Overtime in Montgomery County Departments

CountyStat Meeting #6

August 4, 2009

CountyStat

CountyStat Principles

- **Require Data Driven Performance**

- **Promote Strategic Governance**

- **Increase Government Transparency**

- **Foster a Culture of Accountability**

Agenda

- **Introductions and meeting purpose**

- **Update: MCFRS**

- **Update: MCPD**

- **Update: DOCR**

- **Update: DOT**

- **Tracking overtime across all departments**

- **Wrap-up**

Meeting Goal

- **Monitor overtime use within MCFRS, MCPD, DOT, and DOCR**
  - 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 are held quarterly.
This meeting examines results from the third 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
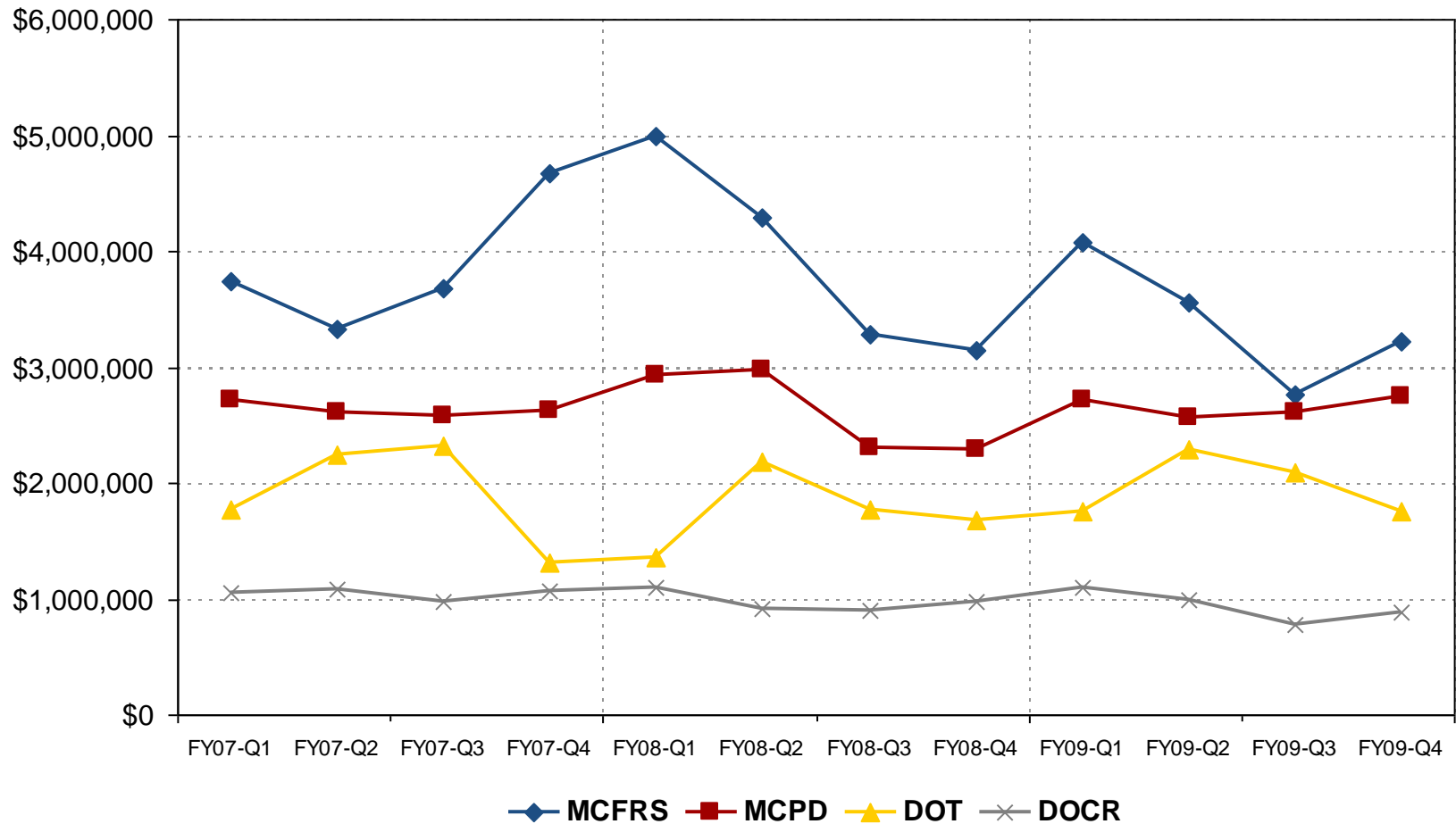
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Overtime Use Trend
Hours Per Quarter
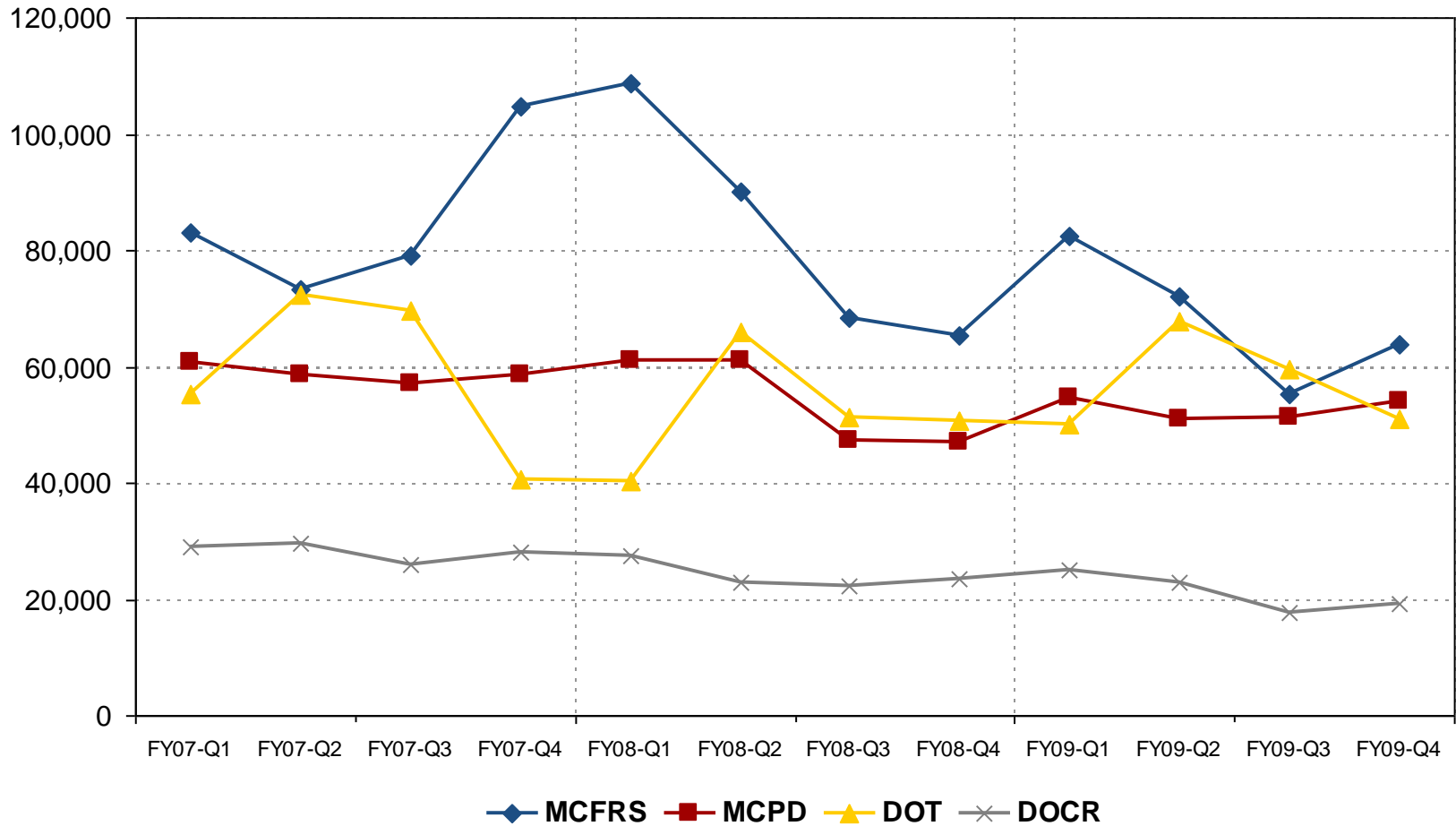
Earning codes OTP, OT2, OTH, and OTL.
Amounts prior to the reorganization have been calculated using a crosswalk of index codes provided by OMB

CountyStat

Overtime Use Trend
Cost Per Quarter

Earning codes OTP, OT2, OTH, and OTL.
Amounts prior to the reorganization have been calculated using a crosswalk of index codes provided by OMB

Overtime Meeting #6　　　　　　　7　　　　　　**8/4/2009**

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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
$9,925,653	$12,620,602	127%	26.1 (100% of FY)
FY10 Overtime Budget	**FY10 Overtime Expenditures to Date**	**Expenditures as a % of Budget**	**# of Pay Periods to Date**
$10,890,270	$146,124	1.3%	0.3 (1.1% of FY)

Developments in overtime use and management

- Increased overtime resulting from increased leave usage during summer
- Instructor overtime to train personnel who will staff new engines
- Special events: golf tournament and El Zol concert
- Annual USAR exercise (grant funded)
- Code enforcement overtime expenditures (totaling $750,000 in FY09) are substantially revenue supported

CountyStat

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

Fiscal Quarter	FY08-Q1 to FY08-Q4		FY09-Q1 to FY09-Q4		% Change	
	Hours	$	Hours	$	Hours	$
Quarter 1 7/1 to 9/30	108,559	$4,989,355	82,327	$4,073,619	-24.2%	-18.4%
Quarter 2 10/1 to 12/31	90,033	$4,285,296	71,980	$3,553,545	-20.1%	-17.1%
Quarter 3 1/1 to 3/31	68,531	$3,277,240	55,355	$2,765,487	-19.2%	-15.6%
Quarter 4 4/1 to 6/30	65,481	$3,144,324	63,947	$3,223,188	-2.3%	2.5%
Total	332,604	$15,696,215	273,608	$13,615,839	-17.7%	-13.3%

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

CountyStat

Overtime Update: MCFRS
Overtime Pay as a Percent of Total County Salary

Highest range using pro-rated total county salary

- Last quarter
  - 82.5%
  - 91.2%
  - 93.2%
  - 94.7%
  - 111.6%
- This quarter
  - 77.1%
  - 77.5%
  - 78.9%
  - 79.2%
  - 82.2%
  - 104.8%

Number of Employees in Each Range*

Range	Total County Salary	Pro-rated Total County Salary**	
		FY09-Q4	FY09-Q3
0-25%	1,196 95.0%	1,057 84.0%	1,070 85.0%
26-50%	62 4.9%	167 13.3%	161 13.0%
51-75%	1 0.1%	29 2.3%	31 2.4%
76%+	0 0.0%	6 0.5%	5 0.4%
Average %	6.8%	11.7%	11.0%
Total employees	1,259		1,267

So far in calendar year 2009, the average MCFRS employee earned overtime worth 6.8% of the value of their total county salary.
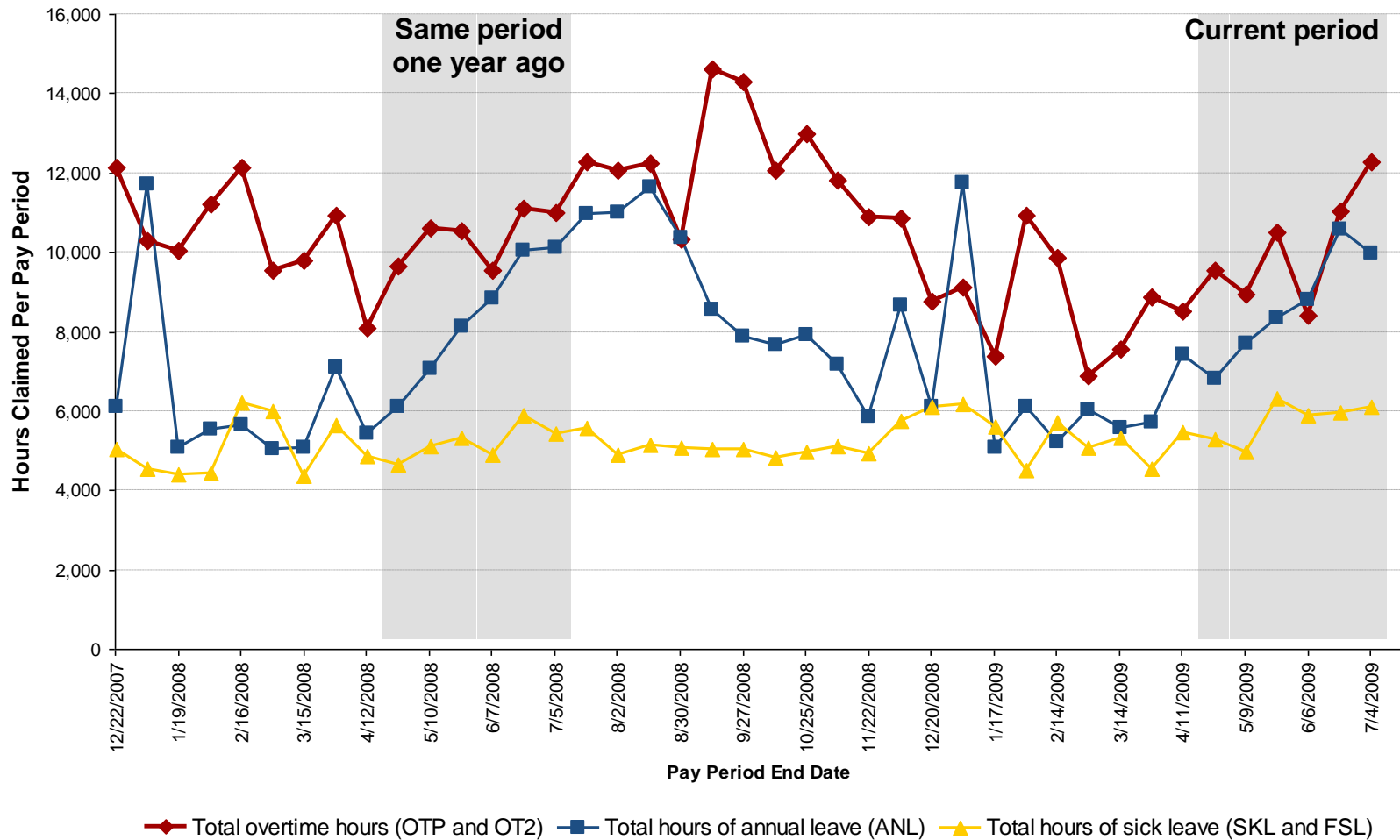
*Regular, full-time employees who were actively employed on 7/23/2009
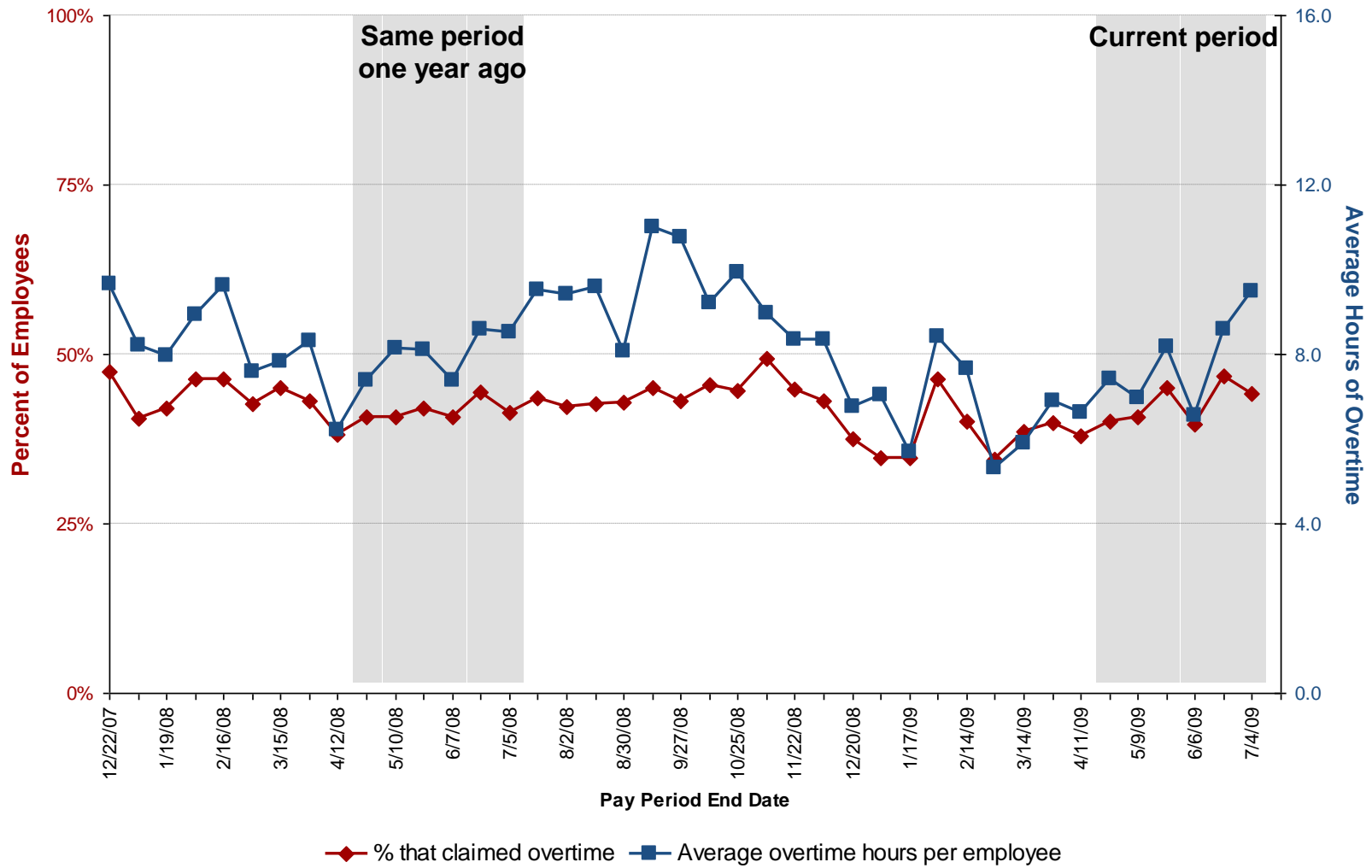** Overtime earnings as a percent of total county salary earned so far (15 of 26 pay periods)

CountyStat

Overtime Update: MCFRS
Total Overtime, Annual Leave, and Sick Leave Hours
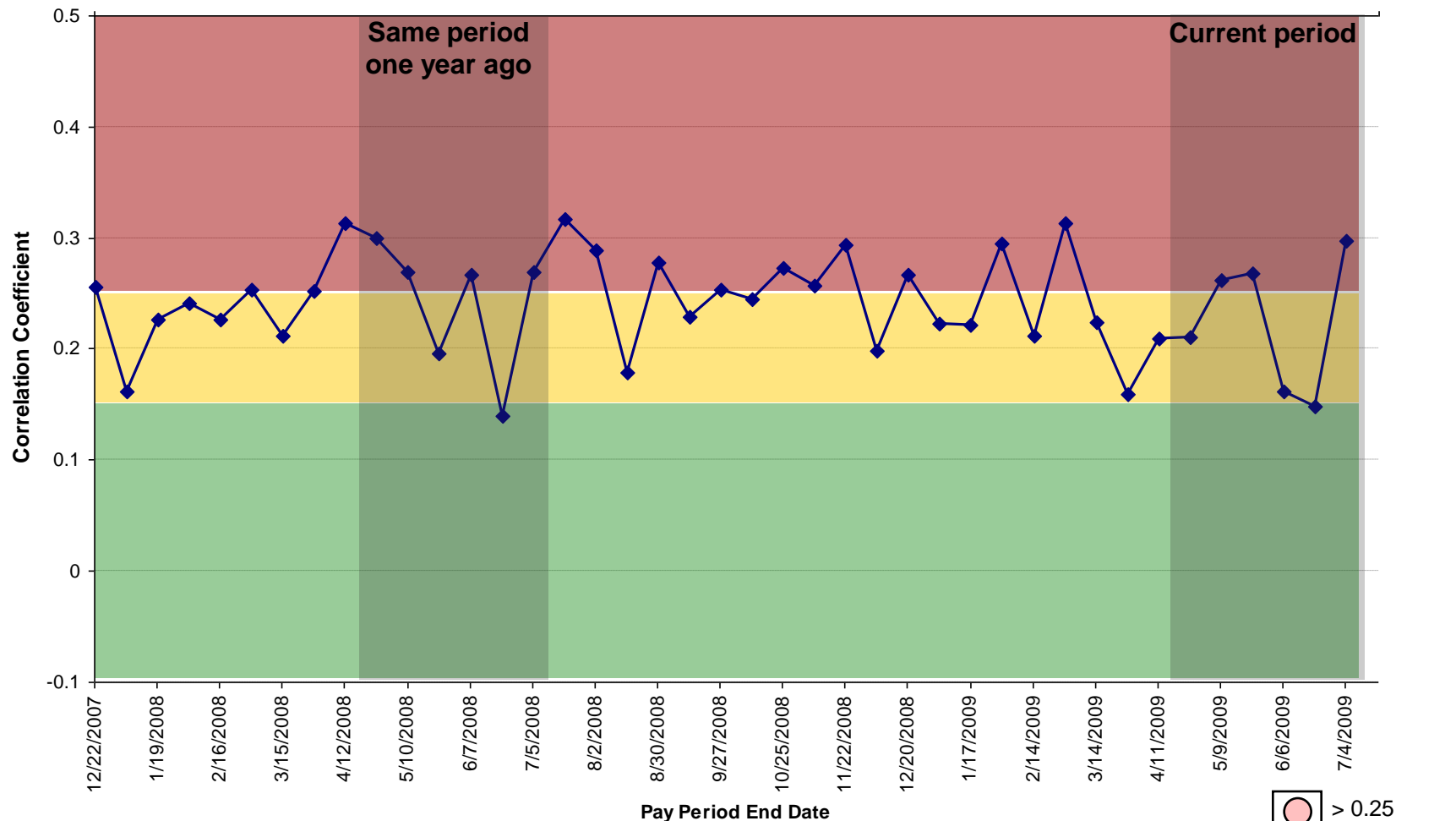
CountyStat

Overtime Update: MCFRS
Percent of Employees with Overtime and Average Hours

CountyStat

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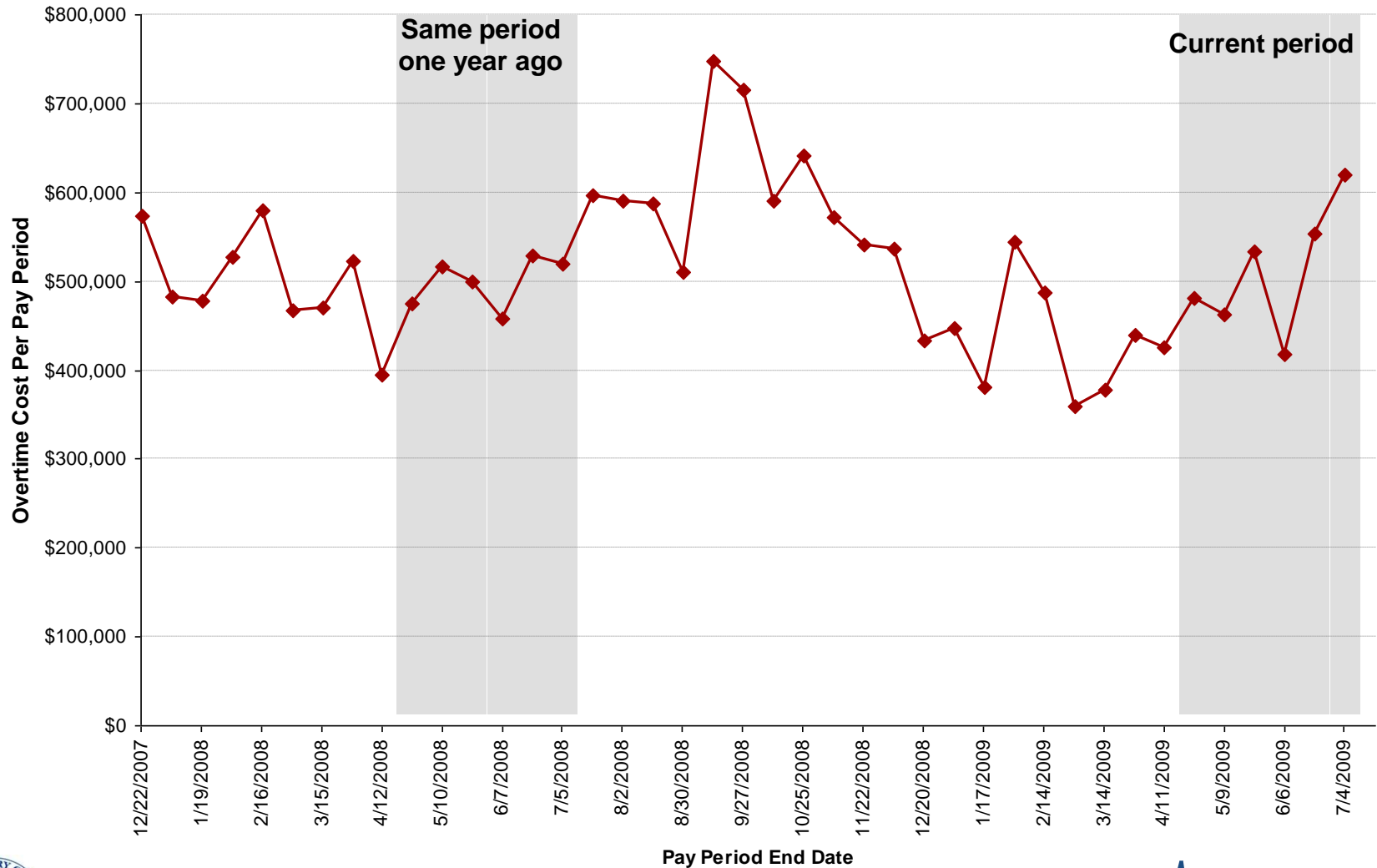# Correlation Between Hourly Wage and Number of OT Hours

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

CountyStat

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	$9,826,645	95%	25.4 (97% of FY)

FY10 Overtime Budget	FY10 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$10,525,700	$0	0%	0 (0% of FY)

Developments in overtime use and management

- **On June 10th during the shooting at the Holocaust Museum, MCPD assigned patrol units to every Jewish School as well as most synagogues. Several units were held over.**

- **MCPD continues to use a three pronged accountability program for overtime**
  1. Executive officer access to overtime information each pay period
  2. MCPD Stat where Commanders and Captains have to report on their District's or Division's overtime use
  3. MCPD Management & Budget Section oversight.

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

Fiscal Quarter	FY08-Q1 to FY08-Q4		FY09-Q1 to FY09-Q4		% Change	
	Hours	$	Hours	$	Hours	$
Quarter 1 7/1 to 9/30	61,177	$2,933,117	54,704	$2,715,085	-10.6%	-7.4%
Quarter 2 10/1 to 12/31	61,174	$2,976,883	51,047	$2,557,828	-16.6%	-14.1%
Quarter 3 1/1 to 3/31	47,372	$2,309,796	51,322	$2,615,087	8.3%	13.2%
Quarter 4 4/1 to 6/30	47,066	$2,288,633	53,954	$2,744,106	14.6%	19.9%
Total	216,789	$10,508,429	211,027	$10,632,105	-2.7%	1.2%

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

CountyStat

Overtime Update: MCPD
Overtime Pay as a Percent of Total County Salary

Highest range using pro-rated total county salary

- Last quarter
  - 75.9%
  - 87.7%
  - 89.3%
  - 89.5%
  - 91.4%
- This quarter
  - 92.6%
  - 94.1%

Number of Employees in Each Range*

Range	Total County Salary	Pro-rated Total County Salary**	
		FY09-Q4	FY09-Q3
0-25%	1,575 98.4%	1,458 91.1%	1,486 91.9%
26-50%	23 1.4%	126 7.9%	114 7.1%
51-75%	2 0.1%	14 0.9%	12 0.7%
76%+	0 0.0%	2 0.1%	5 0.3%
Average %	5.5%	9.5%	9.2%
Total employees	1,600		1,617

So far in calendar year 2009, the average MCPD employee earned overtime worth 5.5% of the value of their total county salary.
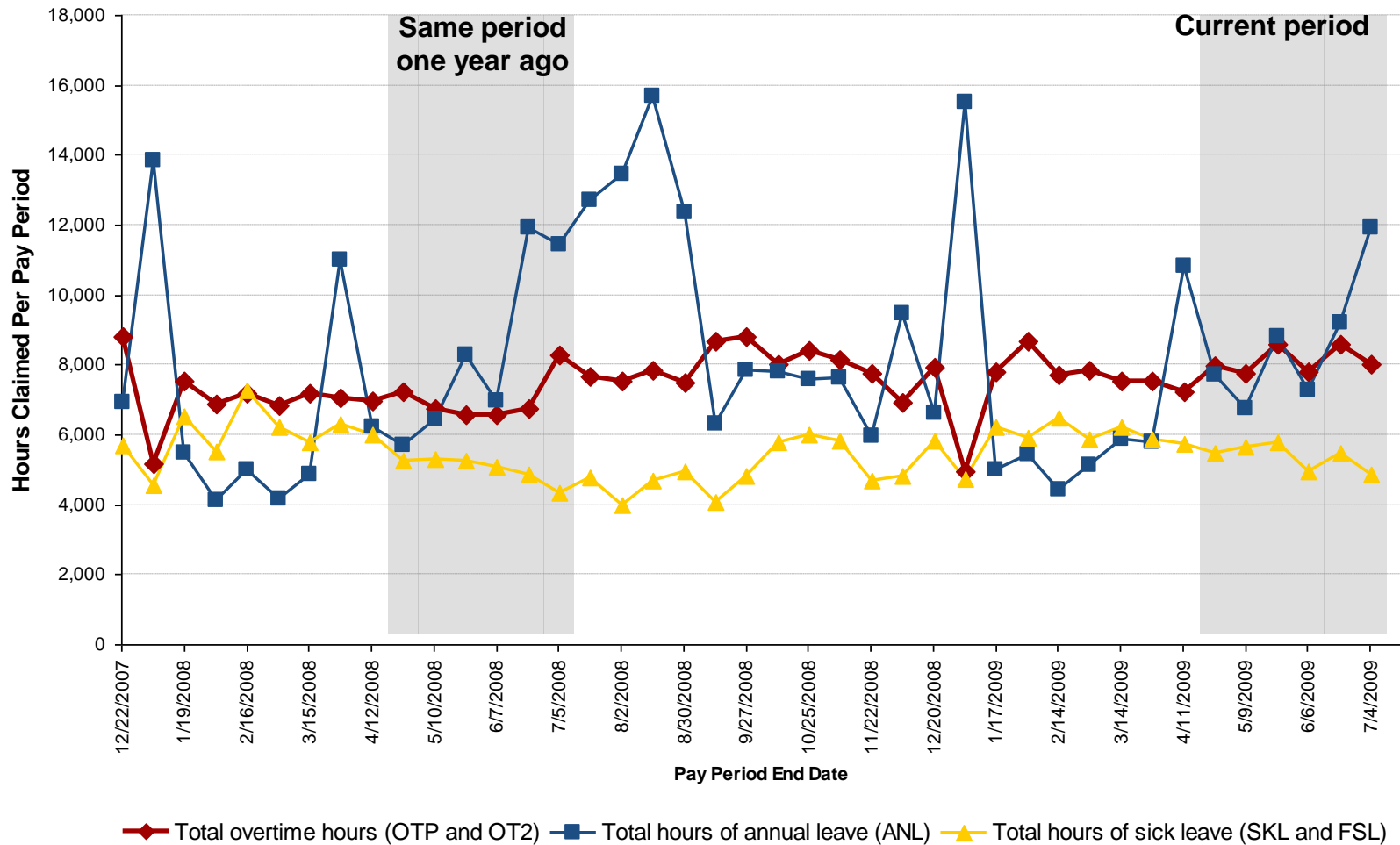
Regular, full-time employees who were actively employed on 7/23/2009
** Overtime earnings as a percent of total county salary earned so far (15 of 26 pay periods)
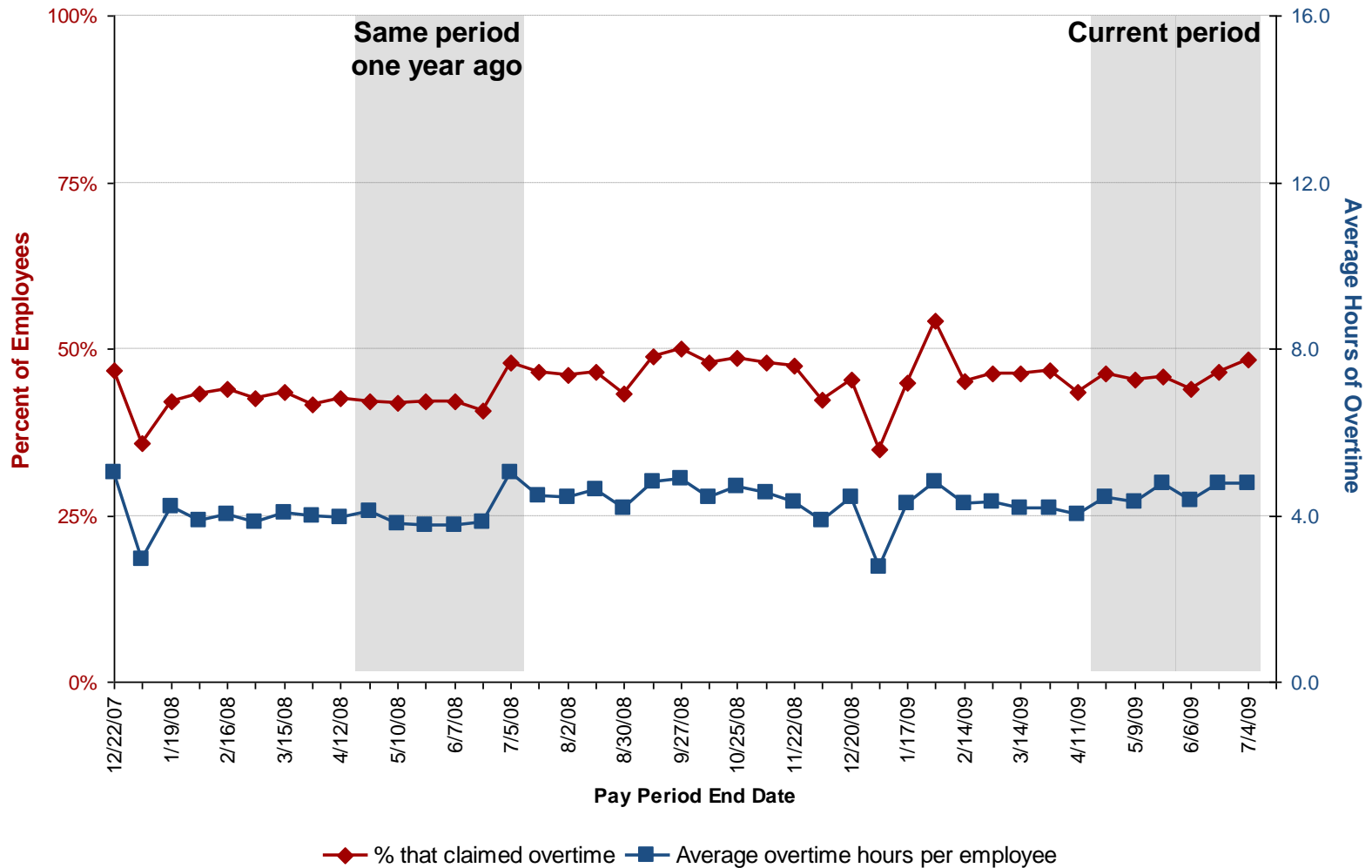
CountyStat

Overtime Update: MCPD
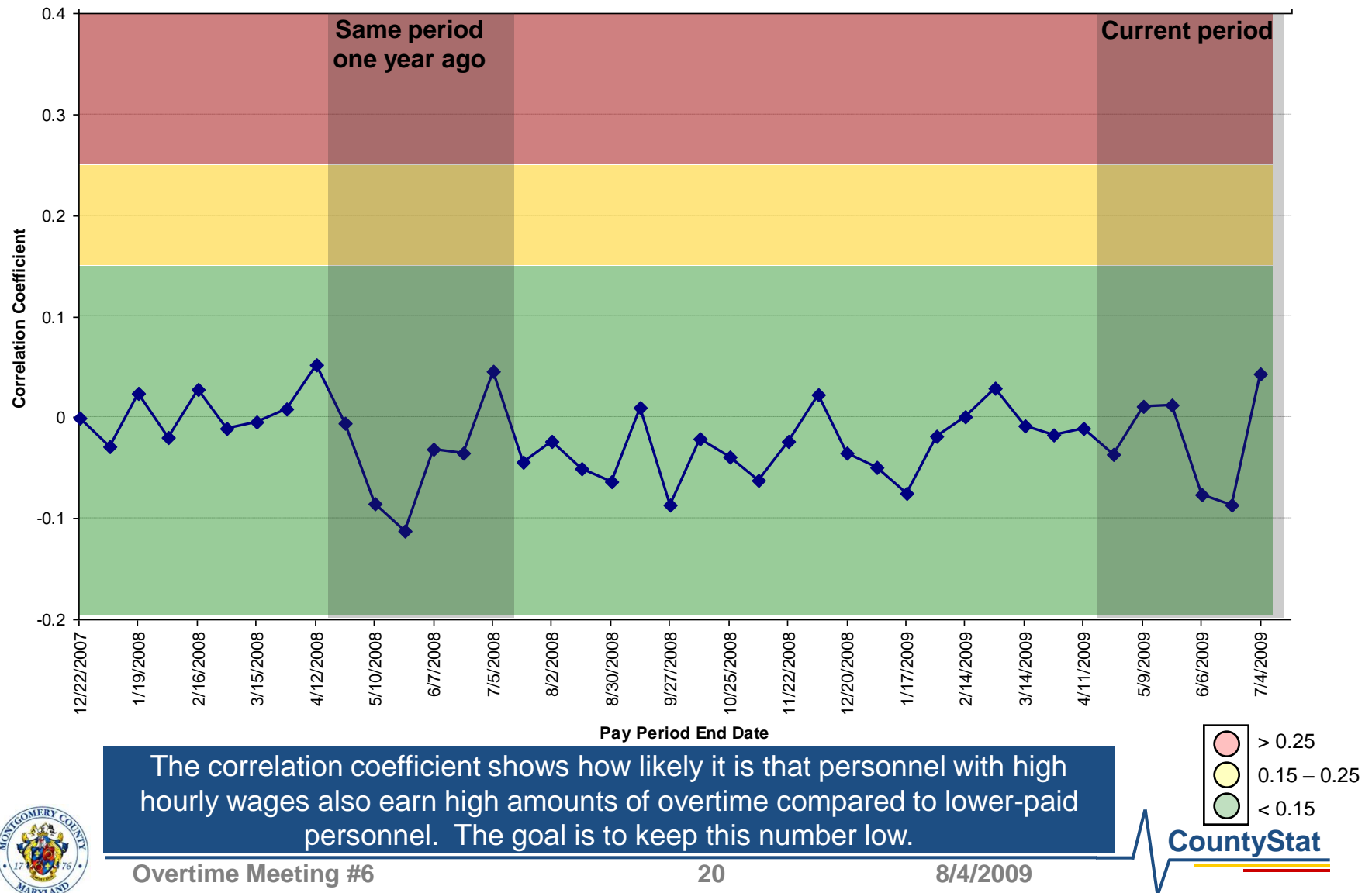# Total Overtime, Annual Leave, and Sick Leave Hours

Overtime Update: MCPD
Percent of Employees with Overtime and Average Hours

CountyStat

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.

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

CountyStat

Overtime Update: MCPD
Total Overtime Cost

CountyStat
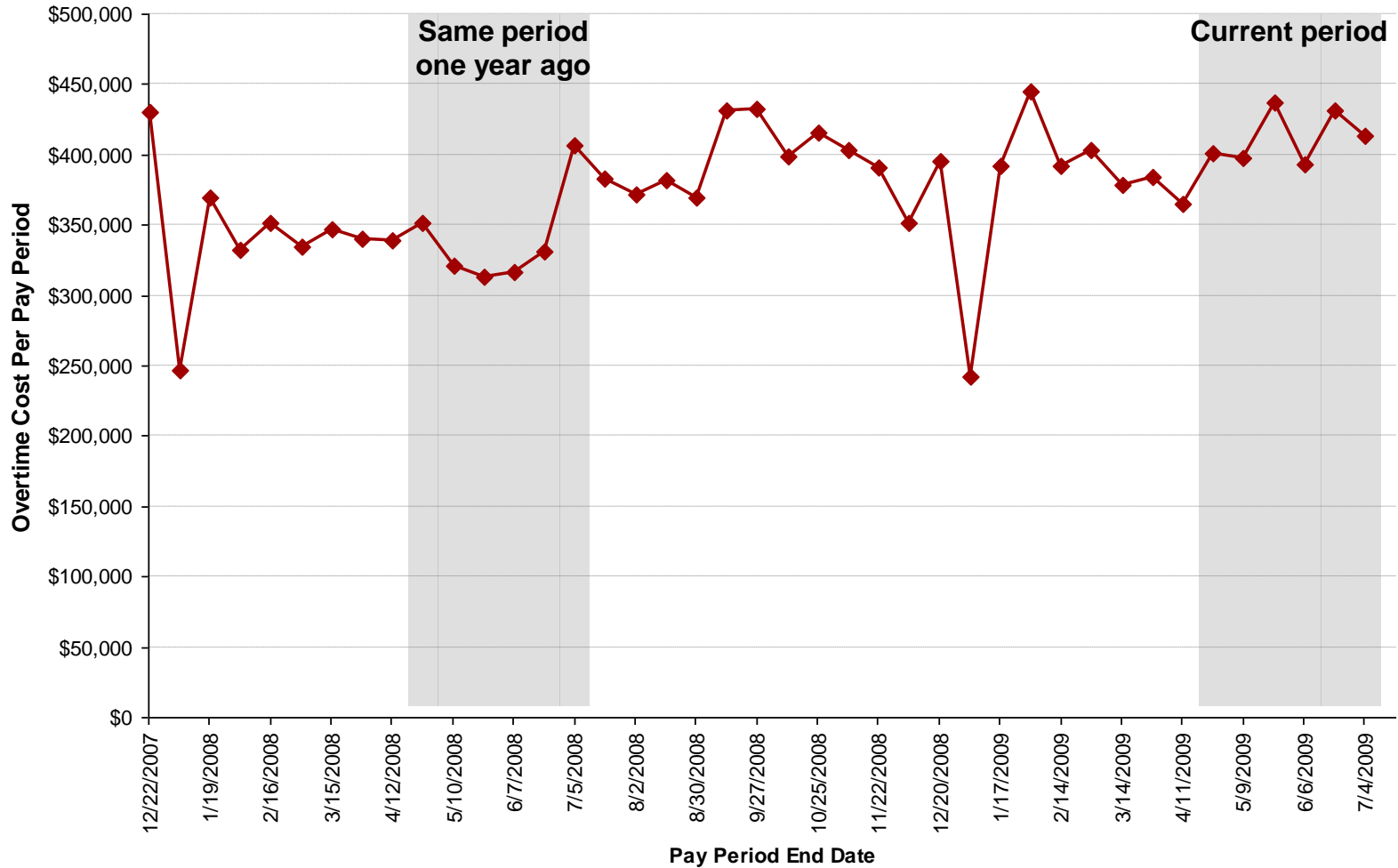
Overtime Update: DOCR
Departmental Summary of Events

FY09 Overtime Budget	FY09 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$3,779,030	$3,636,248	96%	25.4 (97% of FY)
FY10 Overtime Budget	**FY10 Overtime Expenditures to Date**	**Expenditures as a % of Budget**	**# of Pay Periods to Date**
$3,484,520	$142,945	4%	1.3 (5% of FY)

Developments in overtime use and management

- **Overall**
  - The Department now has a full year using the internally developed Custody & Security Staffing Deployment (CSSD) system in the two jails.
  - The system earned a NACo award recently
  - It is being modified to serve PRRS
  - The system has been shared with other County departments

Overtime Update: DOCR
Departmental Summary of Events

Developments in overtime use and management

- **MCCF:**
  - FY09 OT expenditures should be $300,000 under budget.
  - Sick leave and attendance management continues to be maximized to the extent County policy allows. Exceptional schedule management is being provided by Custody and Security Command staff without jeopardizing minimum shift staffing patterns.
  - MCtime has helped refine and create more efficient tracking processes and more staff are coming to work as scheduled.

- **MCDC:**
  - No change in OT use in FY09 Q4
  - Officers are reassigned across shifts to balance staffing in response to shifting unavailability of Officers so OT is minimized.

- **PRRS:**
  - FY09 OT expenditures should be $70,000 under budget as a direct result of a new schedule change that was implemented by PRRS in March 2008 and other changes in staff deployment practices.
  - These changes provide PRRS with much greater flexibility to fill shift vacancies due to scheduled and unscheduled leave.
  - The expansion of the CSSD system to serve PRRS will provide additional tools to scrutinize OT expenditures.

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

Fiscal Quarter	FY08-Q1 to FY08-Q4		FY09-Q1 to FY09-Q4		% Change	
	Hours	$	Hours	$	Hours	$
Quarter 1 7/1 to 9/30	27,512	$1,092,643	25,115	$1,095,982	-8.7%	0.3%
Quarter 2 10/1 to 12/31	22,974	$923,309	22,915	$997,617	-0.3%	8.0%
Quarter 3 1/1 to 3/31	22,272	$902,008	17,842	$785,544	-19.9%	-12.9%
Quarter 4 4/1 to 6/30	23,548	$971,314	19,325	$879,090	-17.9%	-9.5%
Total	96,306	$3,889,274	85,197	$3,758,233	-11.5%	-3.4%

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

CountyStat

Overtime Update: DOCR
Overtime Pay as a Percent of Total County Salary

Highest range using pro-rated total county salary

- Last quarter
  - 75.6%
  - 83.9%
  - 101.3%
- This quarter
  - 77.6%
  - 92.7%
  - 106.1%

Number of Employees in Each Range*

Range	Total County Salary	Pro-rated Total County Salary**	
		FY09-Q4	FY09-Q3
0-25%	**526** 98.3%	**495** 92.5%	**507** 93%
26-50%	**7** 1.3%	**33** 6.2%	**32** 5.9%
51-75%	**2** 0.4%	**4** 0.7%	**4** 0.7%
76%+	**0** 0.0%	**3** 0.6%	**3** 0.5%
Average %	**6.1%**	**10.5%**	**10.1%**
Total employees	**535**		**546**

So far in calendar year 2009, the average DOCR employee has earned overtime worth 6.1% of the value of their total county salary.
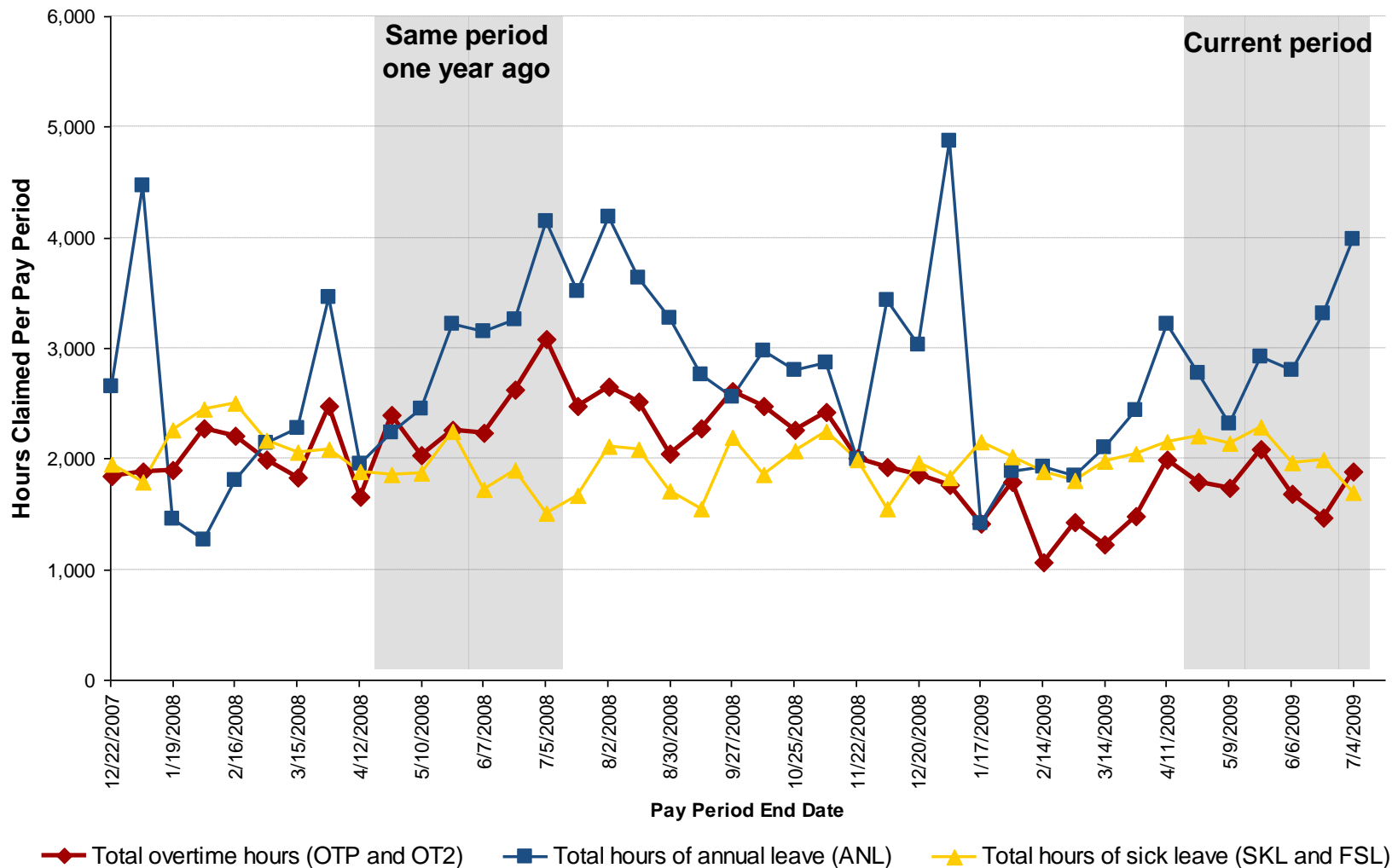
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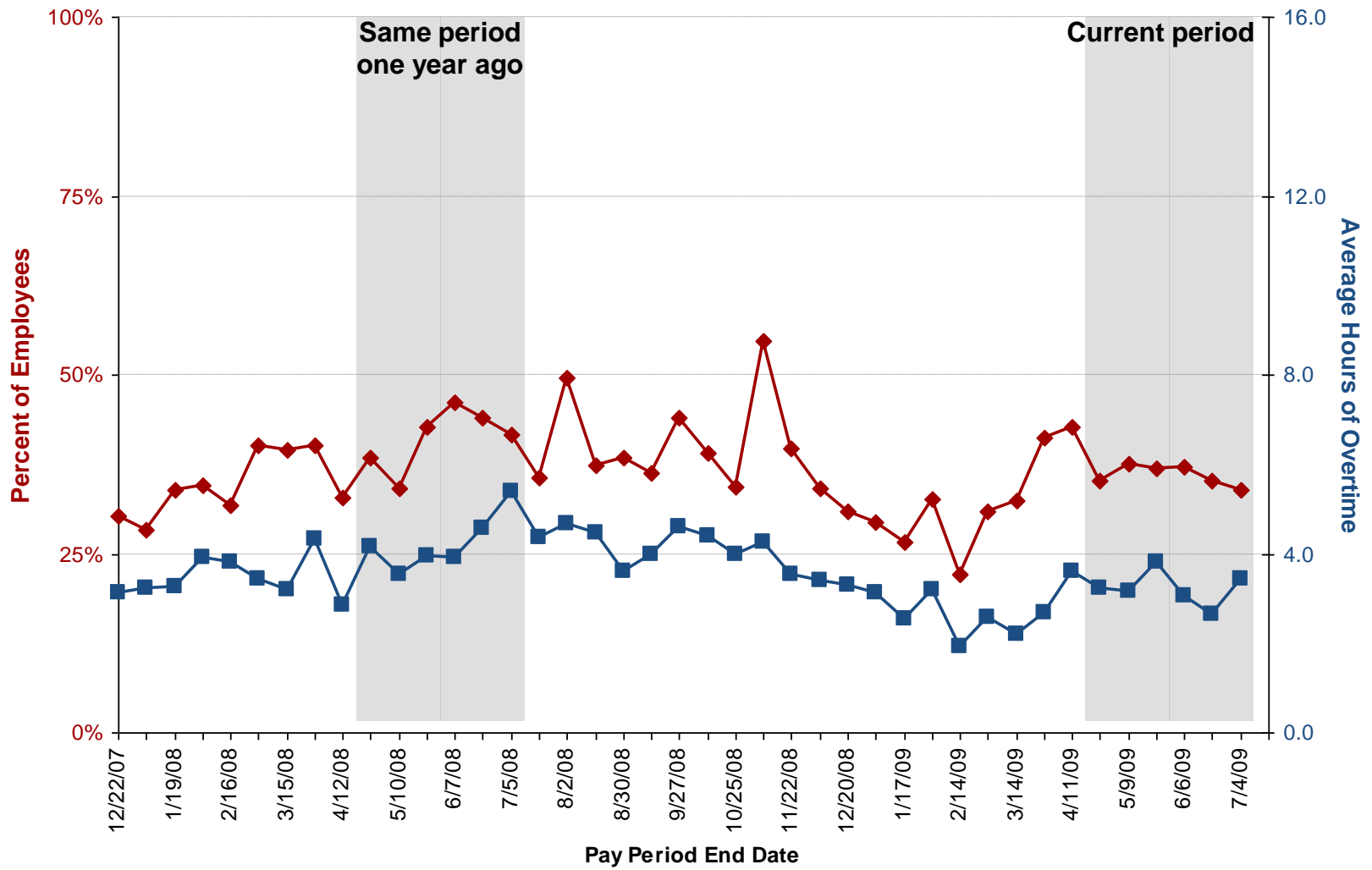** Overtime earnings as a percent of total county salary earned so far (15 of 26 pay periods)
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Overtime Update: DOCR
Total Overtime, Annual Leave, and Sick Leave Hours

CountyStat

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

CountyStat

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.

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0.15 – 0.25
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CountyStat
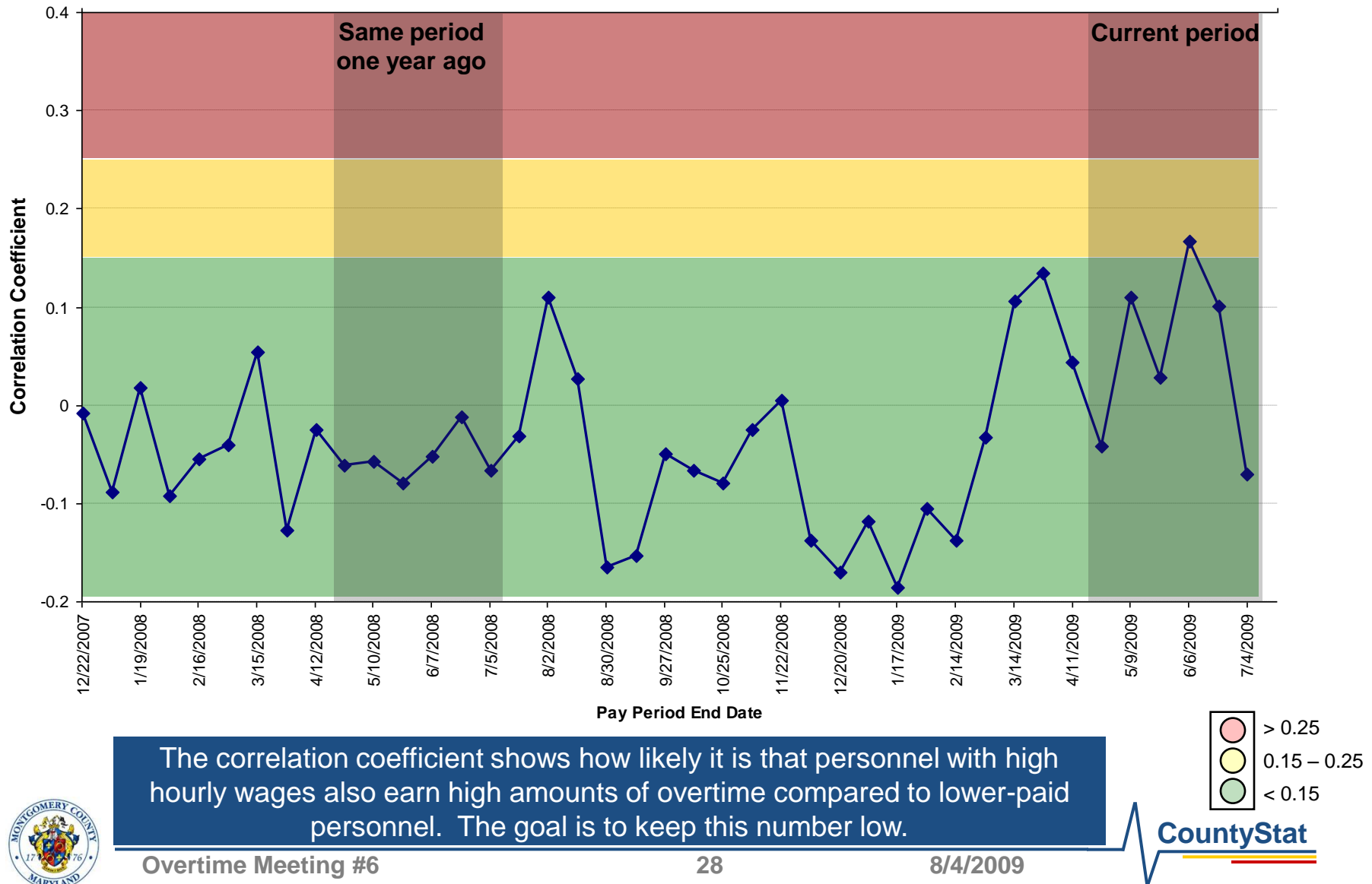
Overtime Update: DOCR
Total Overtime Cost

CountyStat
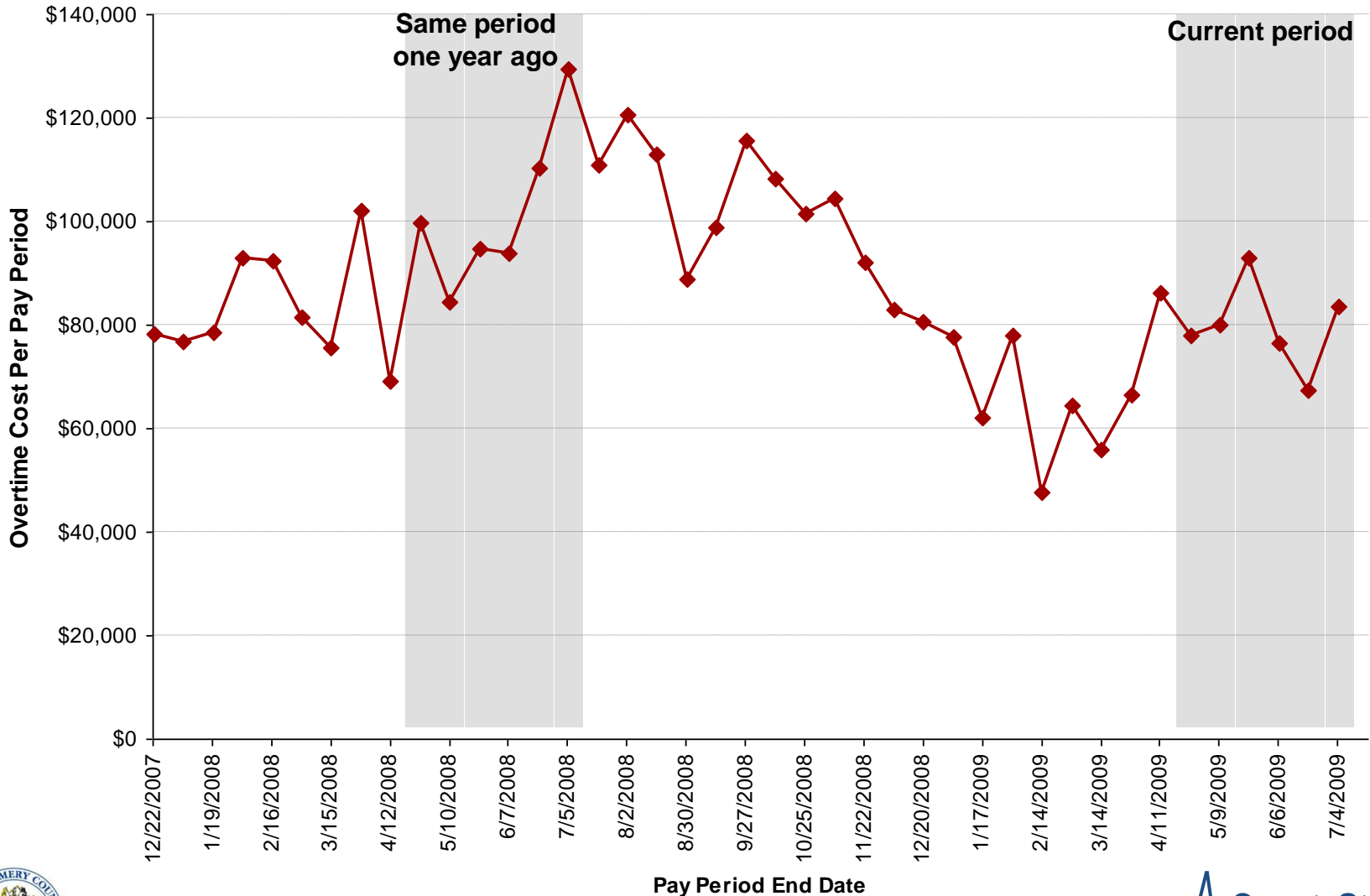
Overtime Update: DOT
Departmental Summary of Events

FY09 Overtime Budget	FY09 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$3,988,498	$5,044,398	126%	26.1 (100% of FY)
Special expenditures			
Storms	$1,324,545		
FY10 Overtime Budget	**FY10 Overtime Expenditures to Date**	**Expenditures as a % of Budget**	**# of Pay Periods to Date**
$4,294,013	$357,285	8%	1.4 (5% of FY)

Developments in overtime use and management

- Ride On experienced increased overtime as FY 09 ended due to part-time operators using their accrued leave, creating more overtime work.

- Approximately $170,000 of the increased overtime budget in FY 10 is related to Federal Transit Security grant for training of Ride On personnel.

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

Fiscal Quarter	FY08-Q1 to FY08-Q4		FY09-Q1 to FY09-Q4		% Change	
	Hours	$	Hours	$	Hours	$
Quarter 1 7/1 to 9/30	40,288	$1,354,181	50,225	$1,753,396	24.7%	29.5%
Quarter 2 10/1 to 12/31	65,971	$2,189,862	67,839	$2,285,151	2.8%	4.4%
Quarter 3 1/1 to 3/31	51,290	$1,767,761	59,399	$2,089,322	15.8%	18.2%
Quarter 4 4/1 to 6/30	50,690	$1,682,137	50,973	$1,755,396	0.6%	4.4%
Total	**208,239**	**$6,993,941**	**228,436**	**$7,883,265**	**9.7%**	**12.7%**

Amounts prior to the reorganization have been calculated using a crosswalk of index codes provided by OMB. Earning codes OTP, OT2, OTL, and OTH. 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: DOT
Overtime Pay as a Percent of Total County Salary

Highest overtime earnings as a percent of pro-rated total county salary

- Last quarter
  - 69.8%
- This quarter
  - 72.8%

Number of Employees in Each Range*

Range	Total County Salary	Pro-rated Total County Salary**	
		FY09-Q4	**FY09-Q3**
0-25%	**1,217** 98.9%	**1,066** 86.6%	**998** 81%
26-50%	**14** 1.1%	**159** 12.9%	**227** 18%
51-75%	**0** 0.0%	**6** 0.5%	**13** 1.1%
76%+	**0** 0.0%	**0** 0.0%	**0** 0.0%
Average %	**7.2%**	**12.6%**	**13.6%**
Total employees	**1,231**		**1,238**

So far in calendar year 2009, the average DOT employee earned overtime worth 7.2% of the value of their total county salary.
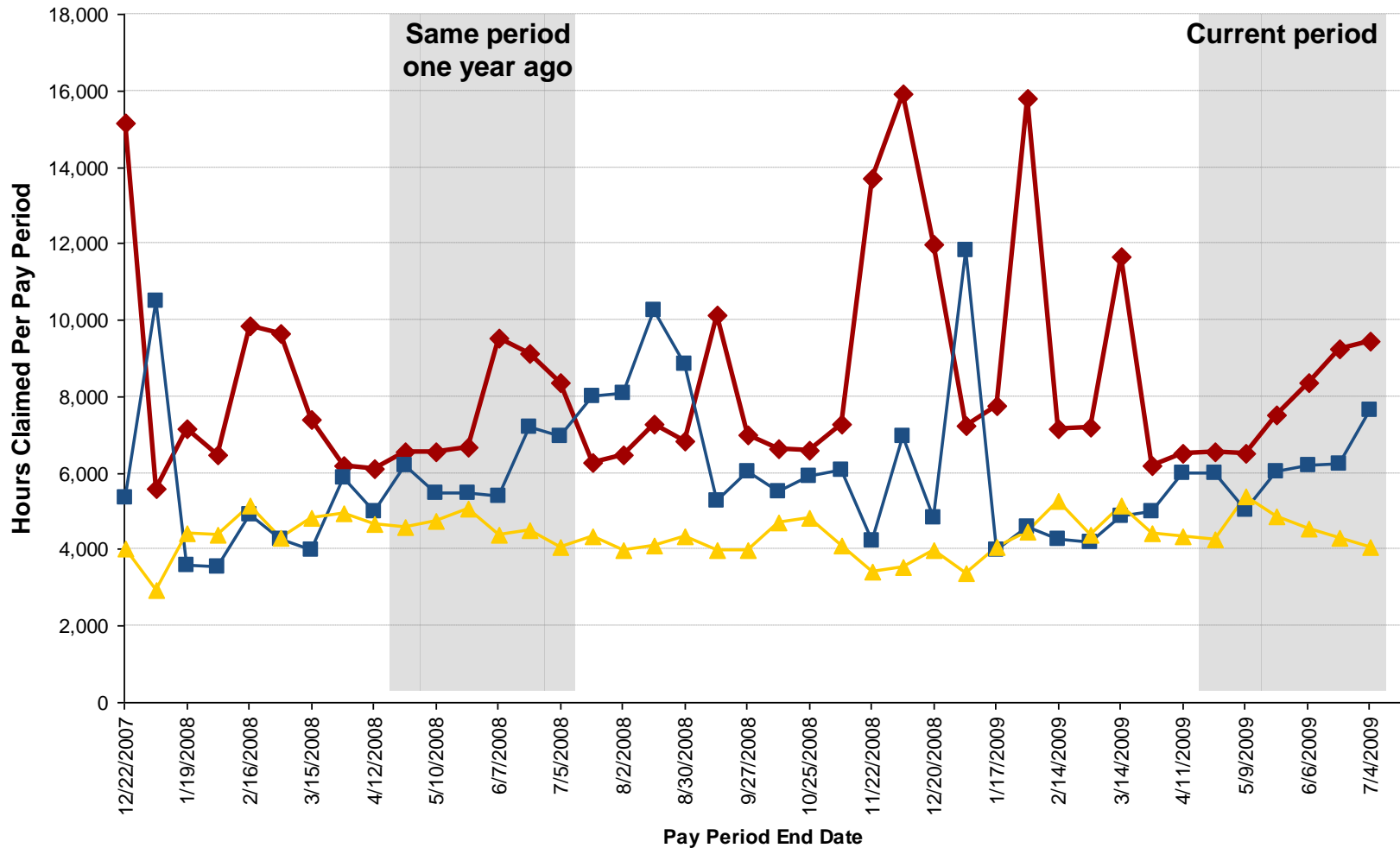
Regular, full-time employees who were actively employed on 7/23/2009
*** Overtime earnings as a percent of total county salary earned so far (15 of 26 pay periods)*
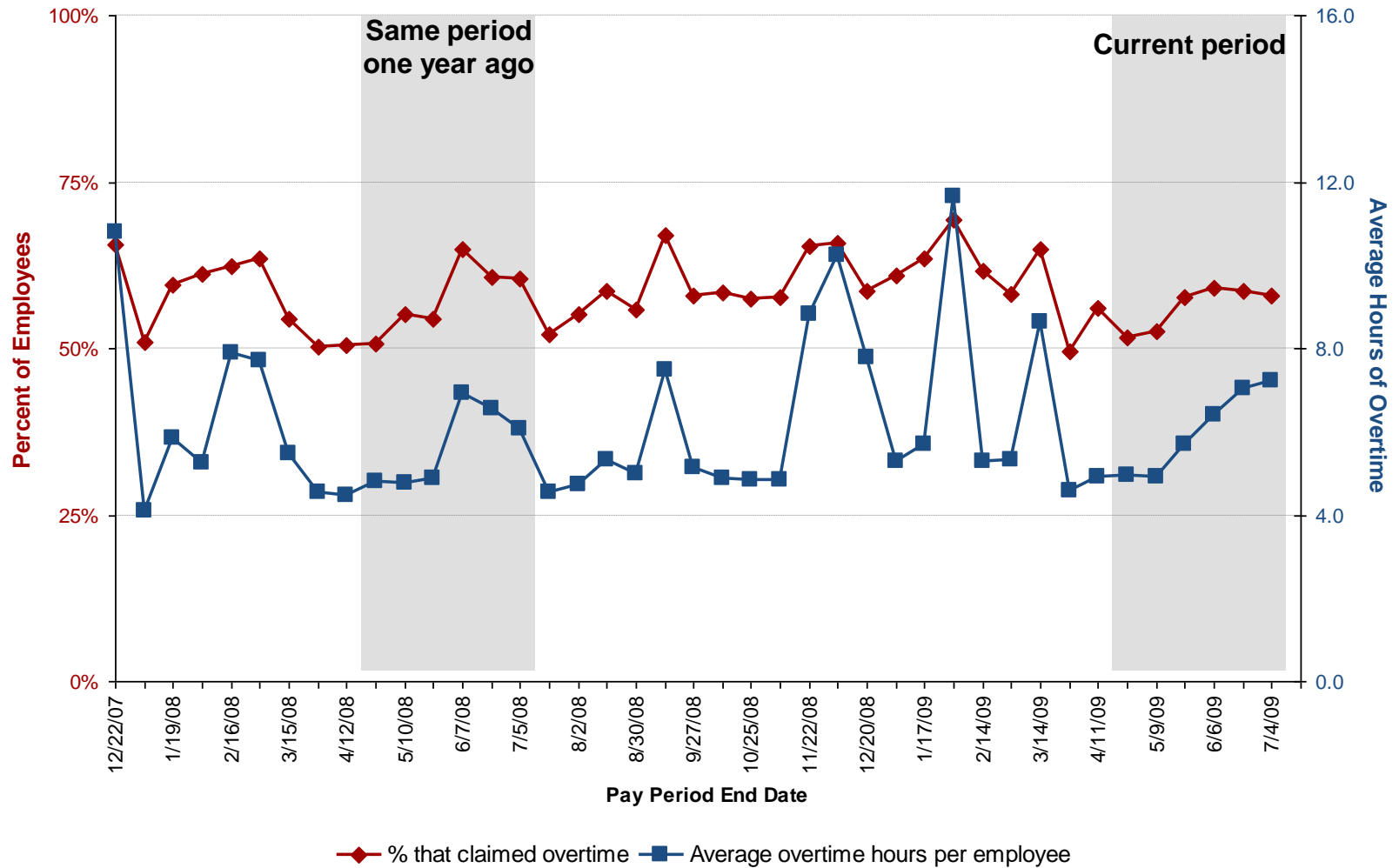
CountyStat

Overtime Update: DOT
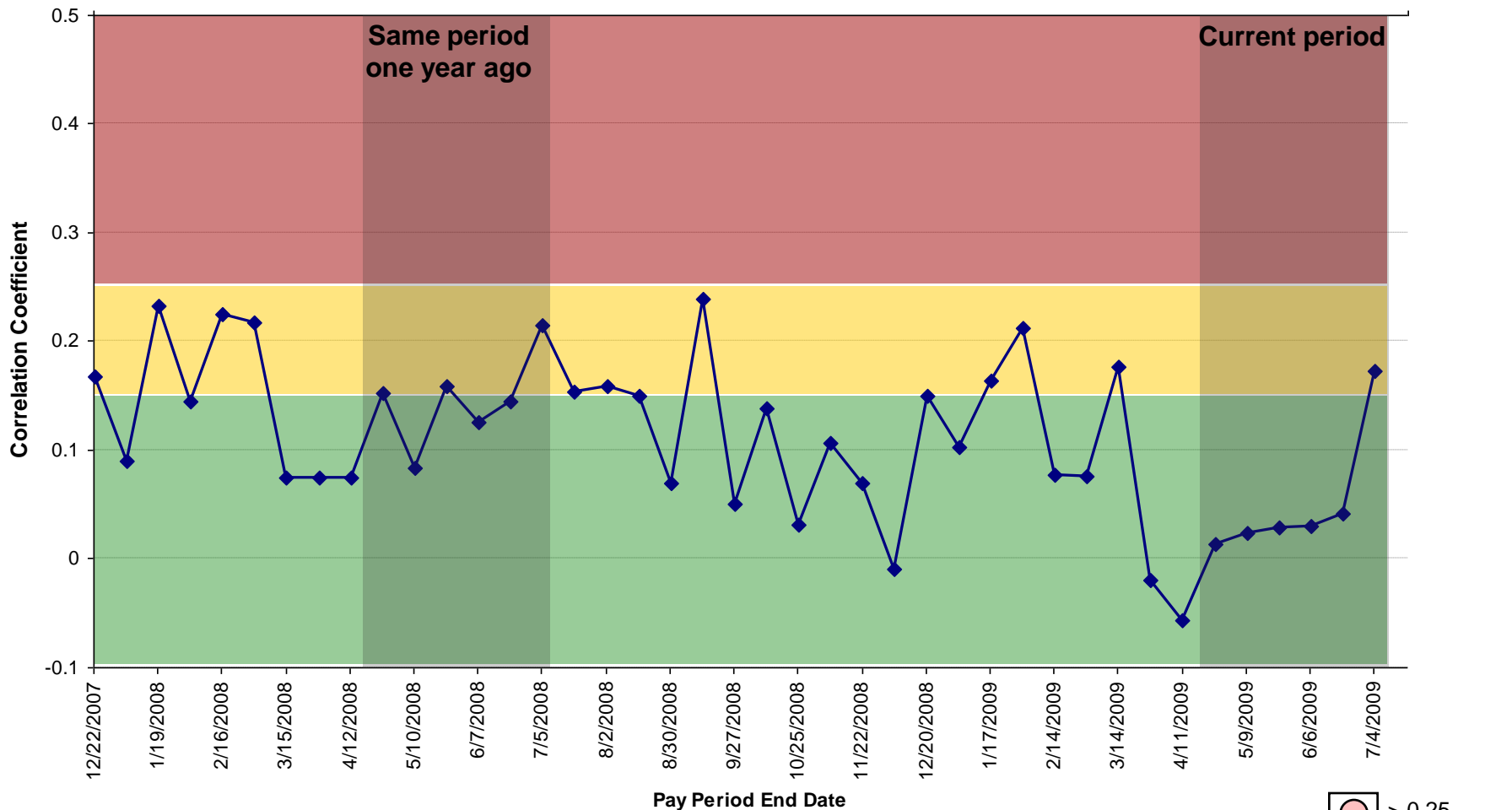# Total Overtime, Annual Leave, and Sick Leave Hours

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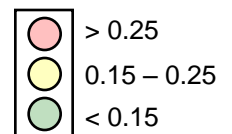# Percent of Employees with Overtime and Average Hours

CountyStat

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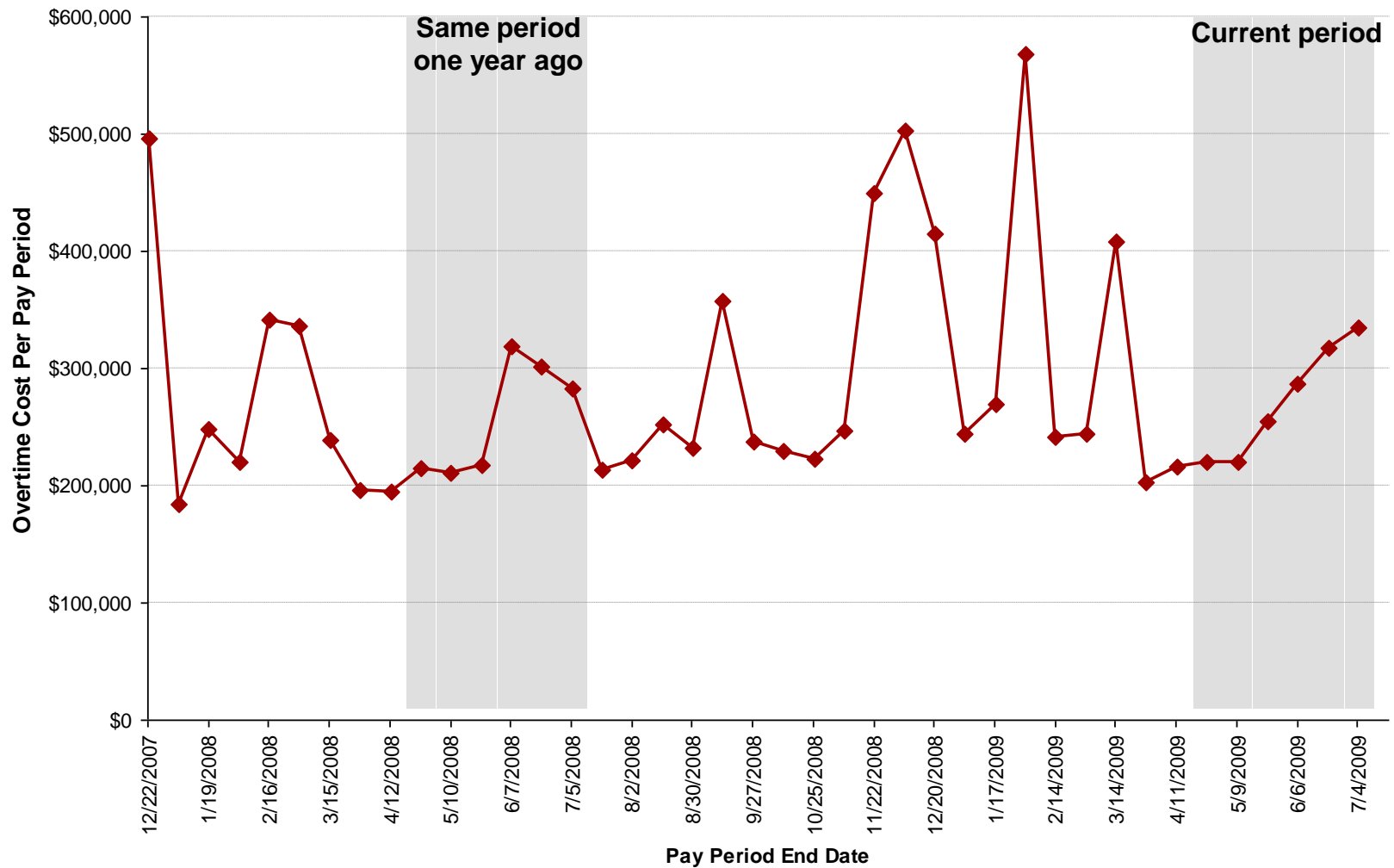# Correlation Between Hourly Wage and Number of OT Hours

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.

Overtime Update: DOT
Total Overtime Cost

CountyStat

Tracking Overtime Across All Departments
Overtime Hours in FY09-Q4

Overtime Use in Hours						
Department/ Office (# Authorized Positions)	FY09-Q4	FY09-Q3			FY08-Q4		Overtime Hours Per Approved Position
	Current quarter	Previous quarter	% change from previous quarter	Same quarter one year ago	% change from one year ago	
MCFRS (1267)	63,947	55,355	15.5%	65,481	-2.3%	50.5
MCPD (1852)	53,954	51,322	5.1%	47,066	14.6%	29.1
DOT (1426)	50,973	59,399	-14.2%	50,690	0.6%	35.7
DOCR (568)	19,325	17,842	8.3%	23,548	-17.9%	34.0
DGS (460)	13,727	14,227	-3.5%	8,622	59.2%	29.8
BOE (28)	3,813	145	2535.4%	4,272	-10.7%	136.2
HHS (1761)	4,264	2,551	67.2%	3,108	37.2%	2.4
DLC (324)	2,926	2,606	12.3%	4,461	-34.4%	9.0
DPS (221)	1,278	1,241	3.0%	2,247	-43.1%	5.8
RSC (68)	3,644	827	340.7%	2,371	53.6%	53.6
REC (167)	423	612	-30.8%	1,381	-69.3%	2.5
DEP (152)	843	851	-1.0%	731	15.3%	5.5
OEMHS (10)	95	62	55.1%	1,611	-94.1%	9.5
DTS (177)	375	364	3.0%	413	-9.3%	2.1
Total	**219,868**	**207,630**	**5.9%**	**216,454**	**1.6%**	

Shown are executive departments and offices that had at least 300 hours or $10,000 in overtime costs in a quarter.
Red: > 20% increase; Yellow: 0 – 20% increase; Green: 0% increase or any decrease

CountyStat

# Tracking Overtime Across All Departments
Overtime Cost in FY09-Q4

Overtime Use in Dollars						
Department/ Office (# Authorized Positions)	FY09-Q4	FY09-Q3		FY08-Q4		Overtime Dollars Per Approved Position
	Current quarter	Previous quarter	% change from previous quarter	Same quarter one year ago	% change from one year ago	
MCFRS (1267)	$3,223,188	$2,765,487	16.6%	$3,144,324	2.5%	$2,543.95
MCPD (1852)	$2,744,106	$2,615,087	4.9%	$2,288,633	19.9%	$1,481.70
DOT (1426)	$1,755,396	$2,089,322	-16.0%	$1,682,137	4.4%	$1,230.99
DOCR (568)	$879,090	$785,544	11.9%	$971,314	-9.5%	$1,547.69
DGS (460)	$608,365	$638,352	-4.7%	$381,979	59.3%	$1,322.53
BOE (28)	$140,056	$4,600	2944.9%	$154,408	-9.3%	$5,001.99
HHS (1761)	$210,655	$130,006	62.0%	$155,857	35.2%	$119.62
DLC (324)	$95,846	$83,500	14.8%	$134,431	-28.7%	$295.82
DPS (221)	$70,302	$66,962	5.0%	$113,374	-38.0%	$318.11
RSC (68)	$97,524	$22,770	328.3%	$66,847	45.9%	$1,434.18
REC (167)	$18,371	$28,440	-35.4%	$56,619	-67.6%	$110.01
DEP (152)	$39,436	$38,766	1.7%	$33,214	18.7%	$259.45
OEMHS (10)	$4,084	$3,141	30.0%	$55,060	-92.6%	$408.38
DTS (177)	$19,596	$18,649	5.1%	$21,766	-10.0%	$110.71
Total	**$10,123,876**	**$9,526,313**	**6.3%**	**$9,526,275**	**6.3%**	

Shown are executive departments and offices that had at least 300 hours or $10,000 in overtime costs in a quarter.
Red: > 20% increase; Yellow: 0 – 20% increase; Green: 0% increase or any decrease

CountyStat

Overtime Use in HHS
Overtime Use by Division
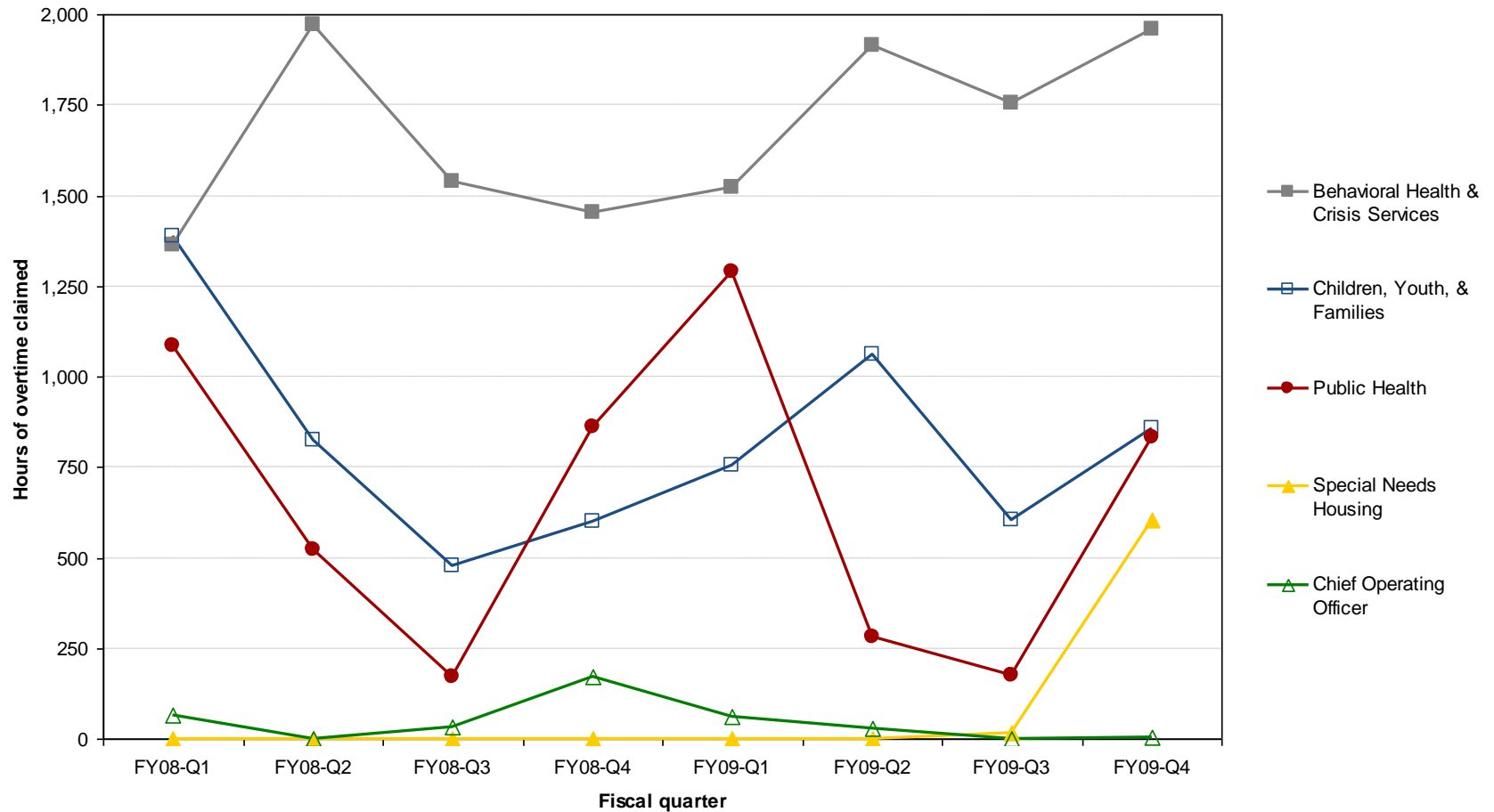
Other HHS divisions charge little or no overtime and are not shown here for clarity.

CountyStat
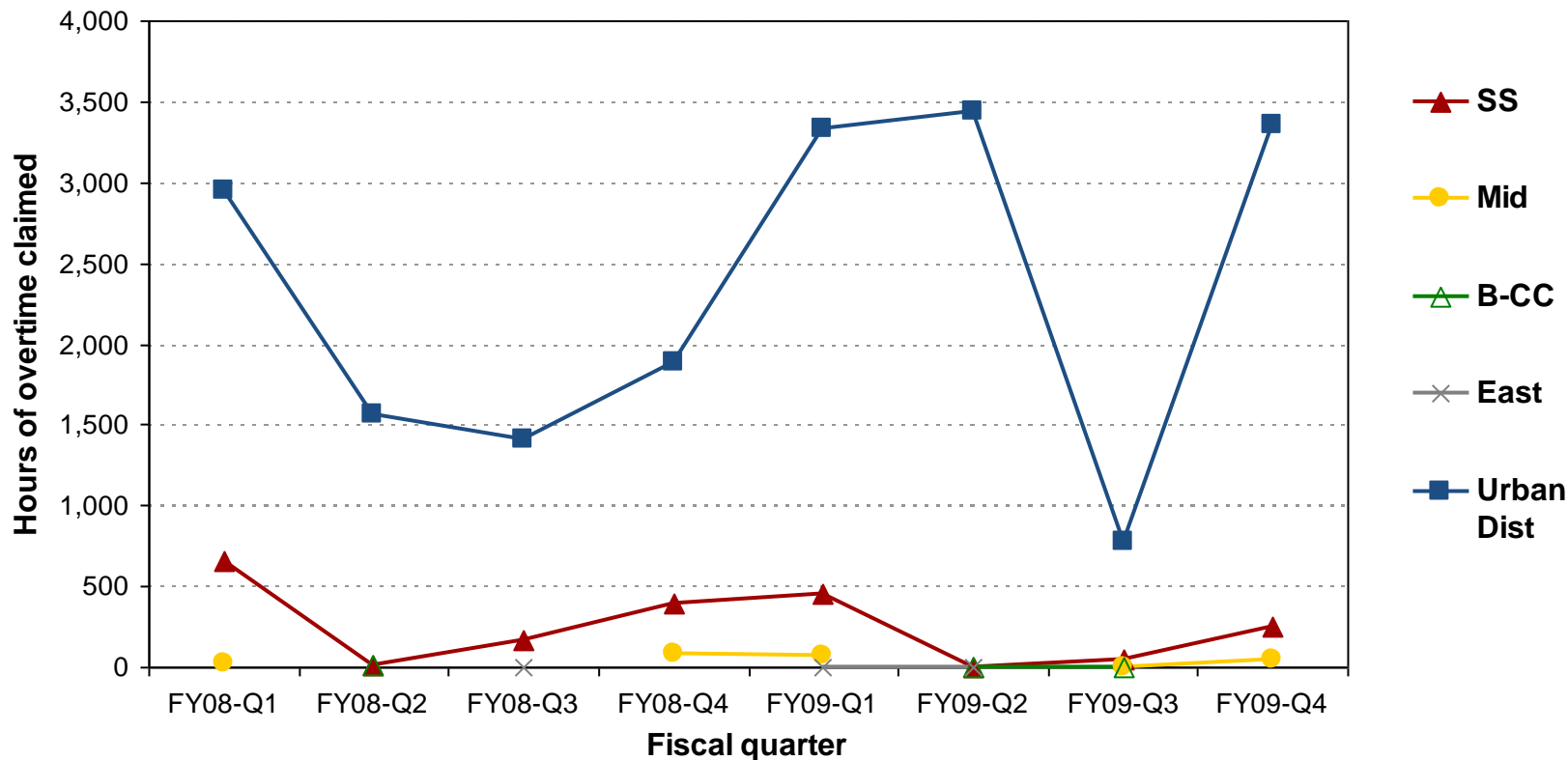
Overtime Use in RSC
Overtime Use by Service Center

92% of the Urban Districts' overtime is in the Silver Spring Urban District. Overtime for the Silver Spring Regional Service Center is charged exclusively by Police Department personnel.

The Upcounty RSC does not show any overtime charges during this time period.

CountyStat

Overtime Use in RSC Urban Districts
Overtime Pay as a Percent of Total County Salary

Number of Employees in Each Range*

Range	Pro-rated Total County Salary**					
	Silver Spring		Wheaton		Bethesda	
	Regular	Temporary	Regular	Temporary	Regular	Temporary
0-25%	15 78.9%	7 58.3%	11 100%	5 100%	1 100%	0 0.0%
26-50%	4 21.1%	3 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
51-75%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
76%+	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Average %	13.5%	27.8%	3.5%	5.5%	0.0%	0.0%
Total employees	19	12	11	5	1	0

Both regular and temporary employees of the Silver Spring Urban District earn more overtime than their counterparts in the other Urban Districts.
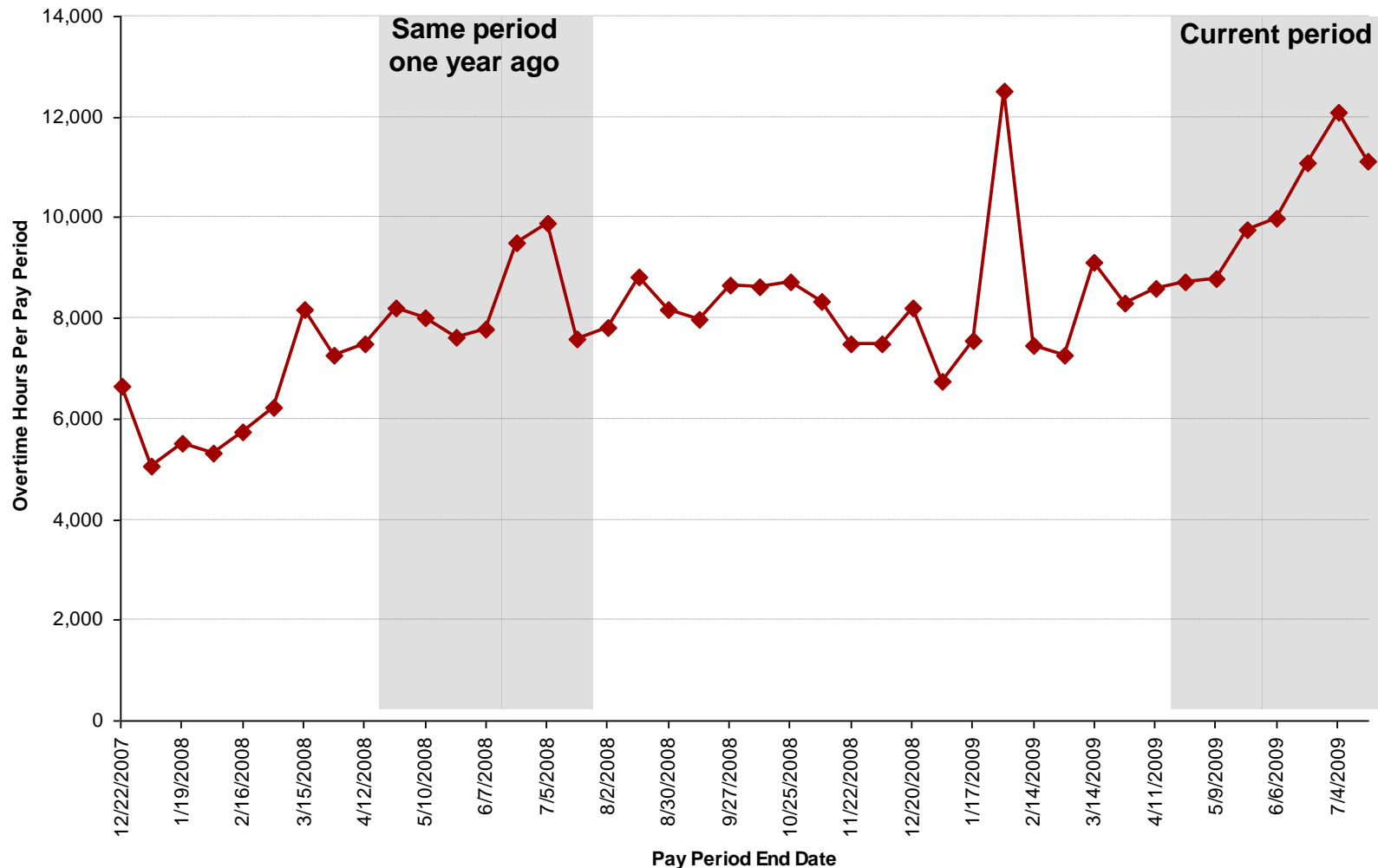
*Full-time employees who were actively employed on 8/3/2009
** Overtime earnings as a percent of total county salary earned so far (15 of 26 pay periods)

CountyStat

Overtime Use in DOT, DGS, and DEP
Pre- and Post-Reorganization Comparison of Overtime Hours

Number of hours of overtime (earning codes OTP, OT2, OTL, and OTH) claimed through payroll to the following departments: 50 (DPWT/DOT), 35 (PRO), 36 (DGS), or 80 (DEP). Seasonal expenditures (leafing and storms) have been excluded.

CountyStat

Overtime Use in DOT, DGS, and DEP
Pre- and Post-Reorganization Comparison of Overtime Hours

	FY06	FY07	FY08	FY09
Hours of overtime	202,536	214,910	188,440	226,018
Cost of overtime	$6,388,289	$7,203,552	$6,682,626	$8,297,130

Number of hours of overtime (earning codes OTP, OT2, OTL, and OTH) claimed through payroll to the following departments: 50 (DPWT/DOT), 35 (PRO), 36 (DGS), or 80 (DEP). Seasonal expenditures (leafing and storms) have been excluded.

CountyStat

Tracking Our Progress

- **Meeting Goals:**
  - Monitor overtime use within MCFRS, MCPD, DOT, and DOCR
    - 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

- **How will we measure success**
  - Departments stabilize or reduce overtime hours

CountyStat

Wrap-up

- **Confirmation of follow-up items**

- **Time frame for next meeting**

CountyStat