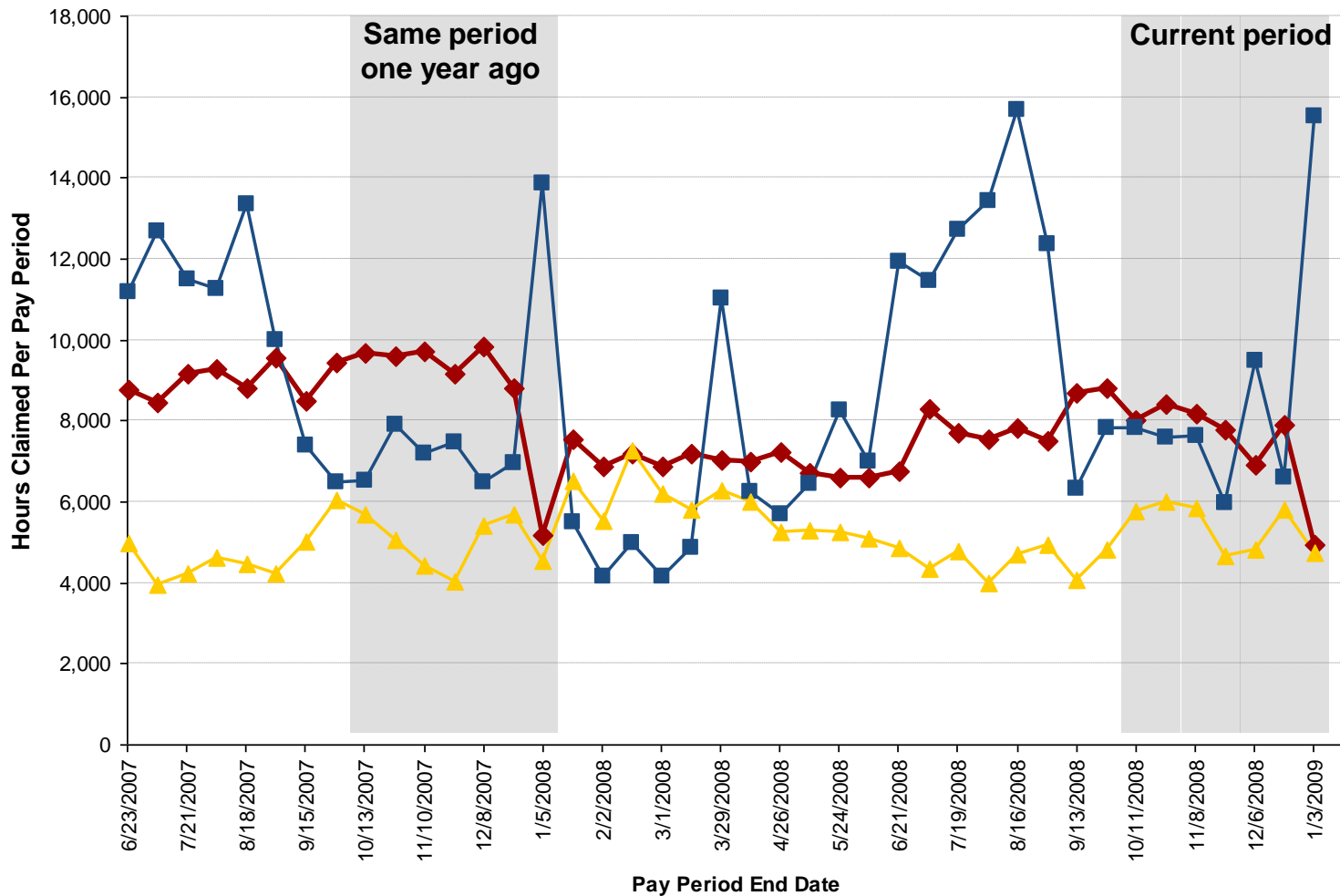
Overtime Update: MCPD
Percent of Employees with Overtime and Average Hours

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Overtime Update: MCPD
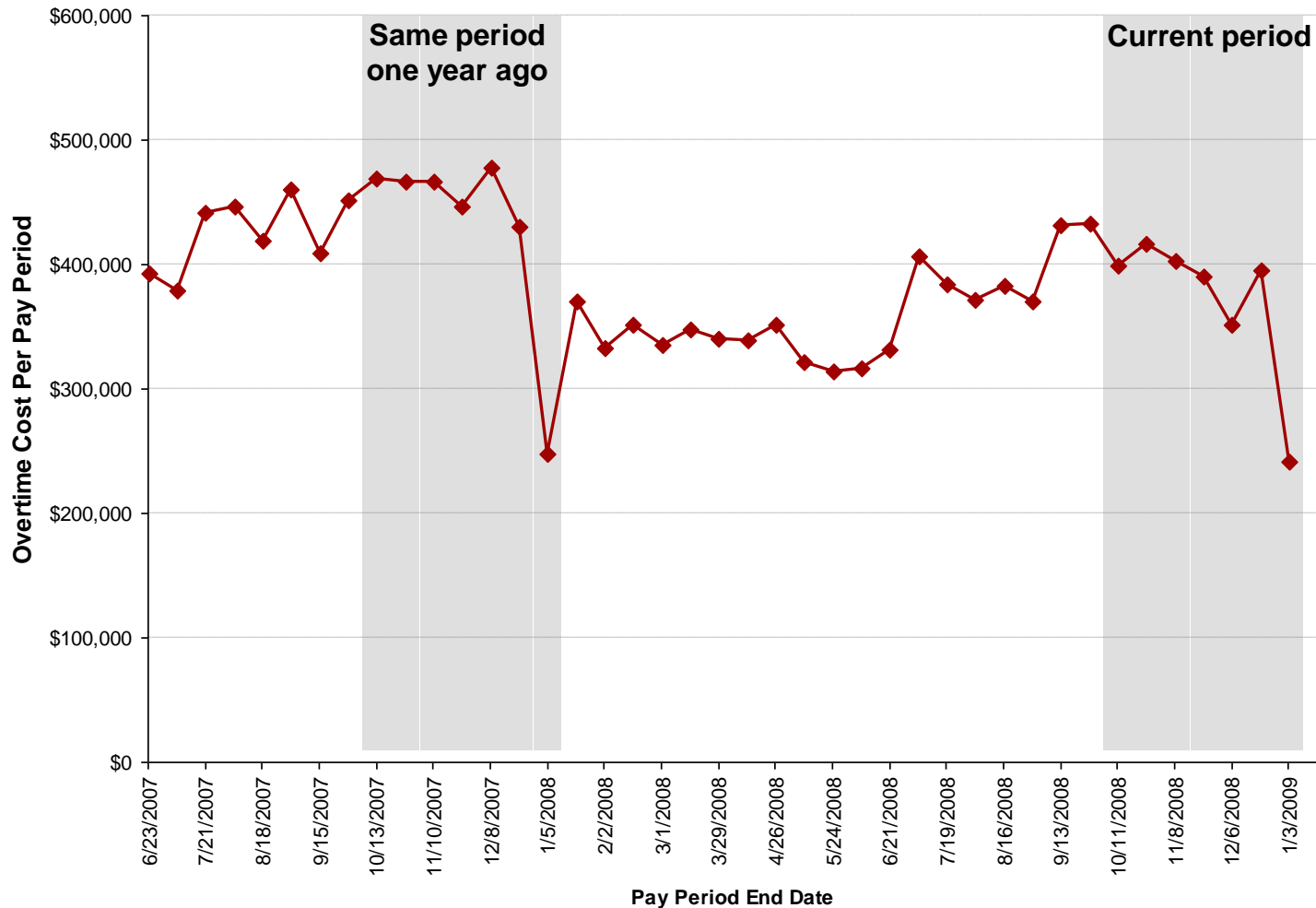# Correlation Between Hourly Wage and Number of OT Hours
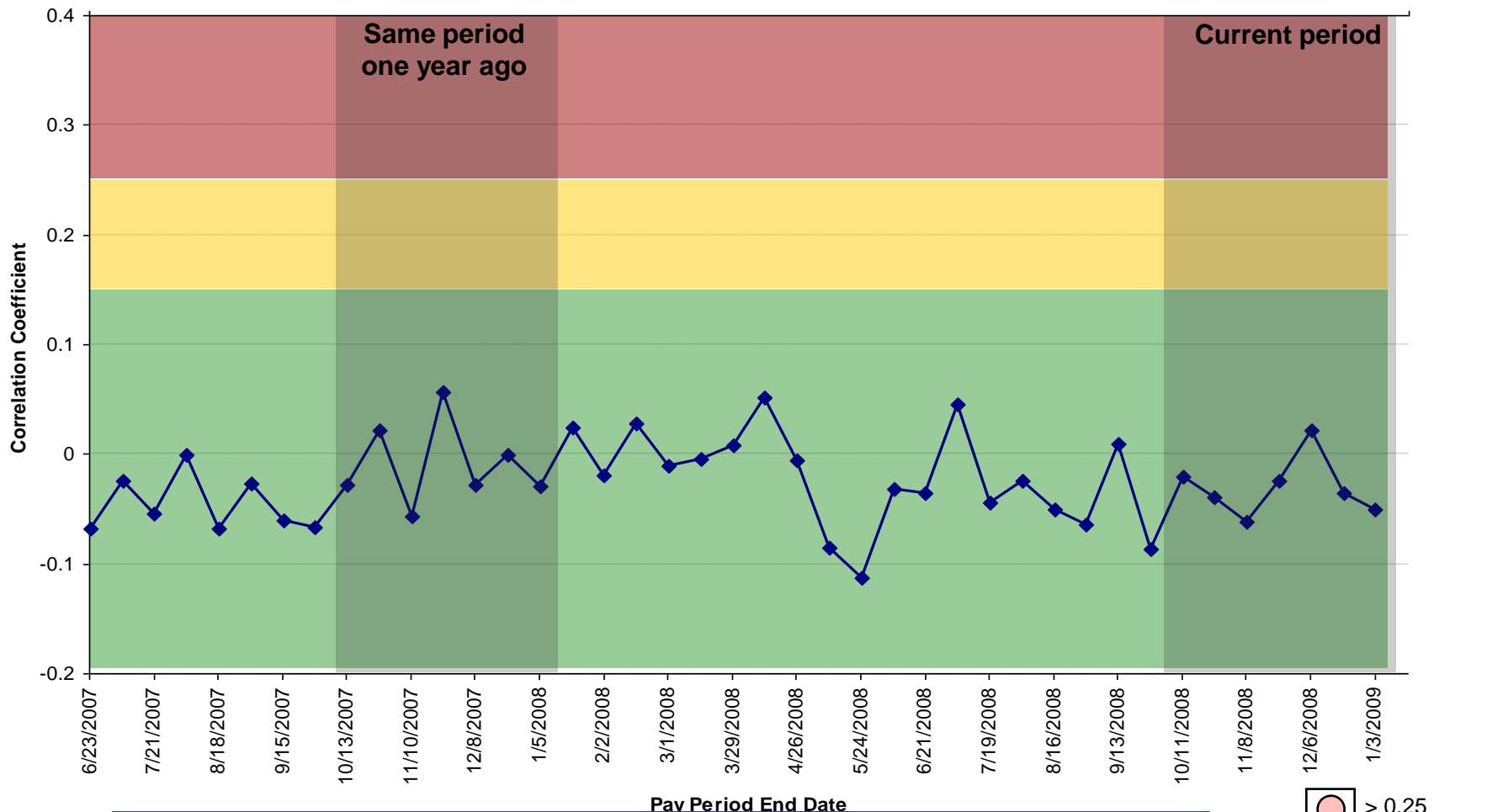
The correlation coefficient shows how likely it is that personnel with high hourly wages also earn high amounts of overtime compared to lower-paid personnel. The goal is to keep this number low.

> 0.25
0.15 – 0.25
< 0.15

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Overtime Update: MCPD
Total Overtime Cost

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Overtime Update: DOT
Departmental Summary of Events

FY09 Budget	FY09 Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$3,847,120	$2,251,905	58%	13.4 (51.3% of FY)

- **Developments in overtime use**
    - Primary event during the last quarter was leafing operations
    - One storm event during the last quarter

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Overtime Update: DOT
Overtime Pay as a Percent of Annual Base Salary

- **Overtime earnings as a percent of salary for calendar years 2007 and 2008**

- **Highest percentages**
  - 2007: 72.1%
  - 2008:
    - 5060/5080 only: 53.1%
    - All of DOT: 55.7%

Number of Employees in Each Range*

Range	2007 5060 & 5080 only	2008	
		5060 & 5080	All of DOT
0-25%	**1,002** 88%	**970** 92%	**1,168** 93%
26-50%	**129** 11%	**78** 7.4%	**85** 6.8%
51-75%	**10** 0.9%	**1** 0.1%	**2** 0.2%
76%+	**0** 0%	**0** 0%	**0** 0%
Total employees	**1,141**	**1,049**	**1,255**
Average %	**12.3%**	**11.9%**	**10.7%**

> In calendar year 2008, the average DOT employee earned overtime worth 10.7% of the value of their annual base salary.

Overtime Update: DOT
Quarter-by-Quarter Summary of Overtime Use

|	CY07		CY08		% Change	
	Hours	**$**	**Hours**	**$**	**Hours**	**$**
Quarter 1 1/1 to 3/31	76,191	$2,617,032	55,545	$1,958,381	**-27.1%**	**-25.2%**
Quarter 2 4/1 to 6/30	44,297	$1,472,819	55,815	$1,913,292	**26.0%**	**29.9%**
Quarter 3 7/1 to 9/30	44,863	$1,552,570	47,233	$1,610,349	**5.3%**	**3.7%**
Quarter 4 10/1 to 12/31	70,568	$2,389,784	64,660	$2,137,625	**-8.4%**	**-10.6%**
Total	235,920	$8,032,206	223,254	$7,619,648	**-5.4%**	**-5.1%**

5060 and 5080 divisions only.
Pay periods that cross quarters have been prorated between the two quarters.

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Overtime Update: DOT
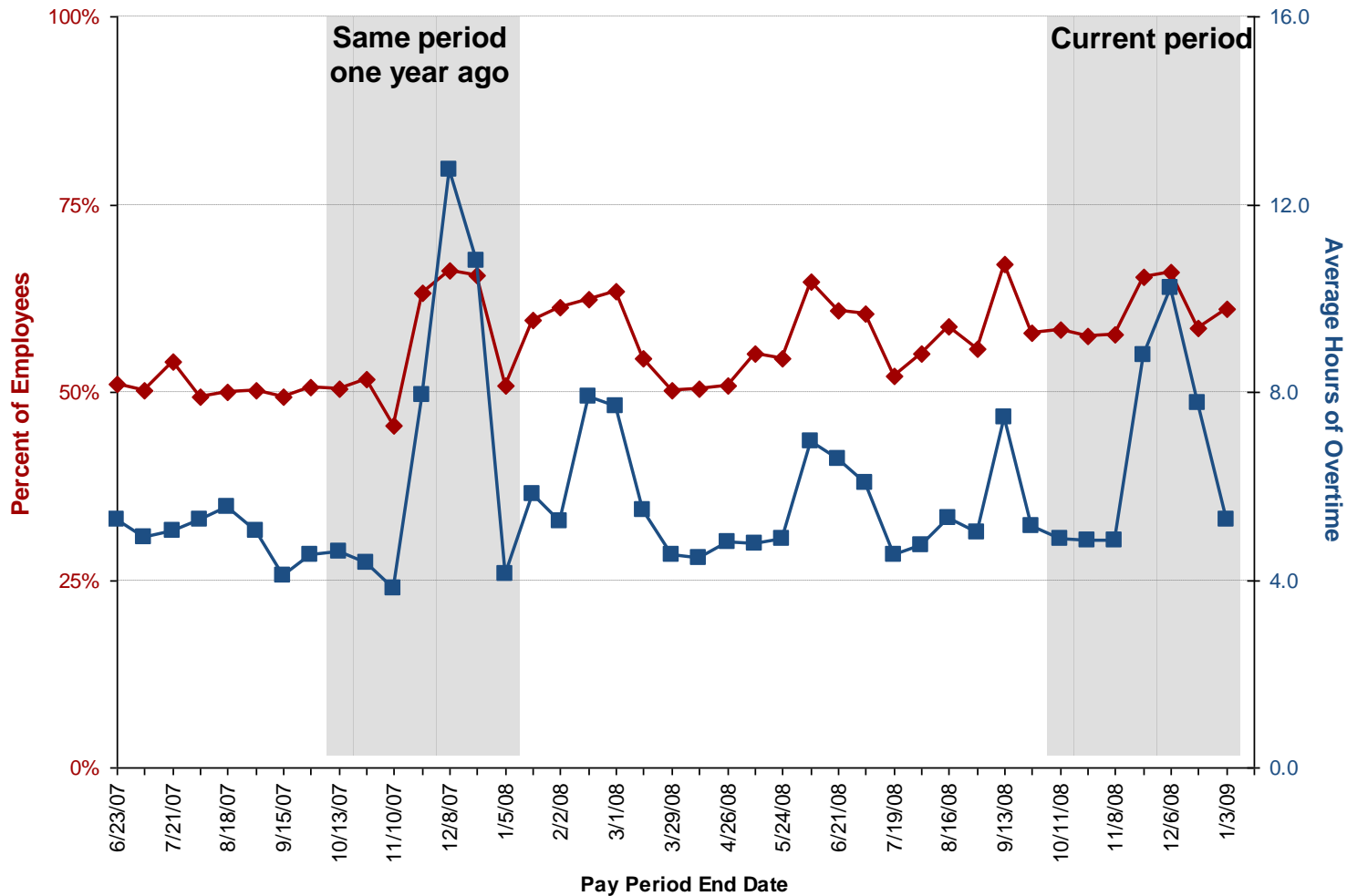# Total Overtime, Annual Leave, and Sick Leave Hours
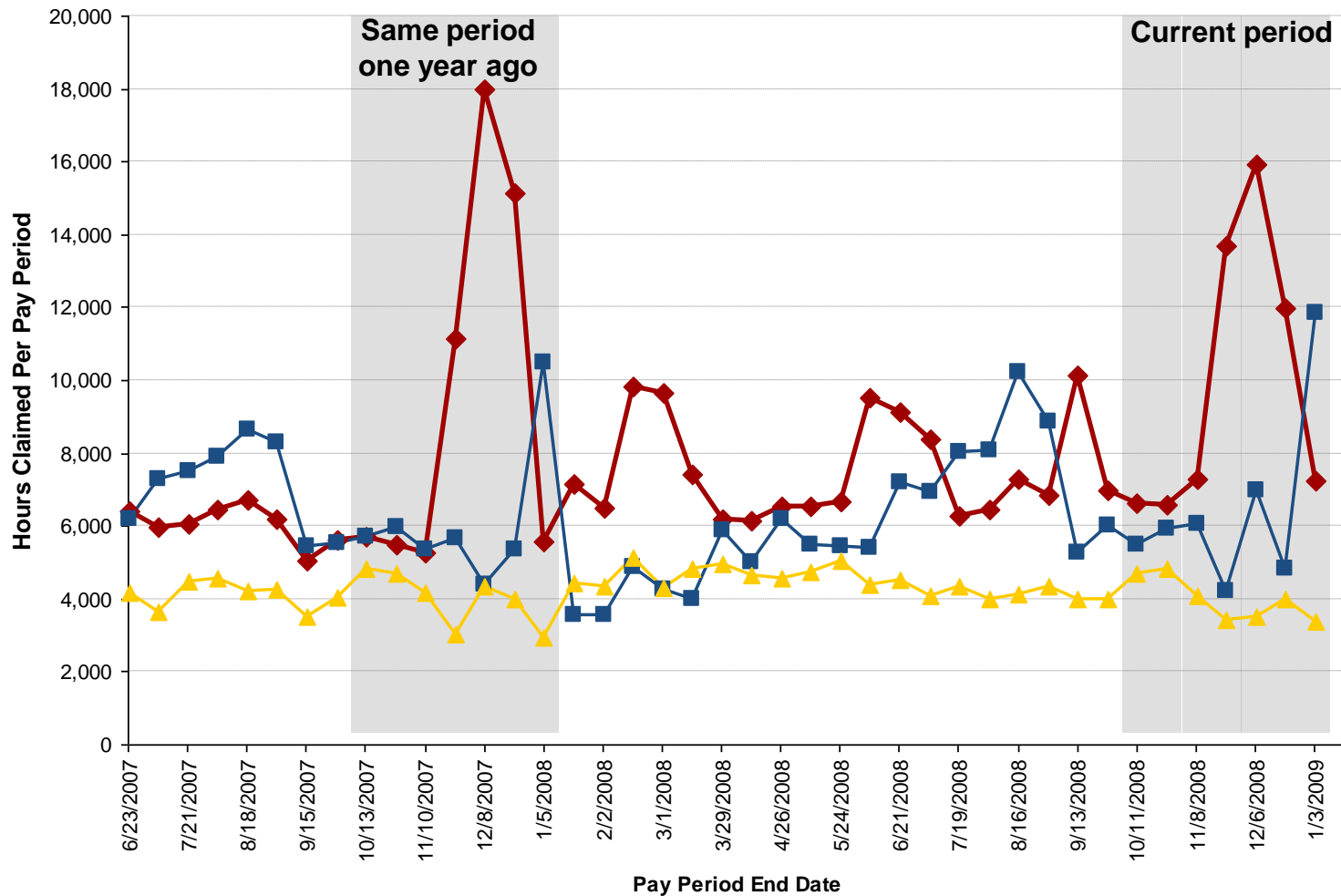
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Overtime Update: DOT
Percent of Employees with Overtime and Average Hours

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Overtime Update: DOT
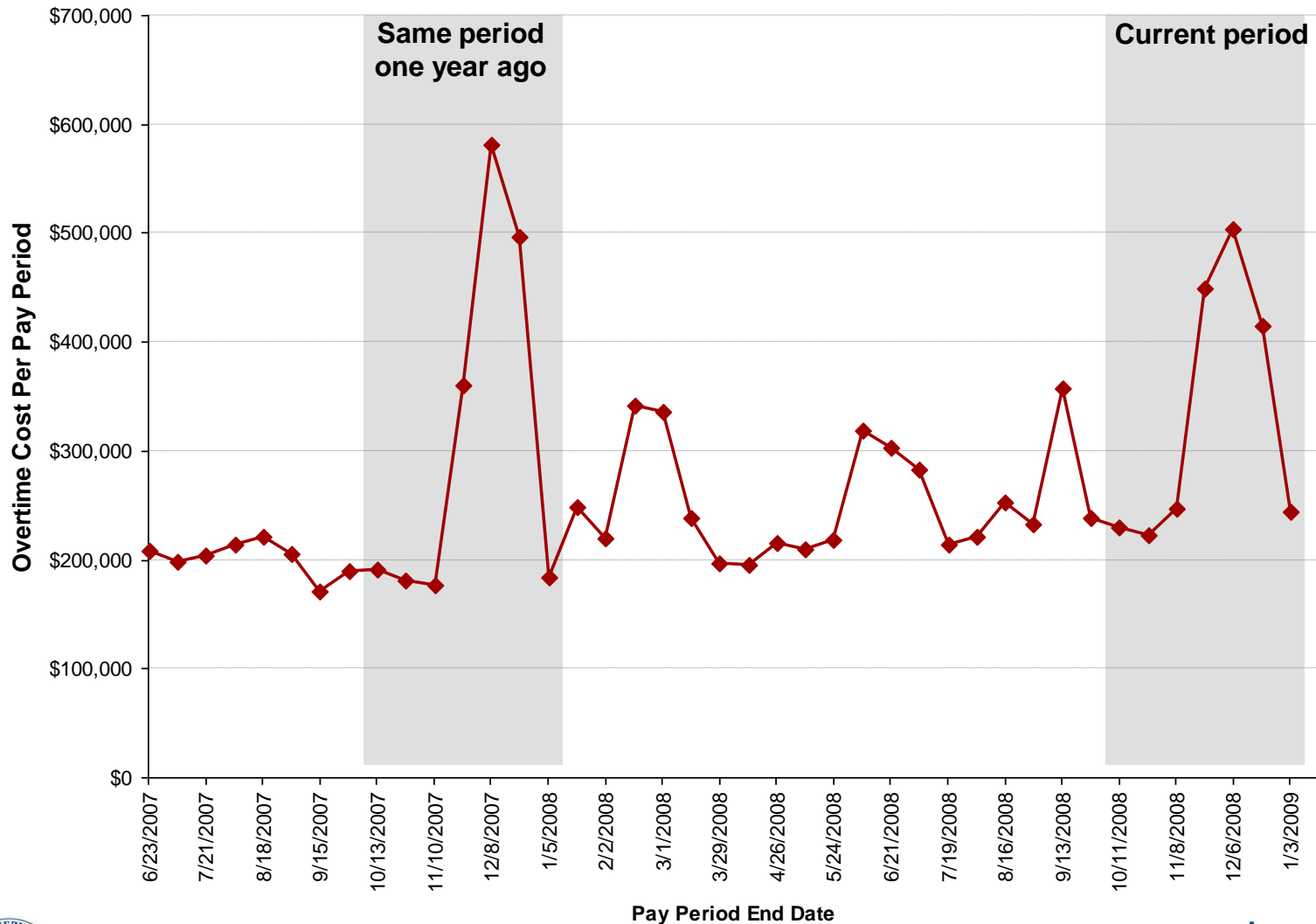# Correlation Between Hourly Wage and Number of OT Hours
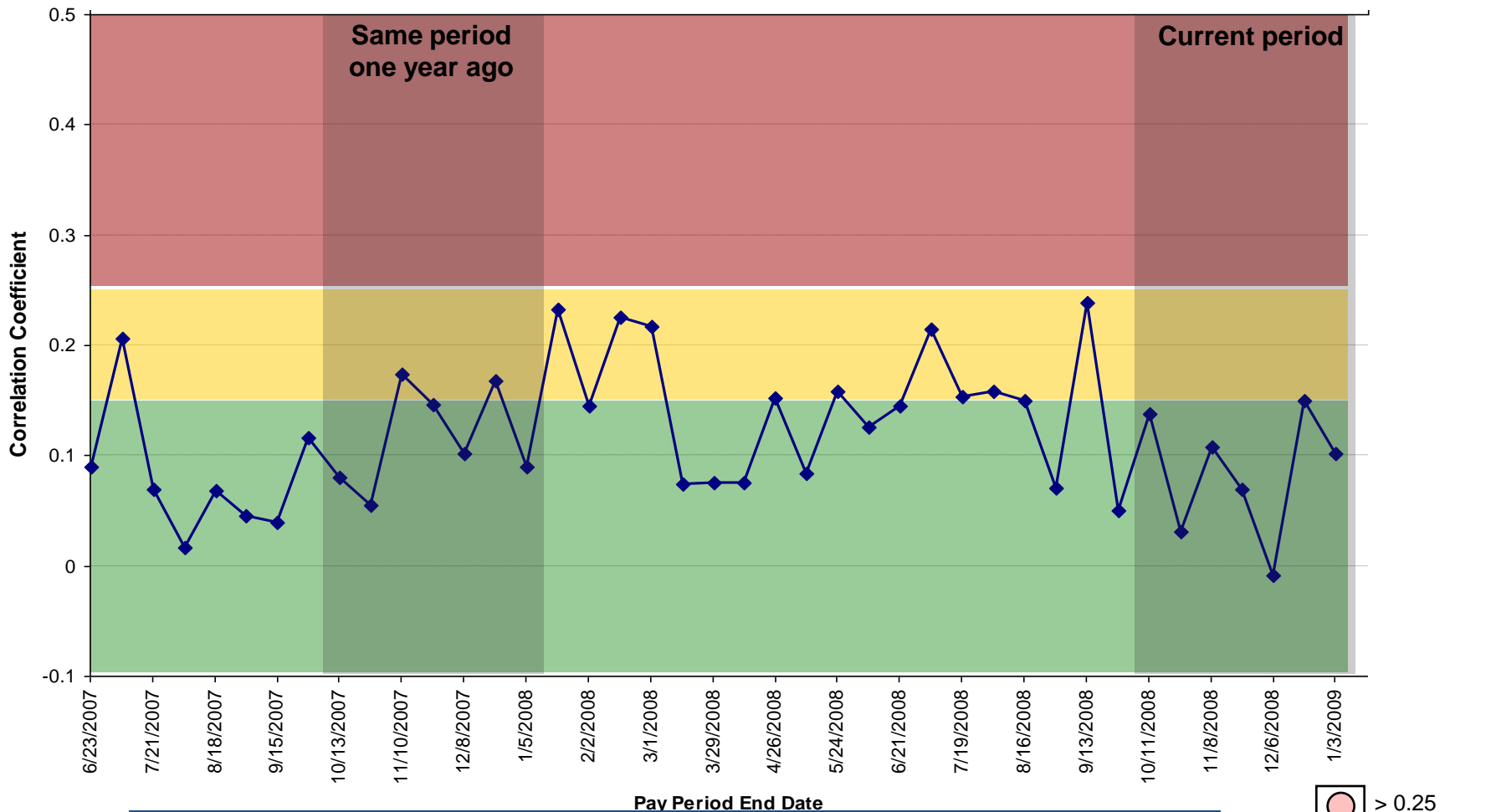
The correlation coefficient shows how likely it is that personnel with high hourly wages also earn high amounts of overtime compared to lower-paid personnel. The goal is to keep this number low.

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Overtime Update: DOT
Total Overtime Cost

Practices and Procedures

- **One of the common drivers of overtime is sick leave use**

- **Previous overtime meetings have examined the impact of sick leave use on overtime use**

- **This overtime meeting examines departments' practices and procedures with respect to both sick leave and overtime and compares them to practices and procedures in other jurisdictions**

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Practices and Procedures: MCPD Sick Leave

County	Advance notice: time required	Number of days where doctor's note is needed	Can be used for pre-scheduled appointments	Suspected abuse: actions for supervisors
Montgomery County	1 hour in advance	More than 5 days	Yes	Must be given reason dr. note is requested in writing. But can demand if abuse suspected
Prince Georges County	1½ hours in advance for shift workers, ½ hour for permanent scheduled workers	Non specific number specified. Supervisor can demand note for any sick leave taken	Yes	Can demand note for any sick leave including suspected abuse
Howard County	Early as possible But not less than 1 hour	More than 3 days	Yes	Can demand sick note, but must advise employee in advance that next time will need note
Anne Arundel County	No time period given	More than 3 days	Yes	Can demand sick note, but must advise employee in advance that next time will need note
Arlington County		No specific number; supervisor may request note for any absence	Yes	Can demand note for any sick leave including suspected abuse

Practices and Procedures: MCPD Overtime

Department	Court Overtime	Call Back Overtime	Leave Cancellation	Compensatory Leave
Montgomery County	3 hour minimum	3 hour minimum	If leave is cancelled, paid at your regular rate, not overtime	May be requested in lieu of overtime At 1.5 hour rate
Baltimore County	4 hour minimum	4 hour minimum	Not addressed in policy	May be requested in lieu of overtime At 1.5 hour rate
Howard County	3 hour minimum	4 hour minimum	Overtime pay for hours worked if leave is cancelled	May be requested in lieu of overtime At 1.5 hour rate
Annapolis City	4 hour minimum	2 hour minimum	Not addressed	May be requested in lieu of overtime At 1.5 hour rate
Prince Georges County	3 hour minimum	3 hour minimum	Not addressed	May be requested in lieu of overtime At 1.5 hour rate
Fairfax County	3 hour minimum for non-scheduled	2 hours minimum	Not addressed	May be requested in lieu of overtime At 1.5 hour rate

Practices and Procedures: MCFRS Sick Leave

County	Advance notice: time required	Number of days where doctor's note is needed	Can be used for pre-scheduled appointments	Suspected abuse: actions for supervisors
Montgomery County	1 hour prior to the start of shift.	More than 3 days	Yes	After 3 unexcused incidents, placed on SKL restriction (requires a note upon returning to work site). Next is progressive discipline
Prince Georges County	1 hour prior to the start of shift.	Three (3) or officer's discretion based on history	Yes	Doctor's note for any absence, scheduled or unscheduled. If abuse suspected, monitoring, counseling, and notes.
Loudoun County	1 hour prior to the start of shift.	No specific time. Can be required by a supervisor at any time.	Yes	If employee's leave balance below regularly scheduled work hours and/or employee uses more than 104 hours of leave during a 12 month period, then memo goes to the appropriate Deputy Chief for investigation.
Fairfax County	2 hours prior to reporting time.	Based upon suspected abuse by the supervisor.	Yes	Interview of employee suspected of SL abuse. Requirement of Doctors note.
Arlington County	2 hours prior to reporting time.	No specific time. The Fire Chief or designee can authorize a request for a note from anyone at any time	Yes	All supervisors monitor leave. Ops Chief gets monthly report of leave use totals. Individuals who have used more leave in past 12 months than they have earned get visit from a BC to determine the cause for use. The Fire Chief can request a doctor's note for any future use. Abuse can result in disciplinary action.

Practices and Procedures: DOCR Sick Leave

County	Advance notice: time required	Number of days where doctor's note is needed	Can be used for pre-scheduled appointments	Suspected abuse: actions for supervisors
Montgomery County	4 hours prior to the beginning of the shift	Patterns of incidental use in a one year time frame	Yes	Placed on 1 day doctor's note for 120 days; continuation of status for 6 months; begin progressive discipline.
Prince Georges County	1 hour	3 days	Yes	Sick leave letter from physician for each absence for 6 months – if no improvement review on case by case basis – either continue sick leave letters or progressive discipline
Howard County	1 hour	3 days	Yes	Doctor's note required for any sick leave utilization to be followed with counseling and then progressive discipline if no improvement
Anne Arundel County	1 hour	3 days	Yes	Sick leave notes from physician after 5 occurrences – followed by progressive discipline if no improvement
Arlington County	2 hours	2 days	Yes	Furnish physician's note for every absence/sick leave for 3 months - Progressive discipline follows if no improvement

Practices and Procedures: DOT Sick Leave

County	Advance notice: time required	Number of days where doctor's note is needed	Can be used for pre-scheduled appointments	Suspected abuse: actions for supervisors
Montgomery County				
Prince Georges County				
Howard County				
Anne Arundel County				
Arlington County				

Wrap-up

- **Confirmation of follow-up items**

- **Time frame for next meeting**

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