Overtime in Montgomery County Departments

CountyStat Meeting #3

October 10, 2008

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 7/11/2008 meeting**

- **Update: MCPD**

- **Update: DOT**

- **Update: DOCR**

- **Update: MCFRS**

- **Overtime and sick leave use**

- **Wrap-up**

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 use

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

Variables Being Tracked

- **Overtime**
  - Tracking OTP and OT2 earning codes only because it is simple and responsive to operational changes
    - CountyStat will conduct periodic reviews of other overtime codes to ensure that changes in use of OTP and OT2 earning codes are not being offset by changes in other types of overtime codes.
  - Tracking by pay period:
    - Hours and dollars of overtime
    - Percent of personnel claiming overtime
    - Average hours of overtime per person and average overtime wage
    - Correlation coefficient between hours of overtime and hourly overtime wage
- **Annual and sick leave**
  - Tracking ANL, SKL, and FSL earning codes only
  - Tracking by pay period:
    - Hours and dollars of annual leave and sick leave
    - Percent of personnel claiming annual leave and sick leave
    - Percent of personnel claiming overtime and annual or sick leave

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Follow-Up Items

- **Expand Human Capital Management (HCM) access**

  Complete

  - Define specific fields within the Human Capital Management (HCM) system that can be accessed by budget and financial personnel across the county government.

  - Ensure that department budget and financial personnel have access to non-confidential portions of HCM.

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

  In Progress

  - DOCR and MCPD have submitted their reports

  - MCFRS and DOT have not submitted reports

Overtime Update: MCPD

FY09 Overtime Budget	FY09 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$10,293,465	$2,112,870	20.5%	5.5 (21.1% of FY)

- **Developments in overtime use**
  - "Extreme Home Makeover" (Project 601) June 22-30, 2008
  - Hurricane Hanna
  - Response to Spikes in Crime
    - Silver Spring CBD/Ellsworth Drive Robberies
    - Zadory Commercial Burglary Detail
- **Developments in overtime management**
  - Continued executive officer scrutiny of overtime usage in each division/district.
  - Executive officers review every court summons form (MCP107).

Overtime Update: MCPD

- **Developments in overtime management (continued)**

  - Discontinued community services activities by CSO's and using beat officers to handle event.

  - Continued to work with the State's Attorney's Office to schedule certain drug and alcohol violations on pre-set dates to eliminate the need to summons officers.

  - Reports are not written on overtime.

  - Supervisor's are monitoring calls for service that can be held at shift change in lieu of spending overtime to hold over officers.

  - Duty Commanders will relocate officers from other districts to fill staffing/call volume needs.

Overtime Update: MCPD

- **Developments in overtime management (continued)**

  - Overlap days are utilized when scheduling training.

  - Hours are adjusted in accordance with CBA when advance notice is received for details, events, etc.

  - Out of County transports are given to oncoming shifts to eliminate overtime expenses when transport is long distance.

  - Tactical Section is utilizing decentralized personnel who are on-duty when conducting operations.

  - Continuing to pursue the call taker only position in ECC.

  - Training, hiring, and retention initiatives have resulted in an increase of full-performance staff in ECC. (14% increase)
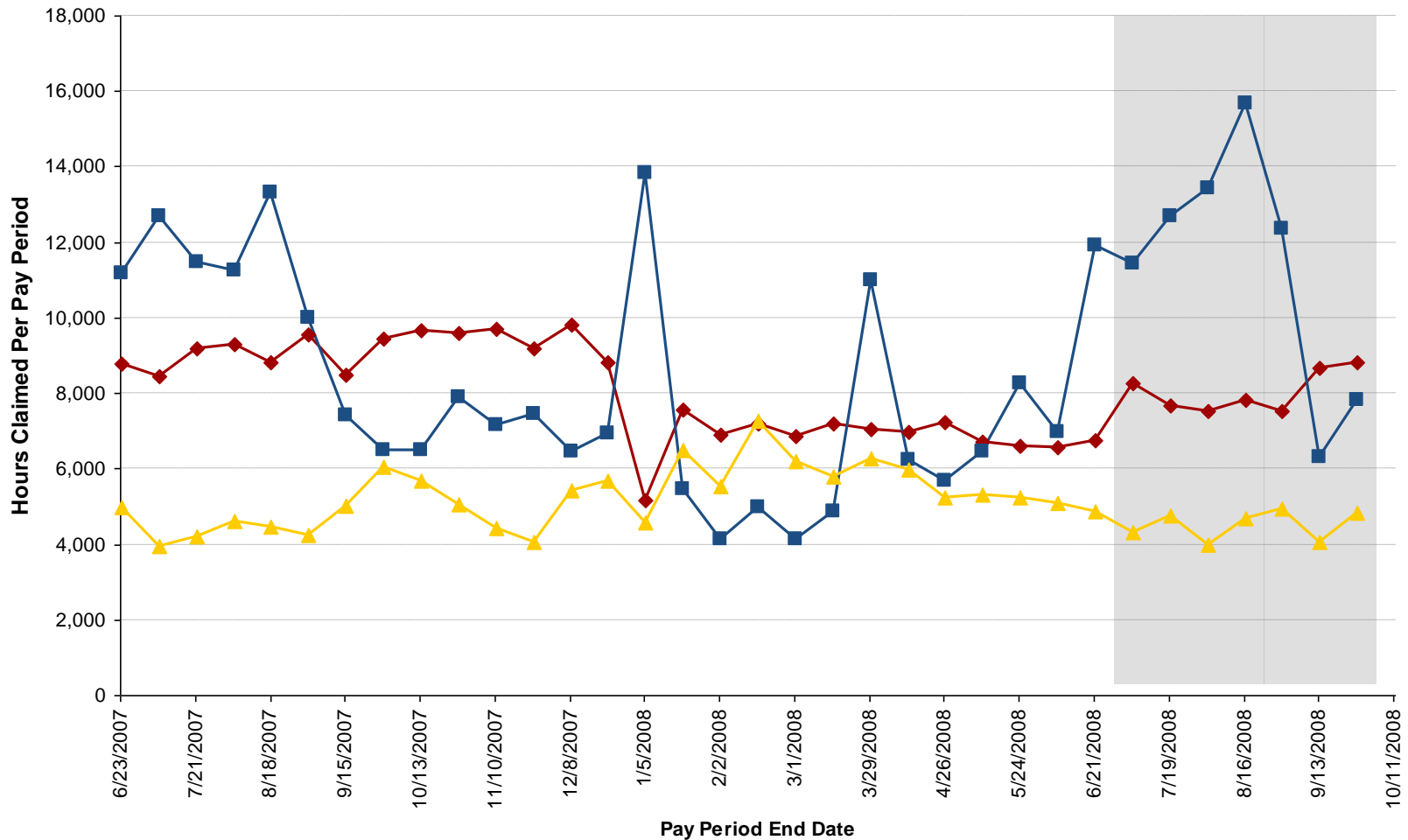
Overtime Update: MCPD

- **Shown is overtime earnings as a percent of salary so far for calendar year 2008.**

- **Highest percentage was 131%**

- **Breakdown of highest range**
  - 76-80%: 2
  - 81-90%: 1
  - 91-100%: 0
  - 101-110%: 0
  - 111-120%: 0
  - 121-130%: 0
  - 131-140%: 1

Overtime Pay as a Percent of Salary:
Number of Employees in Each Range

Range	Number of Employees	Percent of employees
0-25%	1,686	93.7
26-50%	99	5.5
51-75%	10	0.6
76%+	4	0.2
Total employees		1,799
Overtime pay as a % of salary (department average)		8

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Overtime Update: MCPD

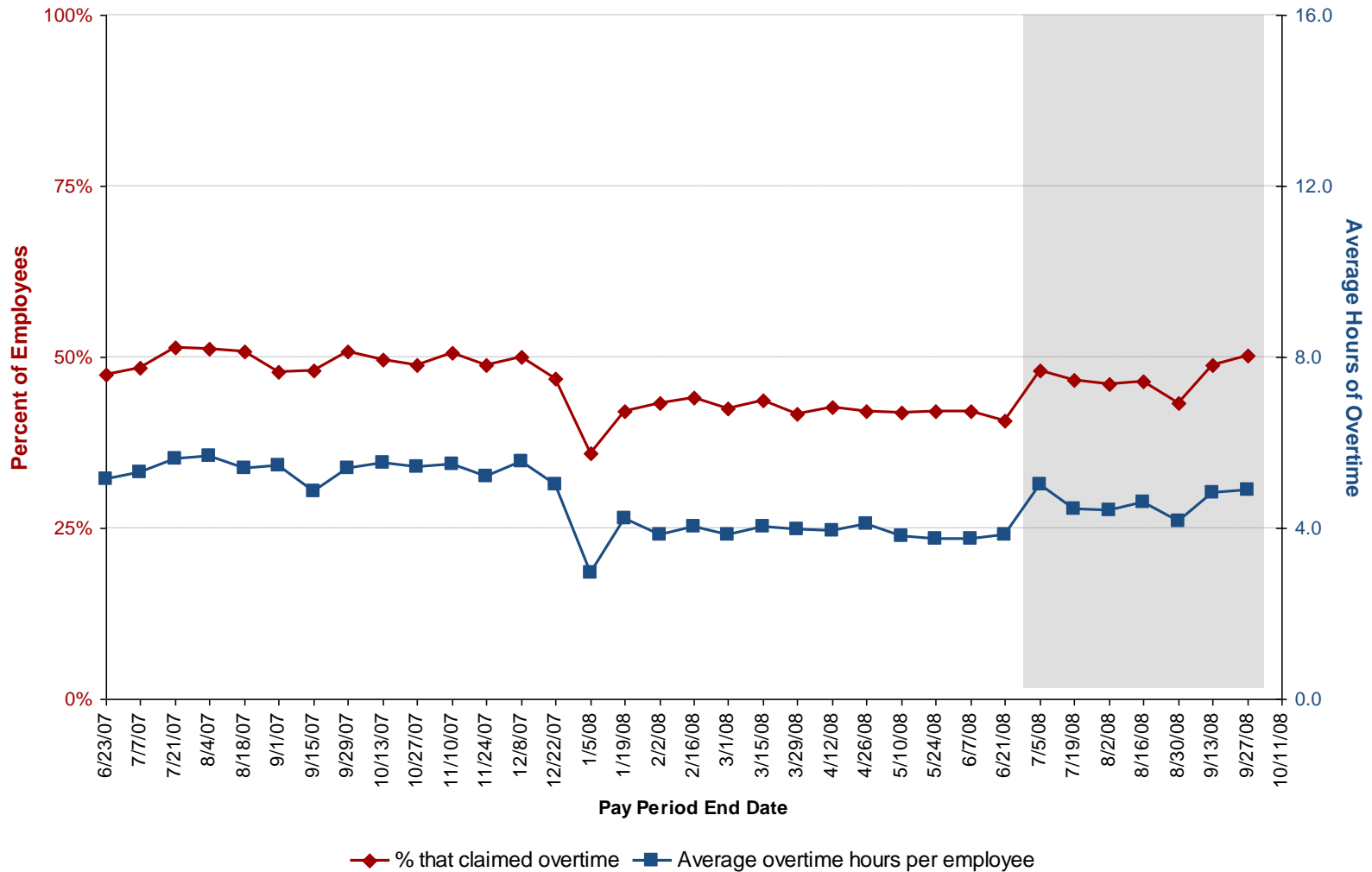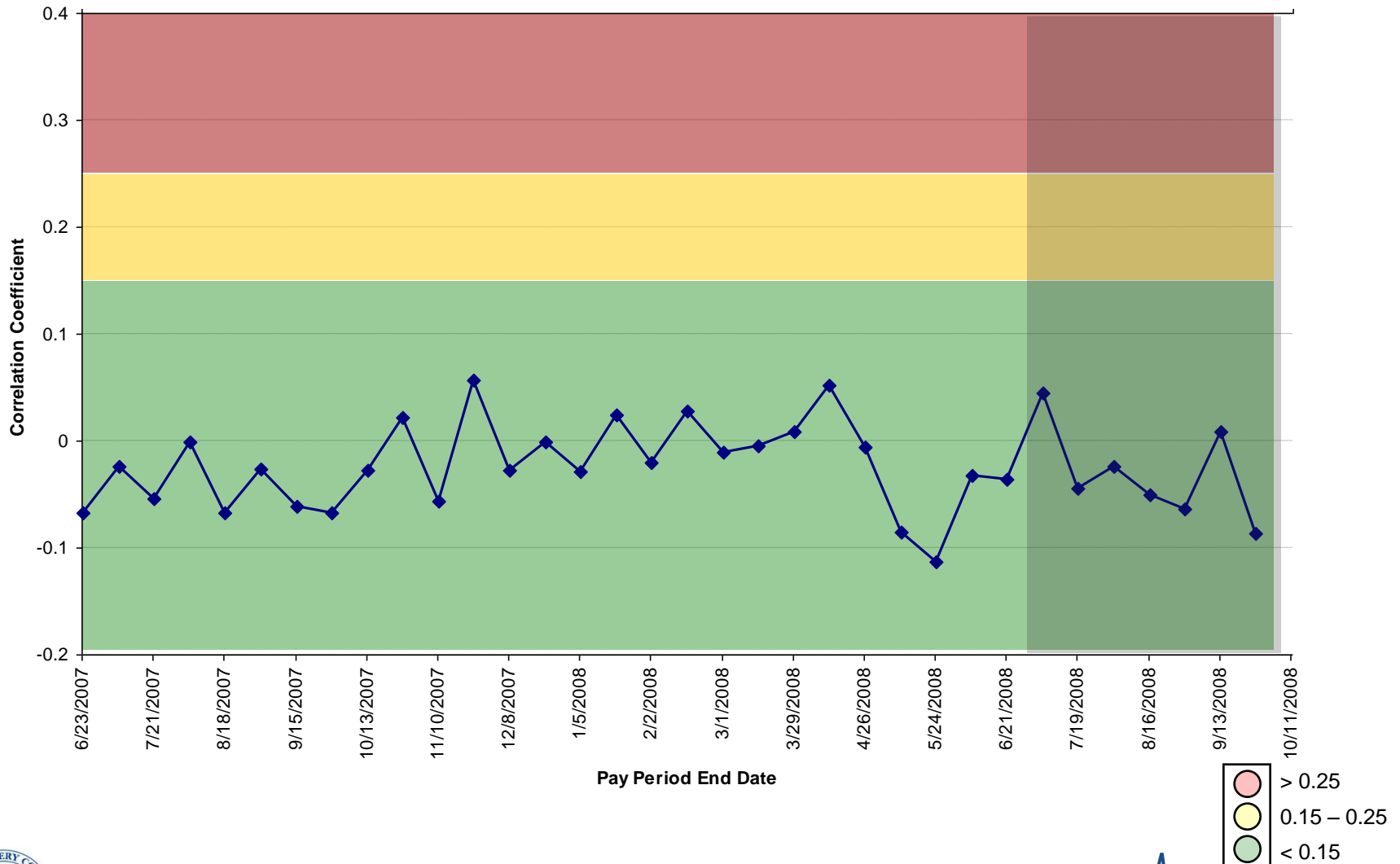Chart: Hours Claimed Per Pay Period vs. Pay Period End Date (6/23/2007 – 10/11/2008)

Legend:
- Total overtime hours (OTP and OT2)
- Total hours of annual leave (ANL)
- Total hours of sick leave (SKL and FSL)

Overtime Update: MCPD

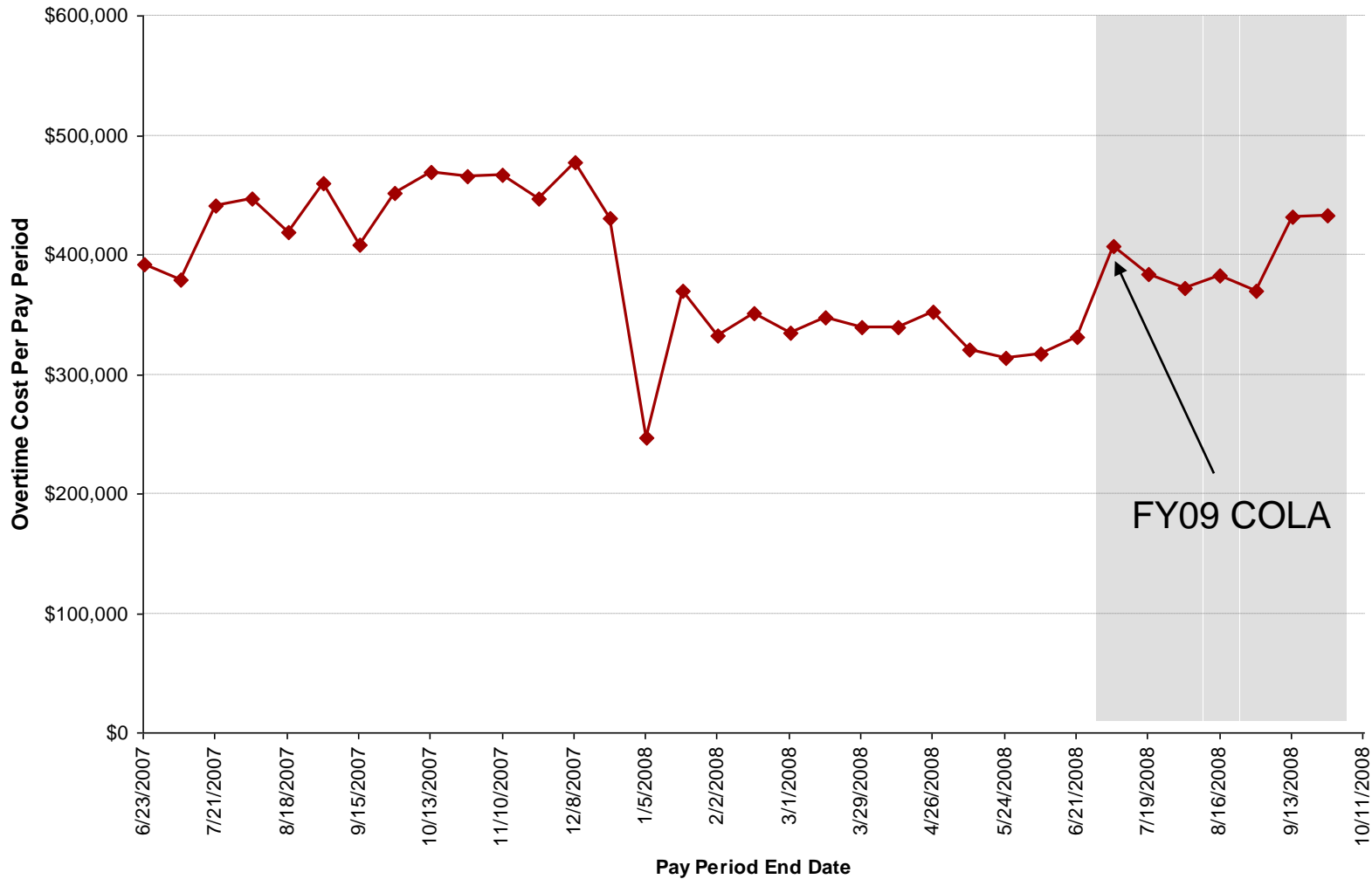% that claimed overtime — Average overtime hours per employee

Overtime Update: MCPD

Overtime Update: MCPD

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Overtime Update: DOT

FY09 Budget	FY09 Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$3,847,120	$1,357,842	35.3%	6.4 (24.5% of FY)

- **Developments in overtime use**
  - Overtime in Highway Services increased in September because of Tropical Storm Hanna.
- **Developments in overtime management**
  - As discussed on August 29

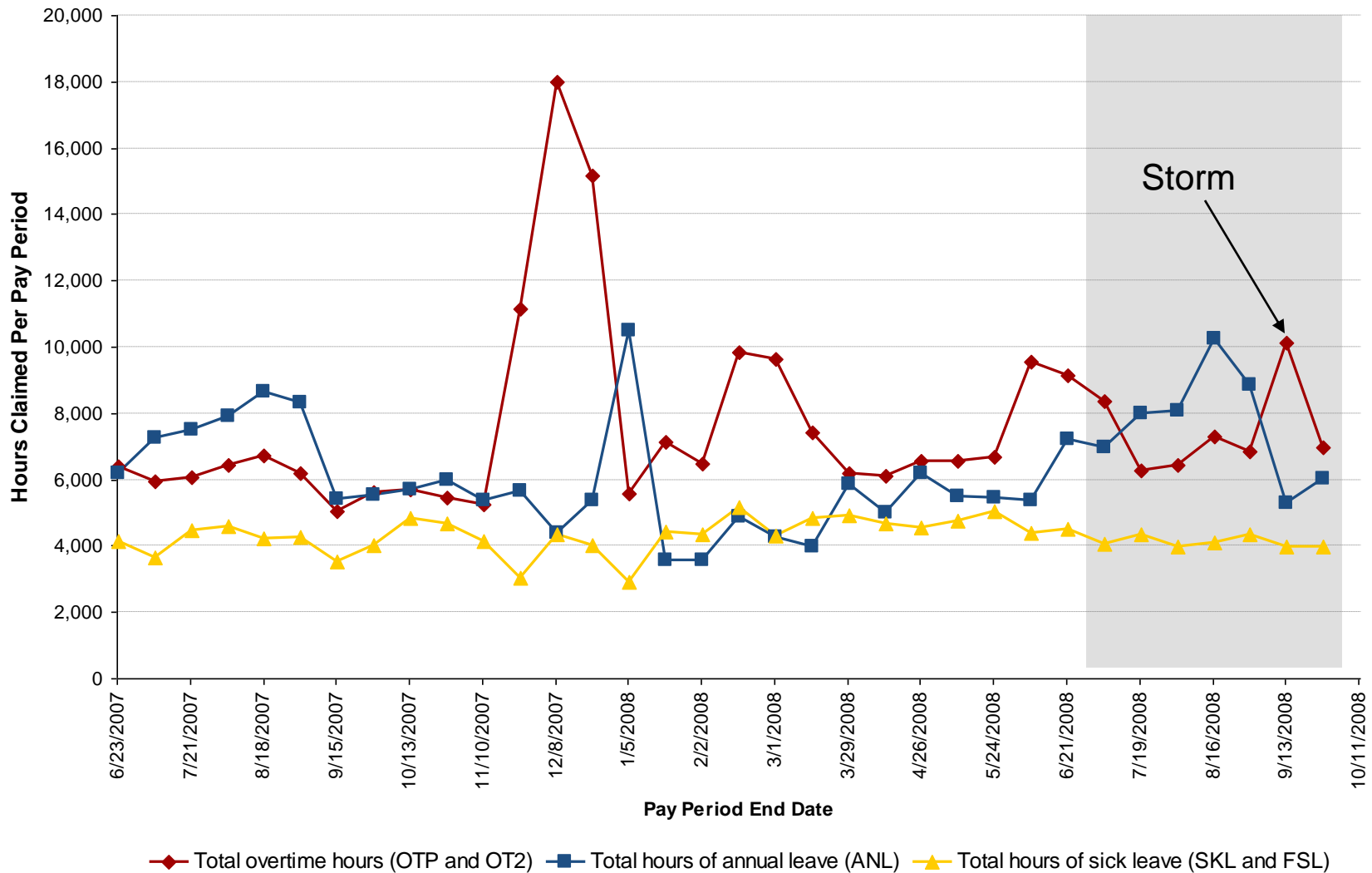**CountyStat**

Overtime Update: DOT

- **Shown is overtime earnings as a percent of salary so far for calendar year 2008.**

- **Highest percentage was 62.5%**

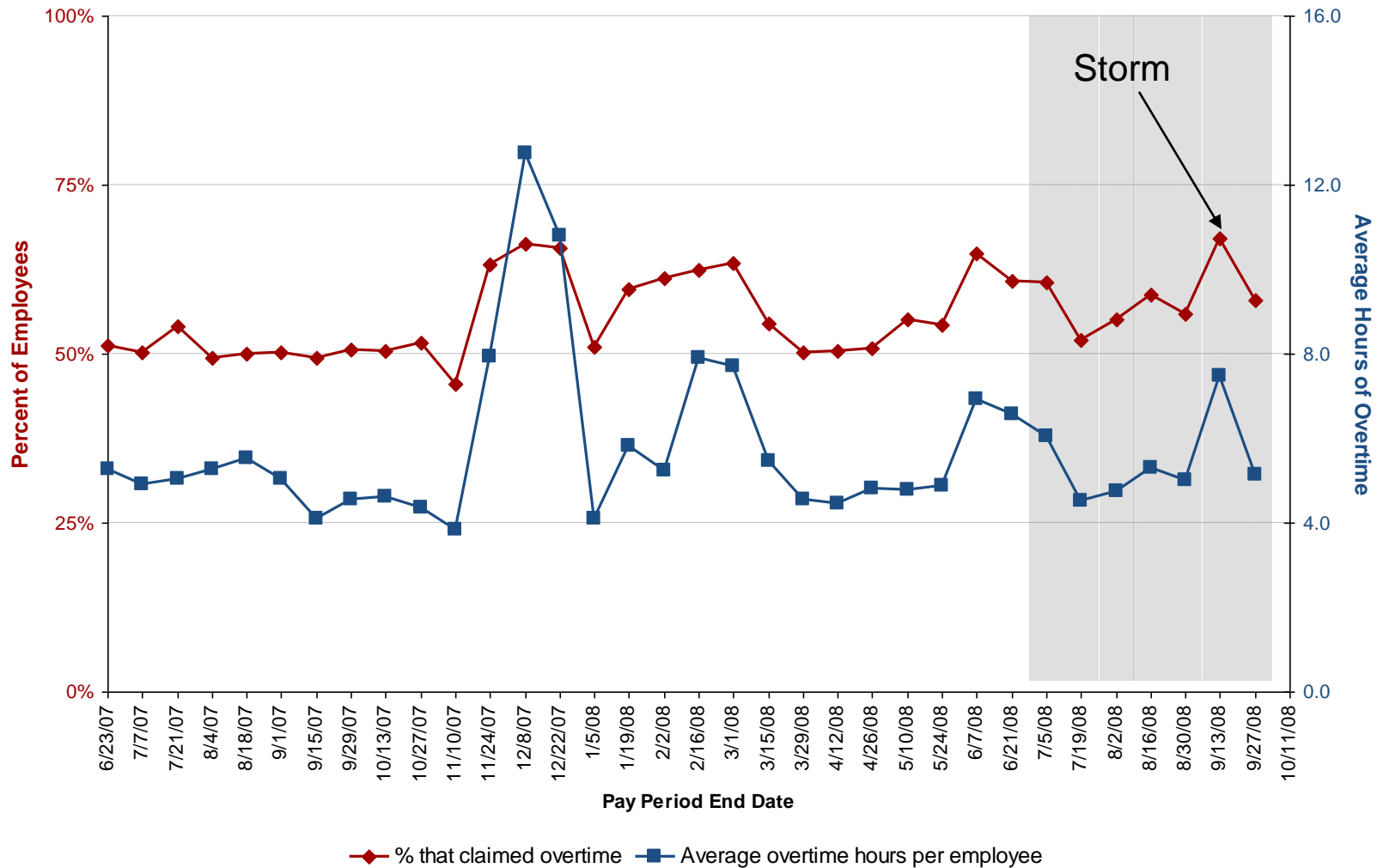Overtime Pay as a Percent of Salary: Number of Employees in Each Range

Range	Number of Employees	Percent of employees
0-25%	1,184	93.0
26-50%	84	6.6
51-75%	5	0.4
76%+	0	-
Total employees		1,273
Overtime pay as a % of salary (department average)		10.4

Overtime Update: DOT

Chart: "Overtime Update: DOT" — line graph of Hours Claimed Per Pay Period vs. Pay Period End Date (6/23/2007 to 10/11/2008). Y-axis from 0 to 20,000. A shaded region near the right is labeled "Storm." Legend: Total overtime hours (OTP and OT2) [red diamond], Total hours of annual leave (ANL) [blue square], Total hours of sick leave (SKL and FSL) [yellow triangle].
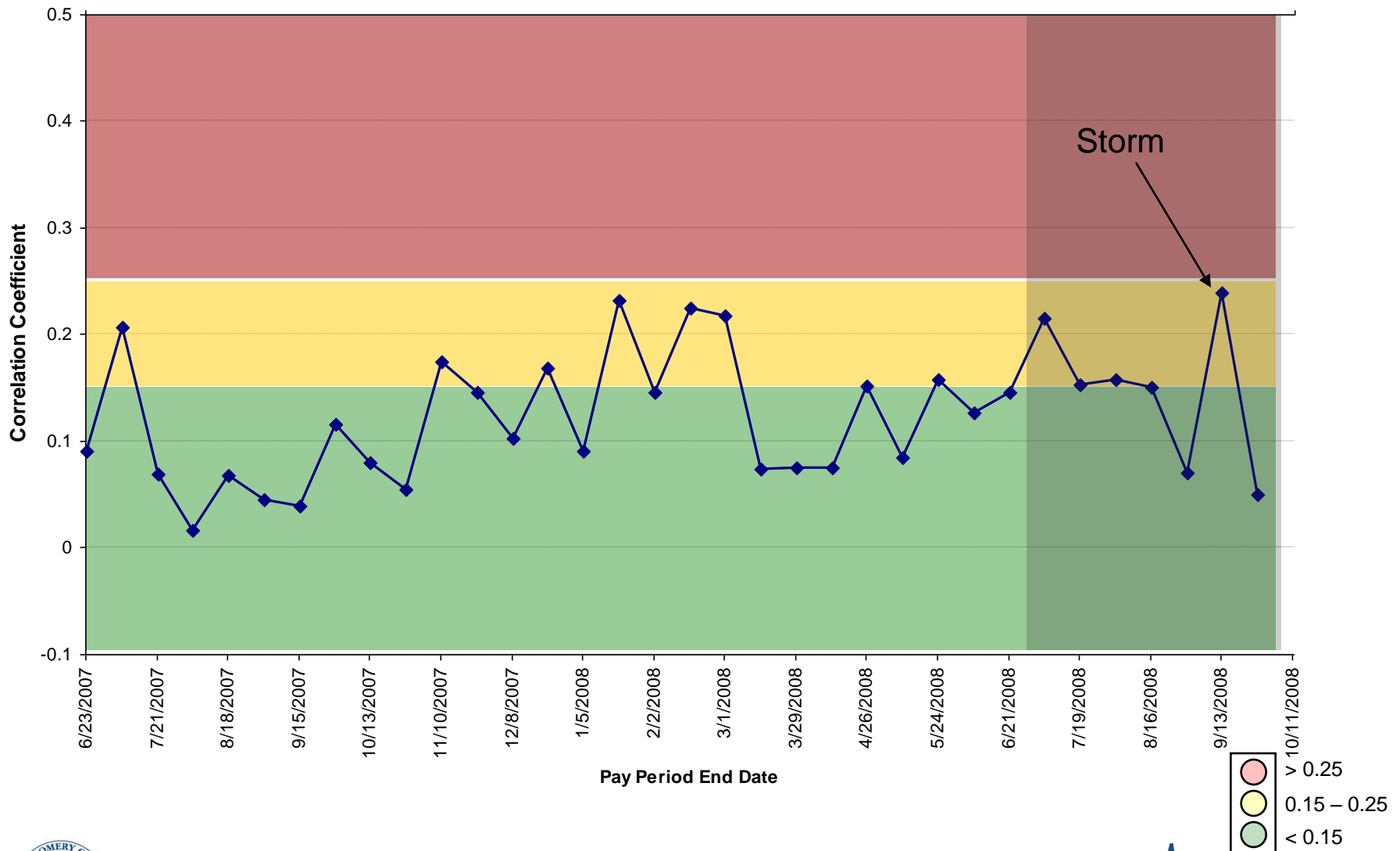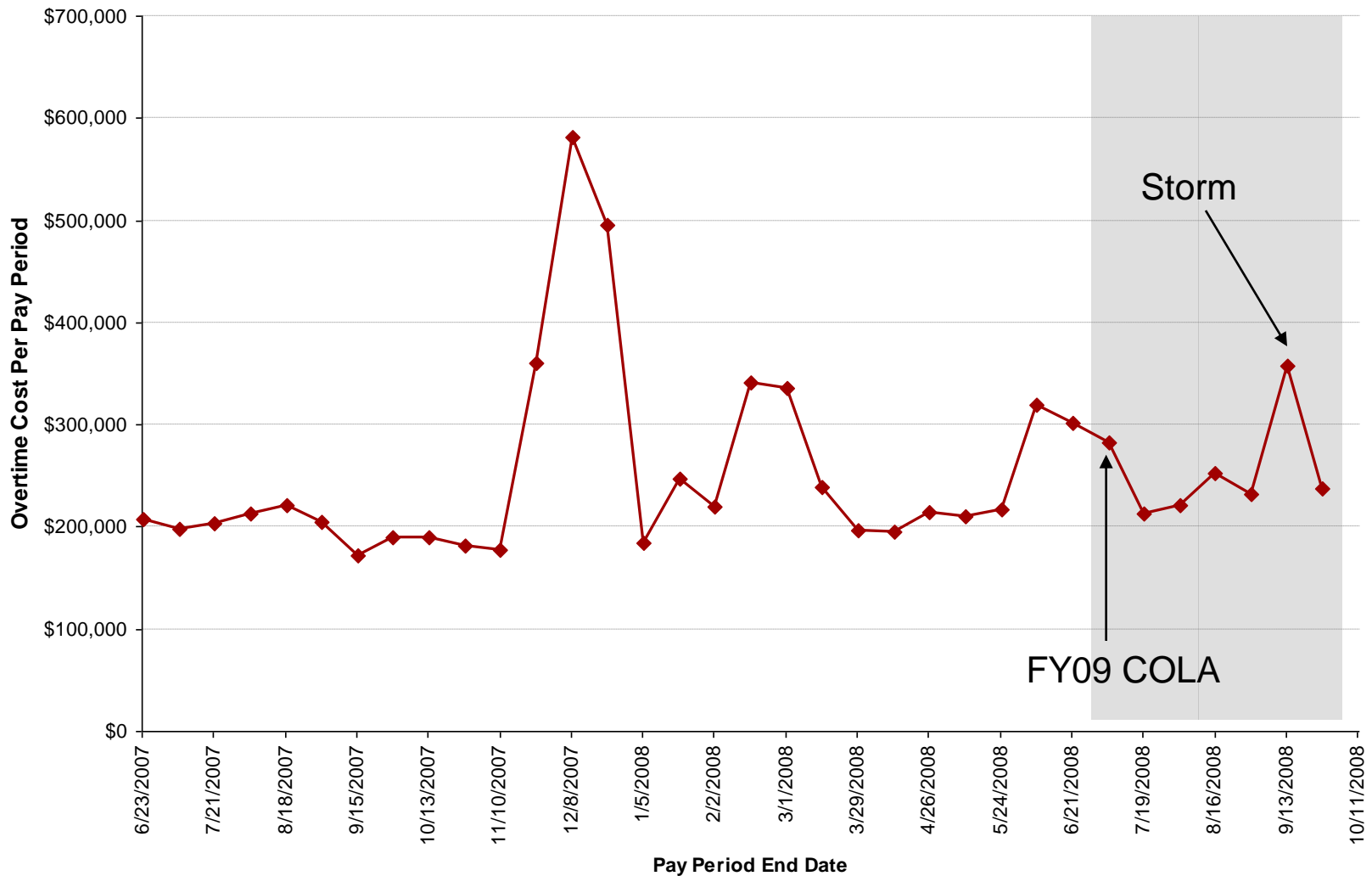
Overtime Update: DOT

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Overtime Update: DOT

Overtime Update: DOT

Overtime Update: DOCR

FY09 Budget	FY09 Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$3,779,030	$730,170	19%	4.5 (17.2% of FY)

- **Developments in overtime use**
  - Last pod at MCCF opened August 26 due to population spike (highest population at that facility since it opened). The pod remains open.
  - Population spike also increasing overtime at Pre-Trial Services due to increased caseloads
  - Continuing vacancies at the Pre-Release Center (3 Resident Supervisors) and in Records (2 Record Technicians) are also increasing overtime to fill these functions.
  - Most OT for non-operational needs has been dropped (e.g., for Honor Guards, outside assignments, non-mandated training with other agencies, celebratory events, etc.)

Overtime Update: DOCR

- **Developments in overtime management**
  - The Management Services Division constantly reviews OT use and has provided overtime reports to divisions for the 2nd and 3rd quarter including the Switchboard reporting mechanism provided by OMB
  - Department is aggressively tracking and managing sick leave use and abuse (over 70 employees are on special SL monitoring plans)
  - DOCR has requested permission to backfill positions where there is an extended absence for military leave
  - DOCR continues to refine the Custody and Security Staff Deployment (CSSD) system
    - Allows real-time tracking and management (day by day, shift by shift) of staff on schedule, absences, standing staffing needs, overtime needs by specific cause, etc.
    - The data in this system will also allow for mid- and long-term trends analysis, identification of the root causes of OT, and resultant operational adjustments to control overtime.

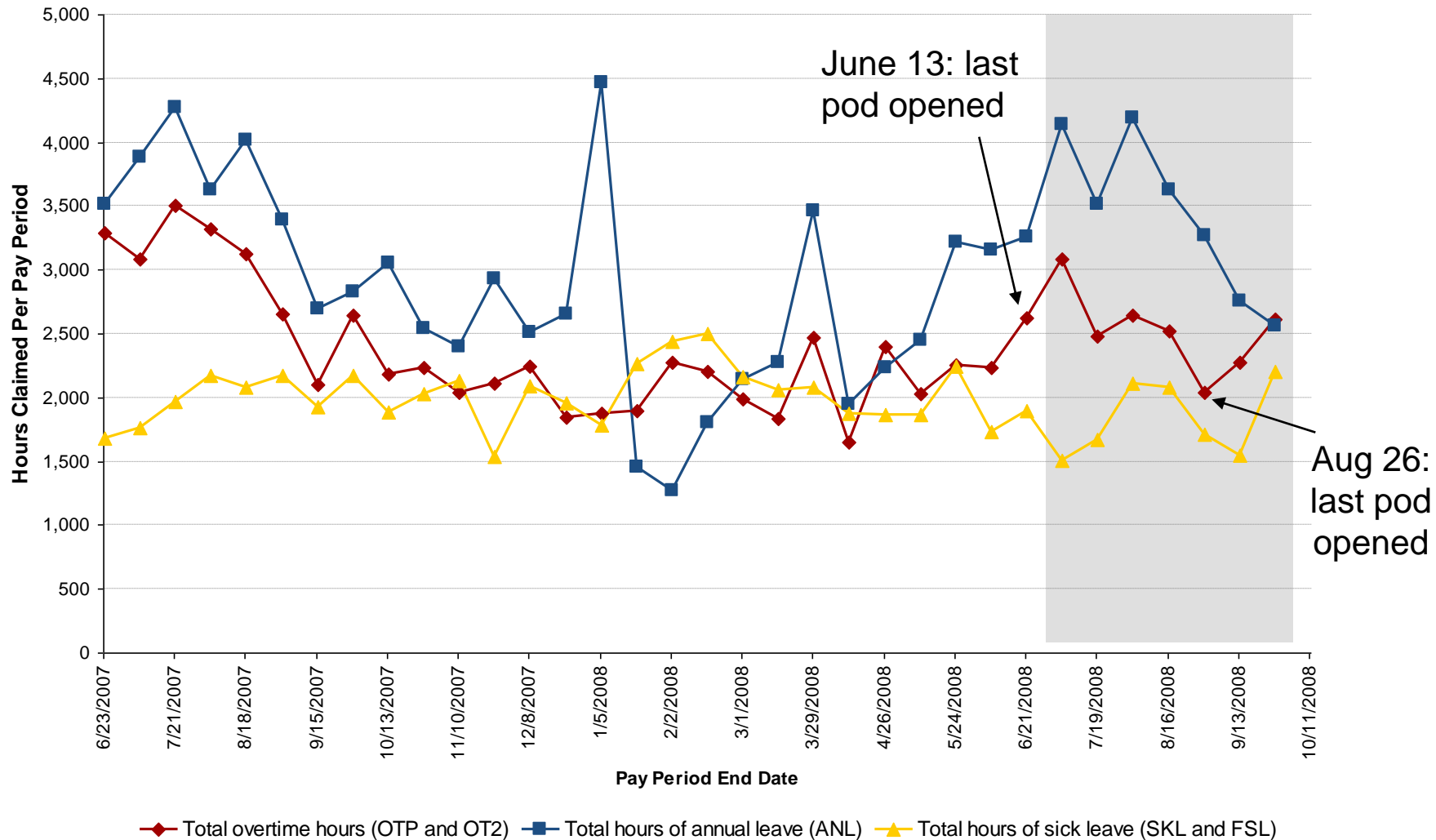**CountyStat**

Overtime Update: DOCR

- **Shown is overtime earnings as a percent of salary so far for calendar year 2008.**

- **Highest percentage was 87%**

- **Breakdown of highest range**
  - 76-80%: 0
  - 81-90%: 2
  - 91-100%: 0
  - 101-110%: 0

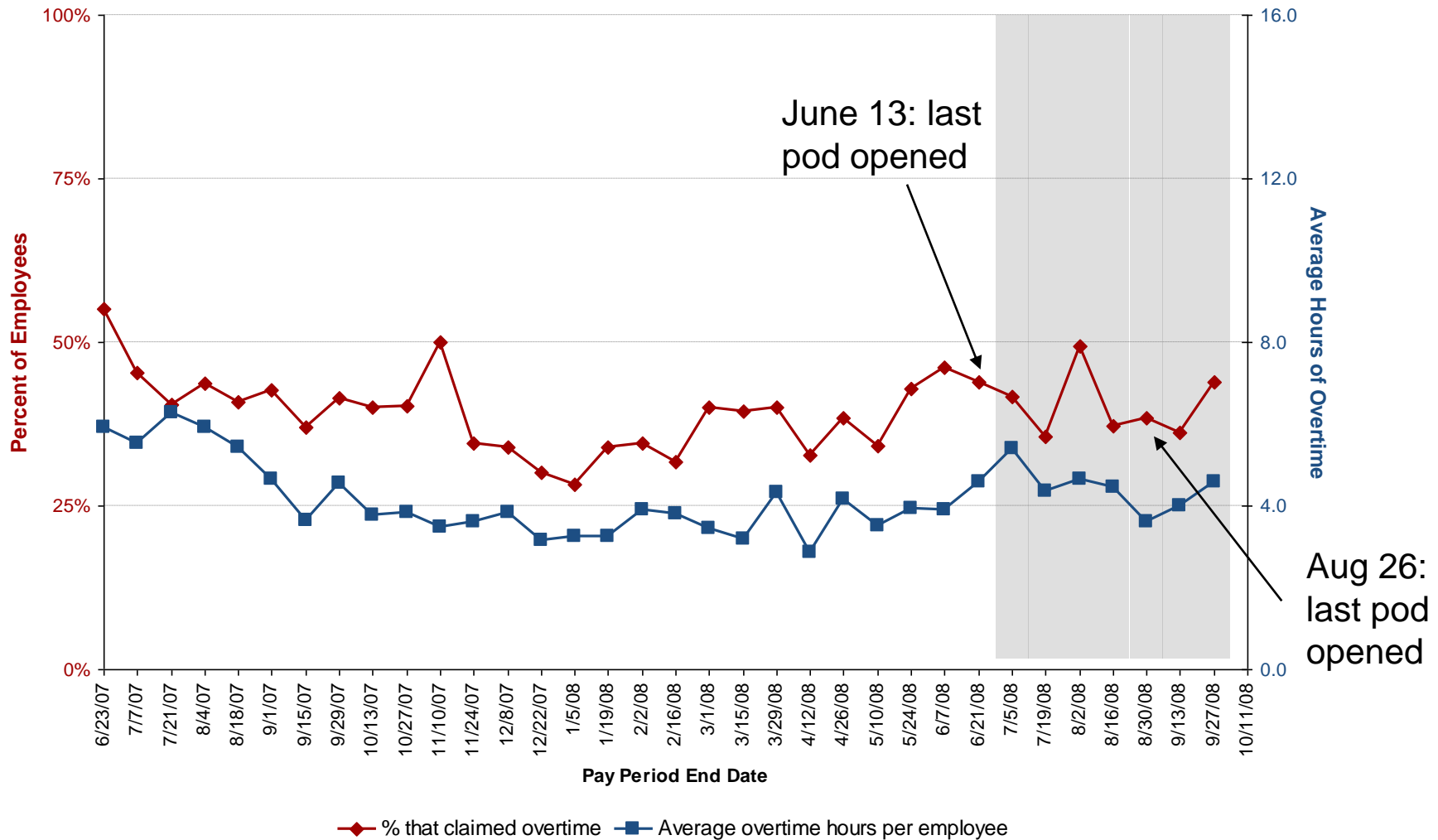Overtime Pay as a Percent of Salary: Number of Employees in Each Range

Range	Number of Employees	Percent of employees
0-25%	485	88.3
26-50%	51	9.3
51-75%	11	2.0
76%+	2	0.4
Total employees		549
Overtime pay as a % of salary (department average)		11.7

Overtime Update: DOCR

June 13: last pod opened

Aug 26: last pod opened

Legend:
- Total overtime hours (OTP and OT2)
- Total hours of annual leave (ANL)
- Total hours of sick leave (SKL and FSL)

Y-axis: Hours Claimed Per Pay Period
X-axis: Pay Period End Date

Overtime Update: DOCR

June 13: last pod opened

Aug 26: last pod opened

Legend: ◆ % that claimed overtime ■ Average overtime hours per employee

X-axis: Pay Period End Date
Left Y-axis: Percent of Employees (0% – 100%)
Right Y-axis: Average Hours of Overtime (0.0 – 16.0)

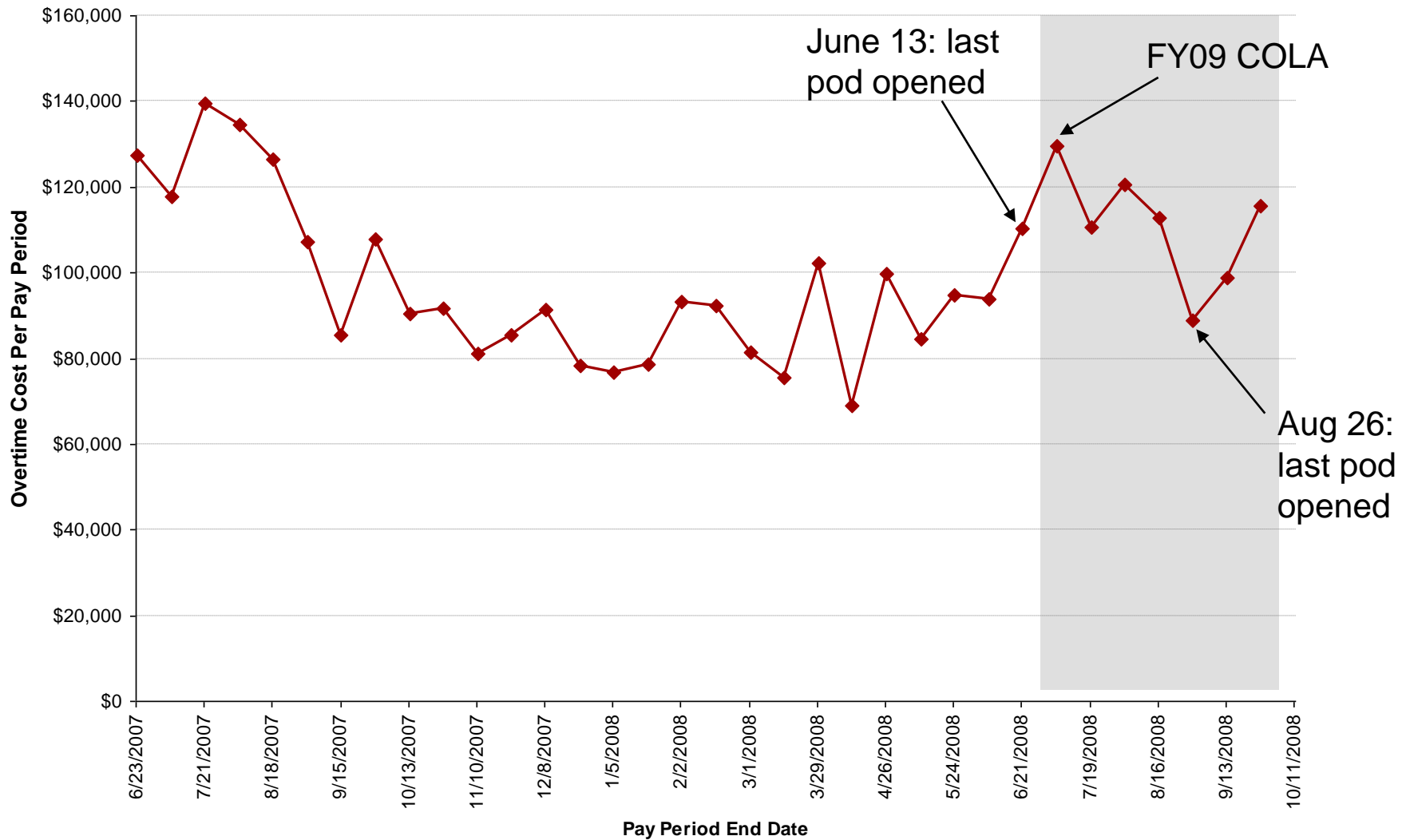# Overtime Update: DOCR

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Overtime Update: DOCR

Overtime Update: MCFRS

FY09 Budget	FY09 Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$9,875,653	$3,490,842	35.4%	6.4 (24.5% of FY)

- **Developments in overtime use**
  - USAR deployments: Hurricanes Ike and Gustav
  - Fall PSTA class start-ups
- **Developments in overtime management**
  - Position hiring: firefighter for firefighter
  - Officer hiring: officer for officer
 - IAFF has filed a grievance

Overtime Update: MCFRS

- **Shown is overtime earnings as a percent of salary so far for calendar year 2008.**

- **Highest percentage was: 120%**

- **Breakdown of highest range**
  - 76-80%: 5
  - 81-90%: 5
  - 91-100%: 3
  - 101-110%: 0
  - 111-120%: 1

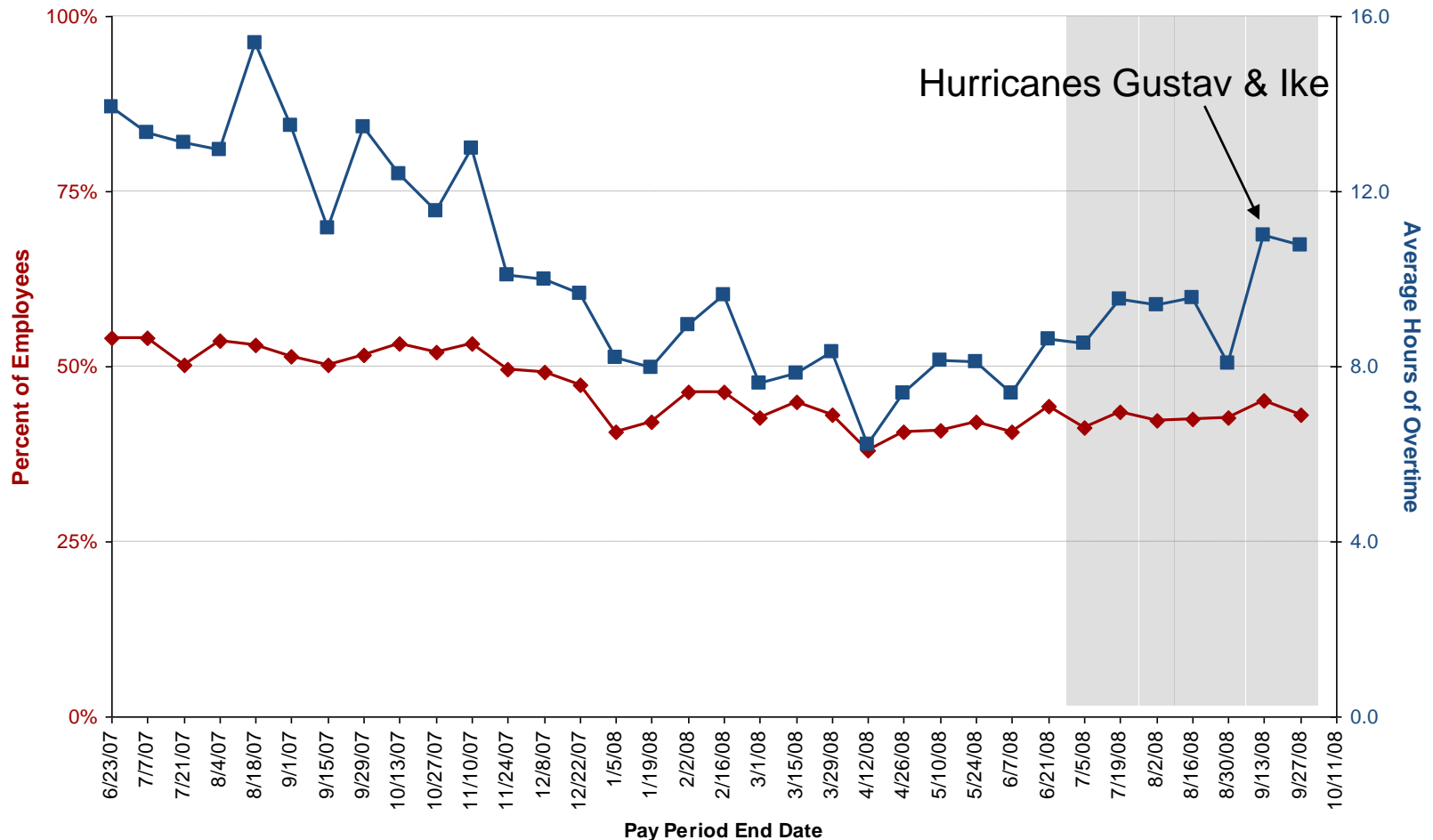Overtime Pay as a Percent of Salary: Number of Employees in Each Range

Range	Number of Employees	Percent of employees
0-25%	1,037	79.4
26-50%	220	16.8
51-75%	35	2.7
76%+	14	1.1
Total employees		1,306
Overtime pay as a % of salary (department average)		13.7
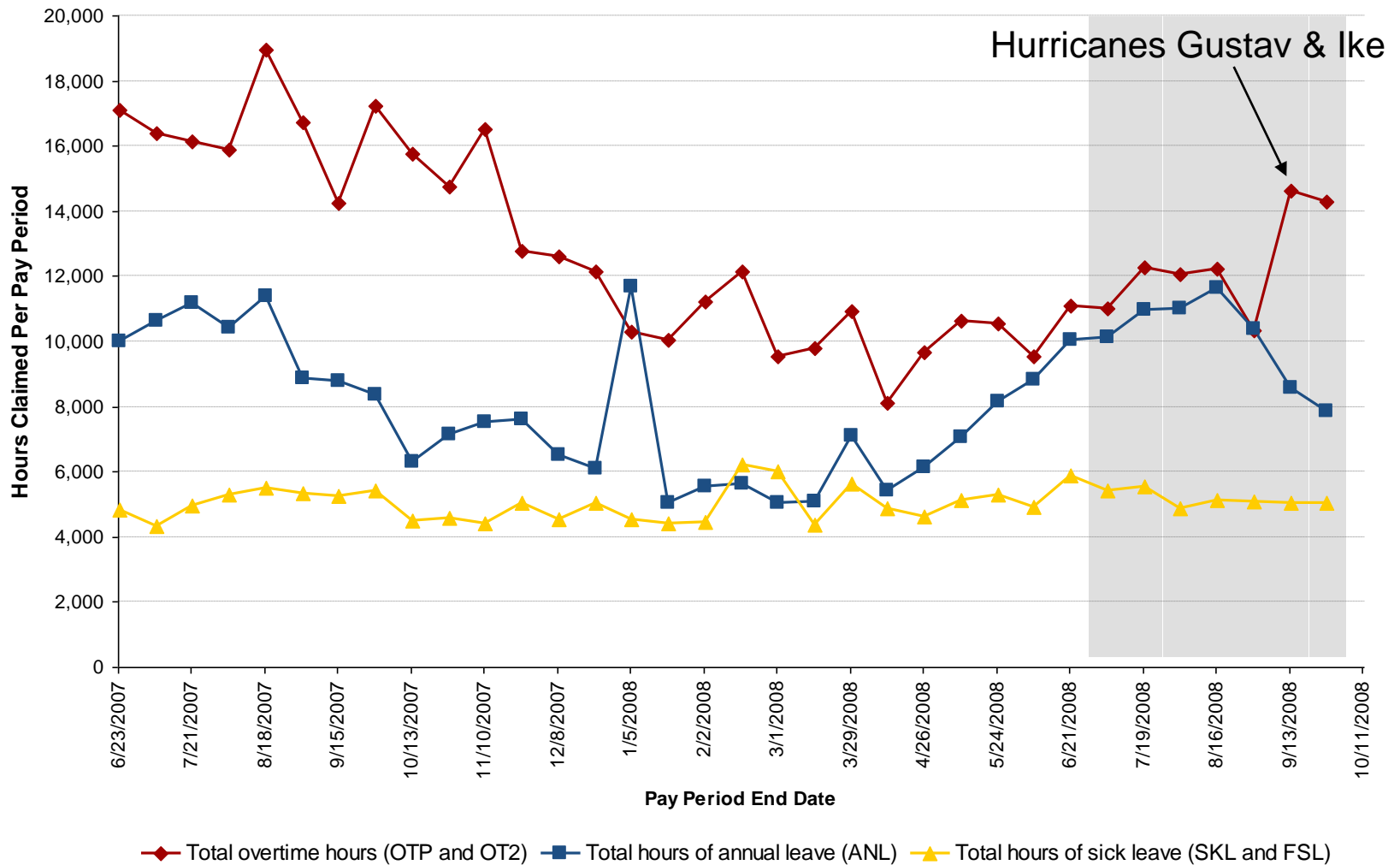
Overtime Update: MCFRS

Overtime Update: MCFRS

Hurricanes Gustav & Ike

Legend: ◆ % that claimed overtime ■ Average overtime hours per employee

X-axis: Pay Period End Date
Left Y-axis: Percent of Employees (0% – 100%)
Right Y-axis: Average Hours of Overtime (0.0 – 16.0)

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Overtime Update: MCFRS

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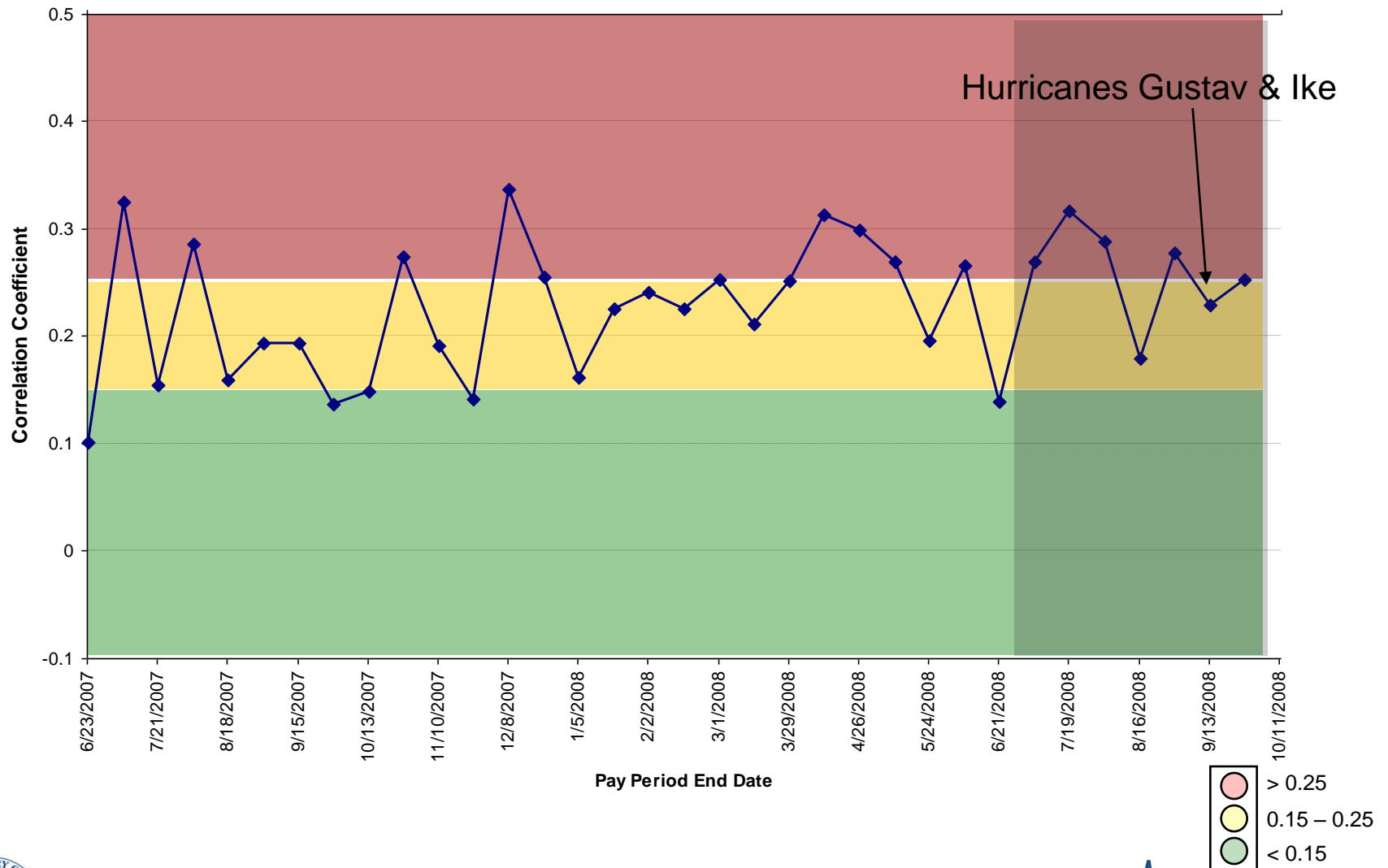
Overtime Update: MCFRS
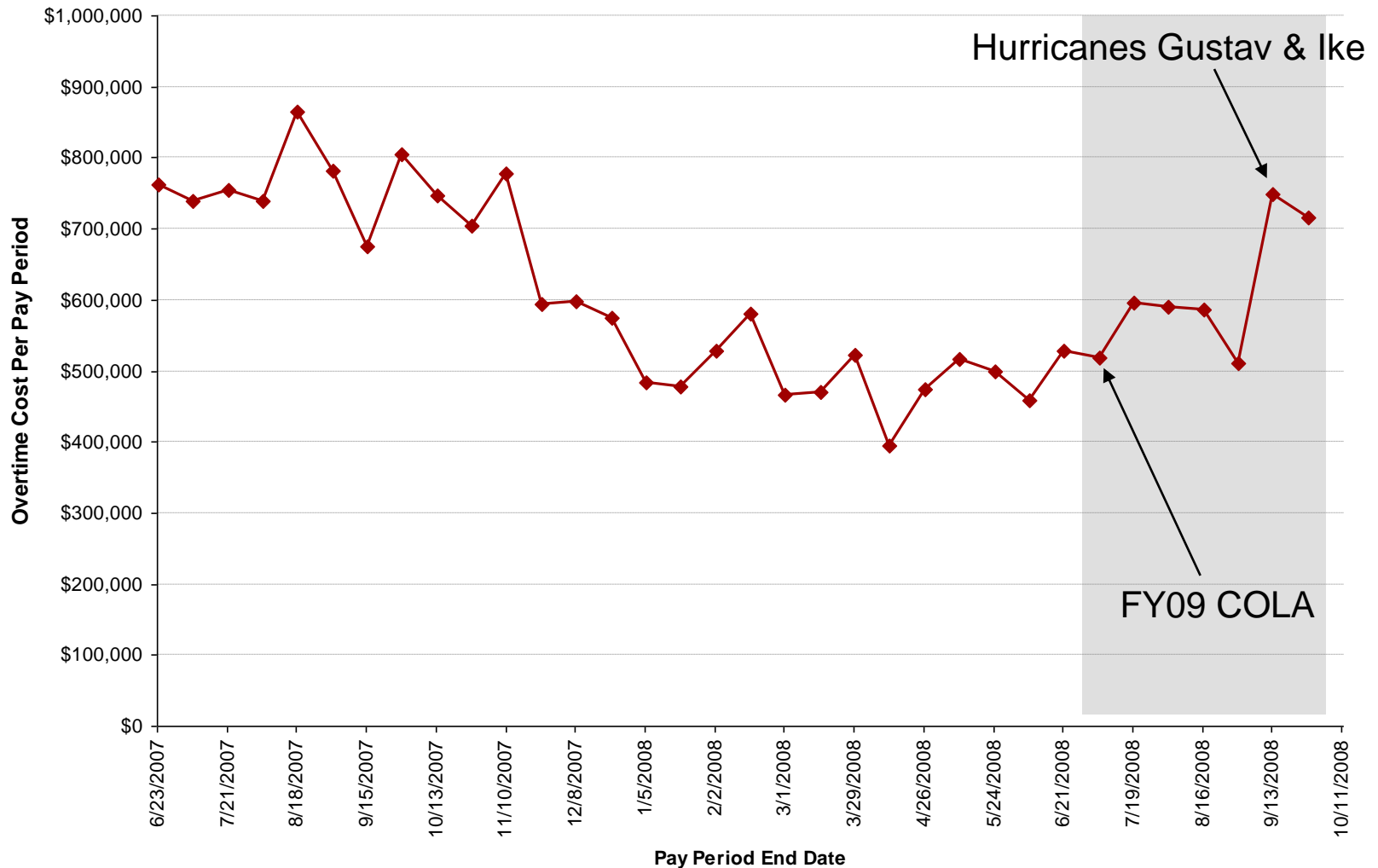
Overtime and Sick Leave Use

- **Percent of personnel that claim both overtime and sick leave in the same pay period is consistent**
- **Negotiated agreements include language about overtime and sick leave**
  - MCGEO (Article 5.9, subsection J)
    "…if an employee has an unscheduled absence the day after they have worked overtime such overtime hours shall be paid at the employee's regular pay rate (straight time)."
  - FOP (Article 11)
    "5. When an employee who works overtime from an overtime callback list takes sick leave after working overtime that day, then the sick leave taken will not be treated as hours worked for the purposes of calculating overtime compensation."

Percent of Employees Claiming Both Overtime and Sick Leave Each Pay Period

|	Average	Min	Max
MCFRS	7.6%	5.3%	10.4%
MCPD	8.6%	5.5%	11.1%
DOT	14.3%	9.7%	19.5%
DOCR	9.5%	4.7%	13.5%

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Overtime and Sick Leave Use

- **Look for instances of high overtime use coupled with high sick leave use**
  - Compare sick leave pay with overtime pay as a percent of salary
  - To get salary, use annual base salary pro-rated for the number of pay periods used so far this calendar year
  - Include only those cases with both sick pay and overtime pay equal to or greater than 15% of pro-rated salary
    - If an employee used all 120 hours of sick leave earned in a year, sick pay as a percentage of salary would equal 6%.
- **Calculate the overlap between sick leave and overtime claims**
  - Percent of sick leave that was claimed in a pay period in which overtime was also claimed
  - Percent of overtime that was claimed in a pay period in which sick leave was also claimed

Twenty-five employees show both high overtime and high sick leave use.
(12 MCFRS, 6 MCPD, 6 DOT, and 1 DOCR)

Overtime and Sick Leave Use

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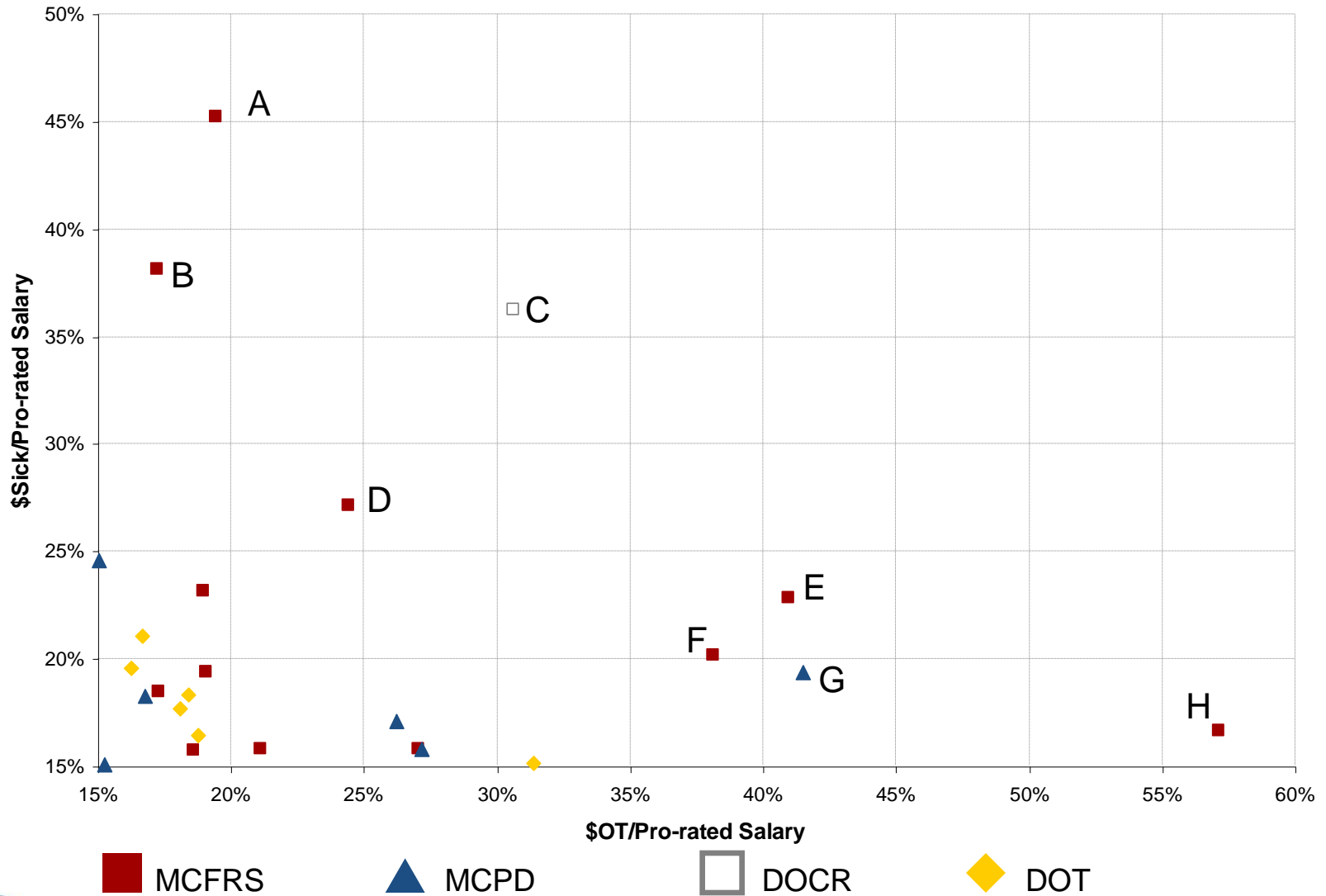
Overtime and Sick Leave Use

	Department	$OT/ $Salary	$Sick/ $Salary	% of OT in Pay Period With Sick (A)	% of Sick in Pay Period with OT (B)	Comments
A	MCFRS	20%	45%	**27%**	**6%**	Probable health event
B	MCFRS	17%	38%	**67%**	**71%**	Further study warranted
C	DOCR	30%	36%	**16%**	**8%**	Probable health event
D	MCFRS	24%	27%	**83%**	**82%**	Further study warranted
E	MCFRS	41%	23%	**52%**	**71%**	Further study warranted
F	MCFRS	38%	20%	**56%**	**87%**	Further study warranted
G	MCPD	42%	19%	**70%**	**100%**	Further study warranted
H	MCFRS	57%	17%	**23%**	**47%**	Further study warranted

Low percentages in columns A and B indicate stretches of concentrated sick leave use (such as happens during a health event). High percentages indicate consistent use of both overtime and sick leave in the same pay period.

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Wrap-up

- **Confirmation of follow-up items**

- **Time frame for next meeting**

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