Department of Correction and Rehabilitation

Departmental Overtime Meeting 1

July 25, 2008

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CountyStat Principles

- **Require Data Driven Performance**

- **Promote Strategic Governance**

- **Increase Government Transparency**

- **Foster a Culture of Accountability**

Agenda

- **Introductions**
- **Overtime in DOCR**
  - Historical use of overtime
  - Existing overtime management and monitoring

Potential tools for the management of overtime

- **Managing Overtime by Hiring More Staff**
  - Cost of overtime relative to hiring of new employees
- **Managing Overtime by Limiting Overtime Hours**
  - Inmate population management
  - Sick leave management
- **Managing Overtime by Utilizing Less Expensive Overtime**
- **Wrap-up**

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Historical Context: Growth of Overtime, FY04 – FY08

Fiscal Year	# of Employees with Overtime	Total Overtime Hours	Total Overtime Wages	Average Wage per Hour	Correlation Coefficient
2004	513	71,410	$2,296,378	$32.16	-0.071
2005	510	72,877	$2,450,436	$33.62	-0.073
2006	519	83,998	$2,990,565	$35.60	-0.045
2007	532	77,469	$2,884,543	$37.24	-0.021
2008	537	62,105	$2,532,528	$40.78	0.064

Overtime includes earning codes OTP and OT2. Mandatory overtime (lunch/roll call) has been excluded.
Note that the Montgomery County Correctional Facility (MCCF) became operational in March 2003.
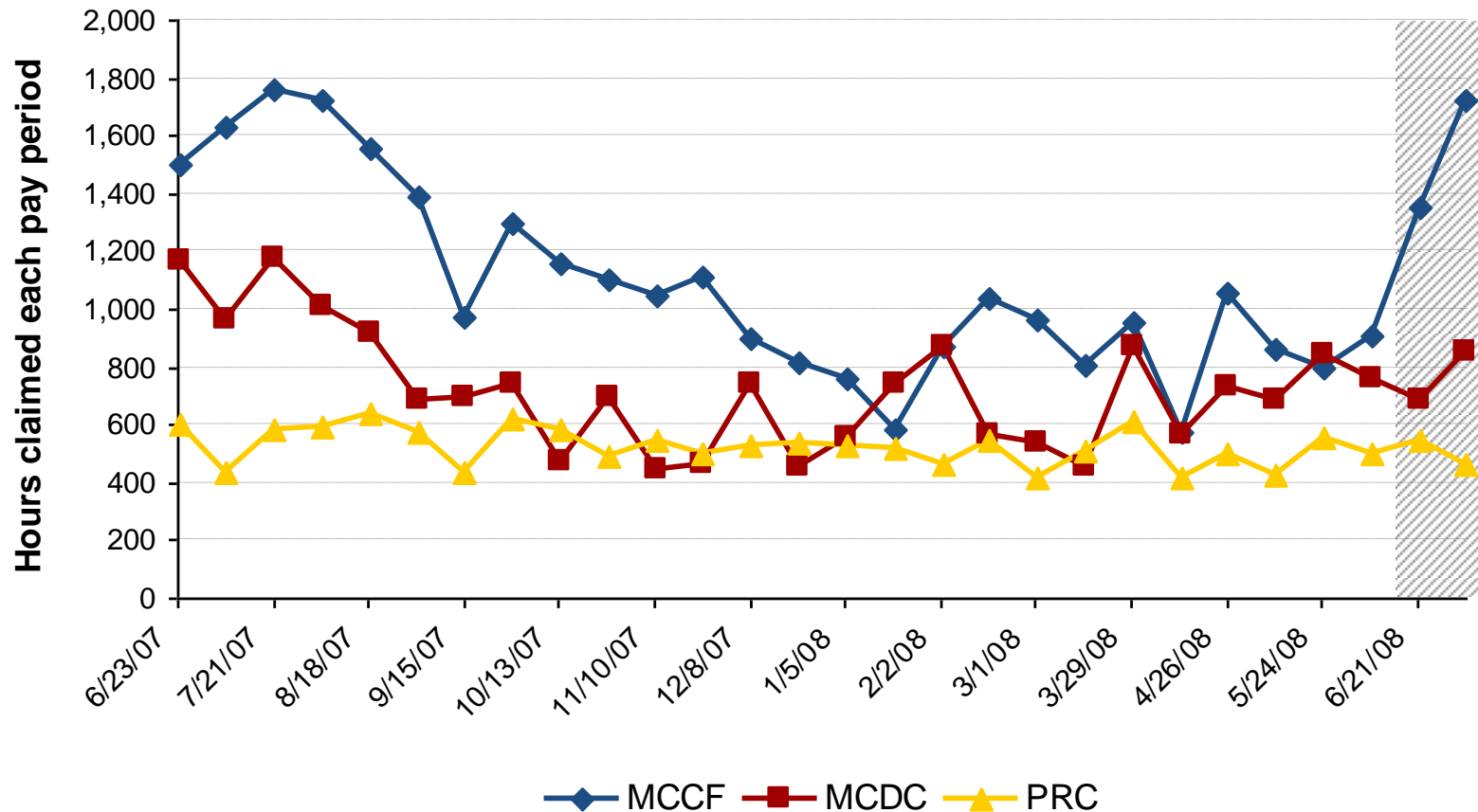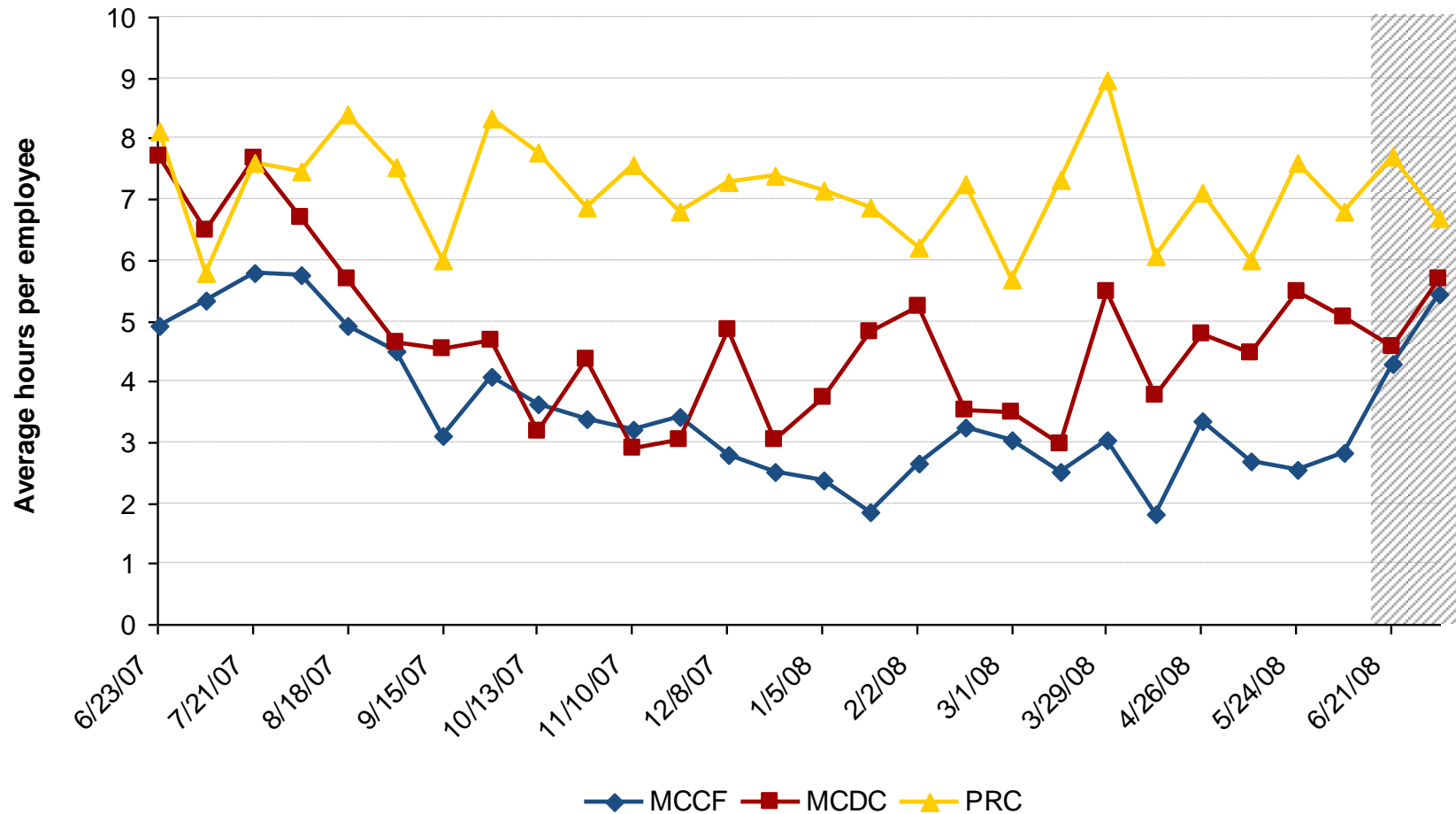
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Historical Context: Overtime Use By Facility

Last pod open at MCCF

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Historical Context: Overtime Use By Facility

Last pod open at MCCF

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Existing Overtime Management and Monitoring

- **Primary tool is to focus aggressively on sick leave abuse**
  - Review of sick leave patterns
  - Implementation of sick leave restrictions
  - Progression to discipline
- **Training schedules managed to spread impact evenly through the year**
  - Training is cancelled when large numbers of staff are on leave
- **Non-mandatory activities generating overtime are curtailed**
- **Development of new management tool: Custody and Security Staff Deployment System**

- *Note: Sick leave has declined recently (and related overtime as well) at MCCF as a series of sick leave abuse-related disciplinary cases matured and Officers were terminated or strongly disciplined.*

Existing Overtime Management and Monitoring: Custody and Security Staff Deployment (CSSD) System

- **Purpose:** The CSSD is a management tool custom-designed by DOCR to track staff availability, assignments, and related overtime across three shifts a day, 7 days a week, 52 weeks a year.

- **Dates of phase-in**
  - Testing in MCDC since April, at MCCF since May
  - Production system began July 1
  - PRC will begin using the system in the latter part of FY09

- **Developments since it went online**
  - Additional reports
  - Refinement of items being tracked
  - Plans to extend use of CSSD to monitor sick leave abuse patterns

Existing Overtime Management and Monitoring: Custody and Security Staff Deployment (CSSD) System

Record daily shift information

Review and update shift information

Review schedule and overtime information

Review, print, email, and export shift reports

End program

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Existing Overtime Management and Monitoring: Custody and Security Staff Deployment (CSSD) System

Review and accountability capabilities are built into the CSSD system.

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Managing Overtime by Hiring More Employees:
Cost of New Employee vs. Overtime

- **Compare the cost of a new position with the overtime cost that the new position could reasonably be expected to replace**

- **Cost of new employee**
  - Average base salary
  - Average benefits
  - Initial and recurring annual costs

- **Cost of overtime**
  - Average overtime wage (earning codes OTP and OT2 only)
  - Number of available hours by job class as reported in 2007 Net Annual Work Hours study (out of a total of 2,086 hours per year available)
  - Additional FICA and Medicare taxes
  - Additional recurring costs

Annual costs for an additional employee exceed overtime cost savings at that same rank for all job classes shown.

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Managing Overtime by Hiring More Employees: Cost of New Employee vs. Overtime

Rank	Number	Average Base Salary	Average Benefits	Total Cost of New Position*	Average Overtime Wage	Net Annual Work Hours	Total Cost of Overtime*
Lieutenant	21	$86,065	$45,409	$133,274	$60.17	1,546	$100,133
Sergeant	46	$75,948	$39,969	$117,717	$53.22	1,546	$88,567
Officer III	132	$57,808	$30,147	$89,755	$39.40	1,546	$65,579
Officer II	72	$47,639	$25,595	$75,034	$31.78	1,546	$52,894
Officer I	42	$37,971	$12,329	$52,100	$27.90	1,546	$46,440
Res Supv II	21	$55,222	$29,411	$86,433	$37.99	1,546	$64,266
Res Supv I	6	$42,592	$19,121	$63,513	$29.95	1,546	$50,885

* Total cost also includes annual recurring costs and additional FICA/Medicare for overtime.

In FY08, Captains only claimed a total of 104.5 hours of overtime and so are excluded from these calculations.

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Managing Overtime by Limiting Overtime Hours: Inmate Population Management

- **Opening of last pod**
  - Criteria
  - Cost and cost tracking
  - Development of tools to push that out further
- **Managing # who are in MCCF in the first place**
  - Review of criteria used prior to bond hearings
- **Managing inmate placement to achieve higher densities safely**
  - Apply a more intense classification review to get inmates into appropriate special classification pods faster (classification rules are not altered)

> The number of housing pods open at MCCF directly affects the amount of overtime being used.

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Managing Overtime by Limiting Overtime Hours: Inmate Population Management

- **CountyStat is building a low-cost tool to help visualize inmate placement**
  - Gang affiliation
  - History of violent behavior while incarcerated

- **The tool will bring together information that is currently kept separately**

- **Visualization will help make housing decisions to safely reach higher inmate densities**
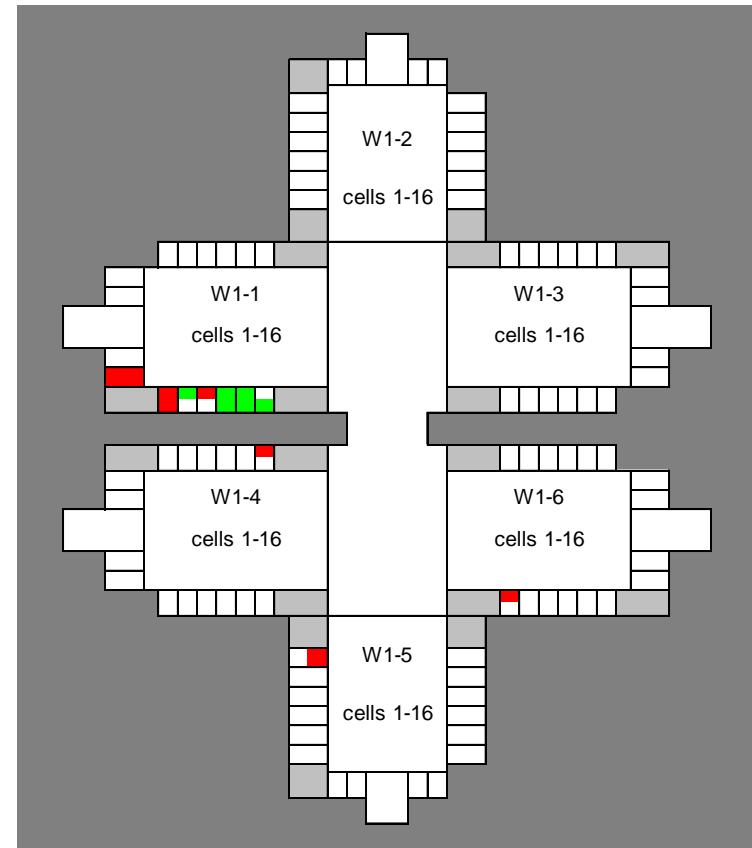
The goal is to be able to put off opening the last pod while still maintaining safety for inmates and staff.

Managing Overtime by Limiting Overtime Hours: Sick Leave Management

- **Past patterns of sick leave use**
  - Sick leave use in DOCR compared to others
  - Sick leave use by facility
  - Evidence for abusive patterns
- **Tools for managing sick leave**
  - Manual review of leave tracking cards
  - Intention is to use CSSD to monitor sick leave use patterns
  - Limits on the effectiveness of tools available: rise in FMLA

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Managing Overtime by Limiting Overtime Hours: Sick Leave Use in DOCR Compared to Others

Group	# Employees in Group	Total Group Hours	Average Use Per Person
Total County	8,293	756,987	91.4
MCGEO	4,281	432,362	101.5
County less MCGEO	4,012	324,625	80.7
Transit MCGEO	714	62,583	103.8
Bus Operators	616	54,782	106.2
DOCR MCGEO	461	45,090	96.5
DOCR Correctional Officers	243	22,797	94.4

Data supplied by OHR. All values are based on the 52-week period from 07-08-2007 thru 07-05-2008.

To engage overtime and still cover work, DOCR needs more staff available. Sick leave utilization is a major component of availability.

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Managing Overtime by Limiting Overtime Hours:
Sick Leave Use by Facility
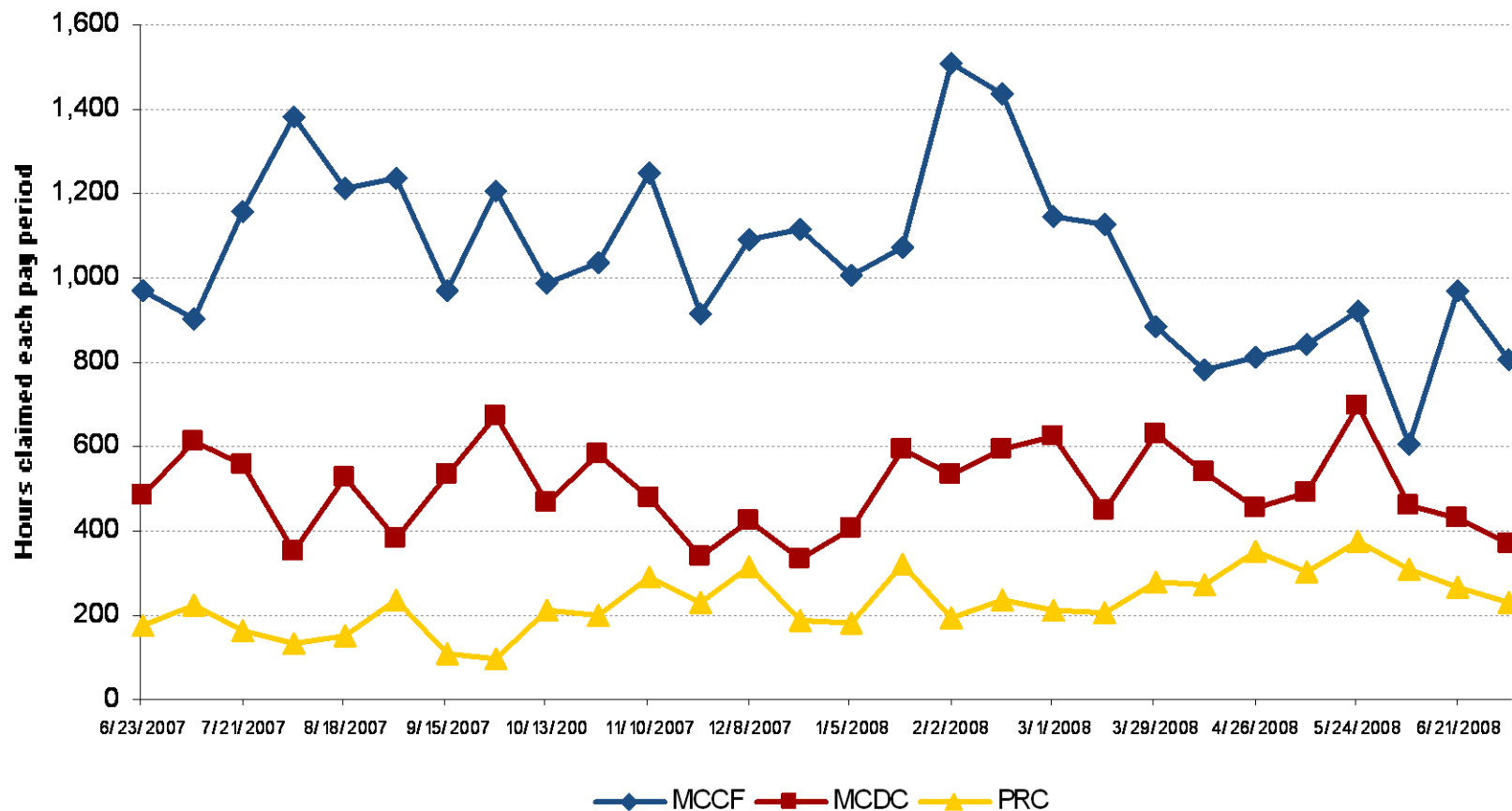
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Managing Overtime by Limiting Overtime Hours:
Sick Leave – Detecting Abusive Patterns

Chart: % of Total Scheduled Hours by day of week

Legend:
- **Shift 1** 10:30pm – 7:00am
- **Shift 2** 6:30am – 3:00pm
- **Shift 3** 2:30pm – 11:00pm
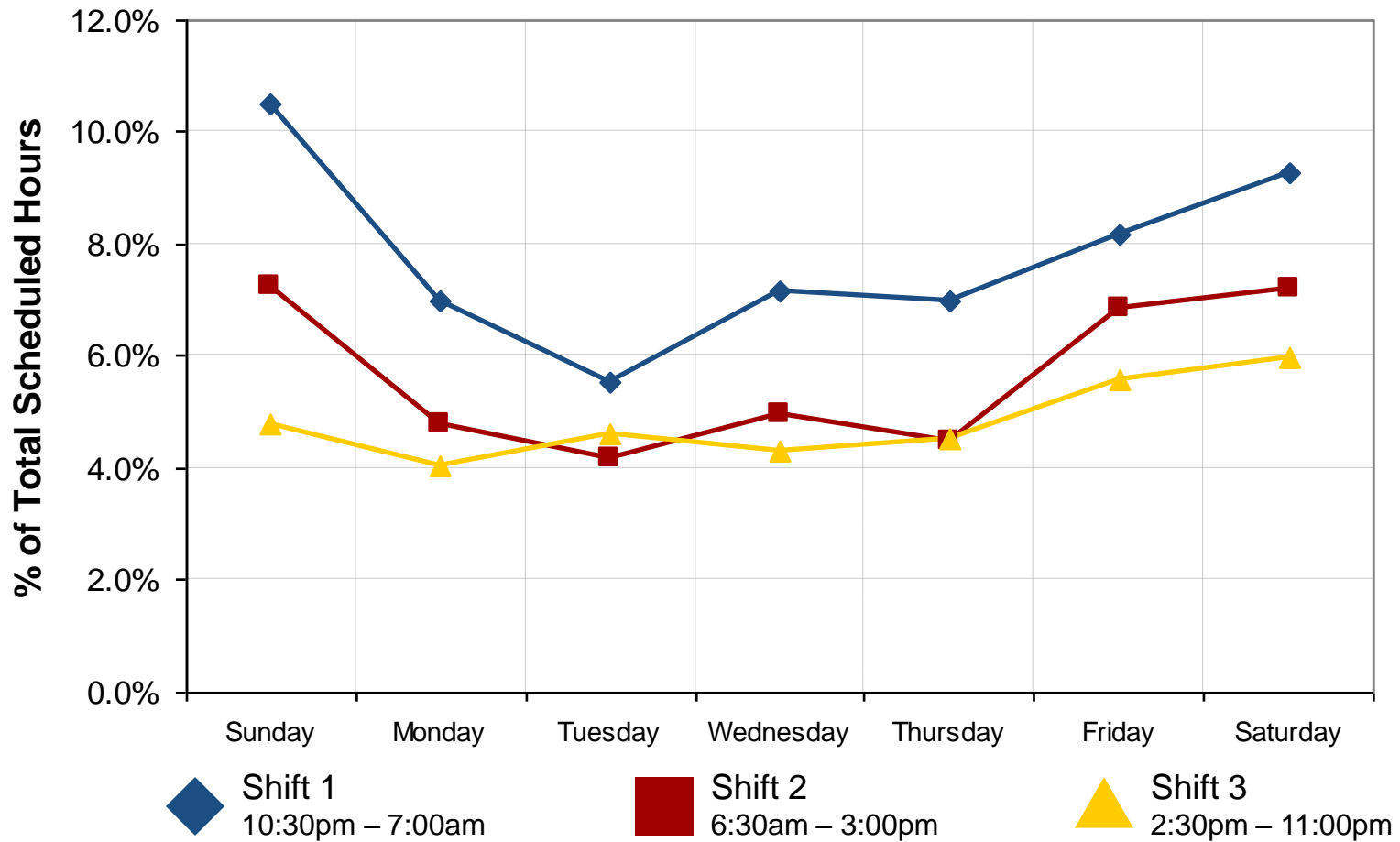
Data is for custody and security guards at MCCF from 7/1/2007 to 12/31/2007.

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Managing Overtime By Limiting Overtime Hours:
Sick Leave – Detecting Abusive Patterns

Department of Correction & Rehabilitation Leave Record

Name: Year: 2008

|	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	AL	SL	Pot	CL	EC	HL	MS
Jan.	HL 8				0	0	Pot 1	Pot 1	Pot 1			0	0					SL 4	0	0	H 8					0	0						4	3			16	
Feb.		0	0				SL 8	0	0		Per 8				0	0	H 8					0	0					SL 8					16				8	8
Mar.	0	0	SL 8				0	0		Per 8			0	0						0	0	AL 8				0	0		8	8					8
Apr.				0	0						0	0			AL 8	AL 8	0	0	AL 8				0	0	SL 8			24	8					
May		0	0				0	0					0	0						0	0	H 8		0						8
June	0			SL 8	AL 8	0	0					0	0					0	0			0	0						
July																																				
Aug.																																				
Sept.																																				
Oct.																																				
Nov.																																				
Dec.																																				

END OF THE YEAR TOTALS: AL: 32   SL: 36   POT: 3   CL: 0   EC: 0   HL: 32   MS: 16

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Managing Overtime by Utilizing Less Expensive Overtime: Average Overtime Hours vs. Average Hourly Wages
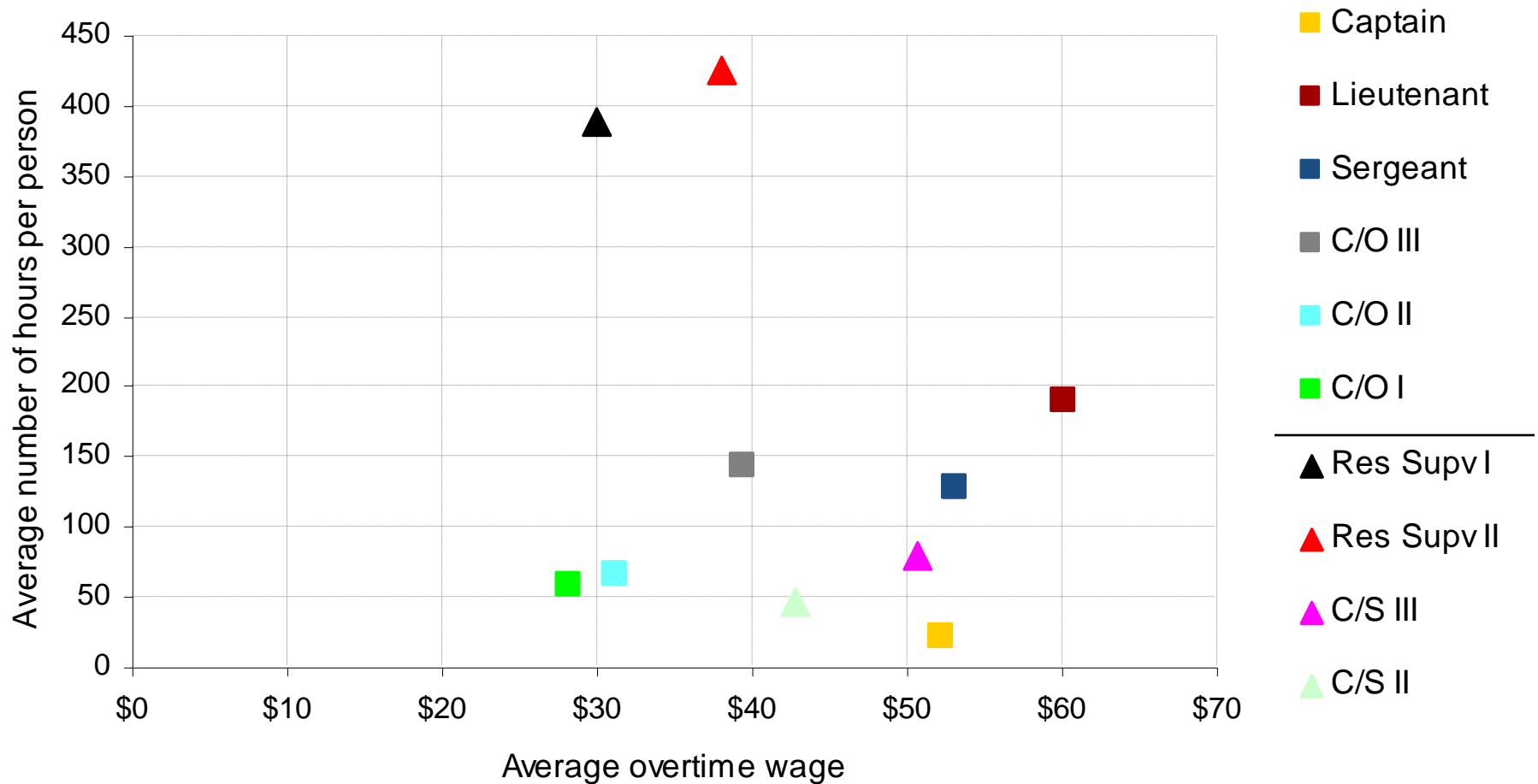
Managing Overtime by Utilizing Less Expensive Overtime: Deployment of Personnel Among Facilities

	MCCF	MCDC	PRC	Other	Total
Captain	4	1			5
Lieutenant	12	9			21
Sergeant	35	10		1	46
Correctional Officer III	87	43		2	132
Correctional Officer II	45	23		4	72
Correctional Officer I	35	7			42
Resident Supervisor I			6		6
Resident Supervisor II			20	1	21
Correctional Specialist V	1		1	3	5
Correctional Specialist IV	2	1	3		6
Correctional Specialist III			6	10	16
Correctional Specialist II	10	3	10	15	38
Correctional Specialist I	1			1	2
Total	231	97	47	37	412

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Wrap-up

- **Confirmation of follow-up items**

- **Time frame for next meeting**

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