Overtime in Montgomery County Departments

CountyStat Meeting #2

July 11, 2008

CountyStat

CountyStat Principles

- **Require Data Driven Performance**

- **Promote Strategic Governance**

- **Increase Government Transparency**

- **Foster a Culture of Accountability**

CountyStat

Agenda

- **Introductions and Meeting Purpose**

- **Update: MCFRS**

- **Update: MCPD**

- **Update: DPWT / DOT**

- **Update: DOCR**

- **Data Collection Issues**

- **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

- **Check on data collection process**
  - Problems or issues around the tools being used

Meetings to monitor overtime use will be held quarterly
It has been only two months since the first overtime meeting, but now the meetings will be aligned with the end of the fiscal quarters. This meeting examines final results from FY08.

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

CountyStat

FY08 Overtime Update: MCFRS

FY08 Budget	FY08 Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$12,092,629	$14,935,310	124%	25.5

- **Developments in overtime use**
  - The graduation of Recruit Class 31 provided additional staffing in Operations.
  - Reduction of additional programs, i.e. Car Safety Seats, Ocean City MSFA Convention
  - Cost Savings Plan
- **Developments in overtime management**
  - Close monitoring of overtime usage
  - Doing more with detail of apparatus versus overtime. (Limits available units for response)
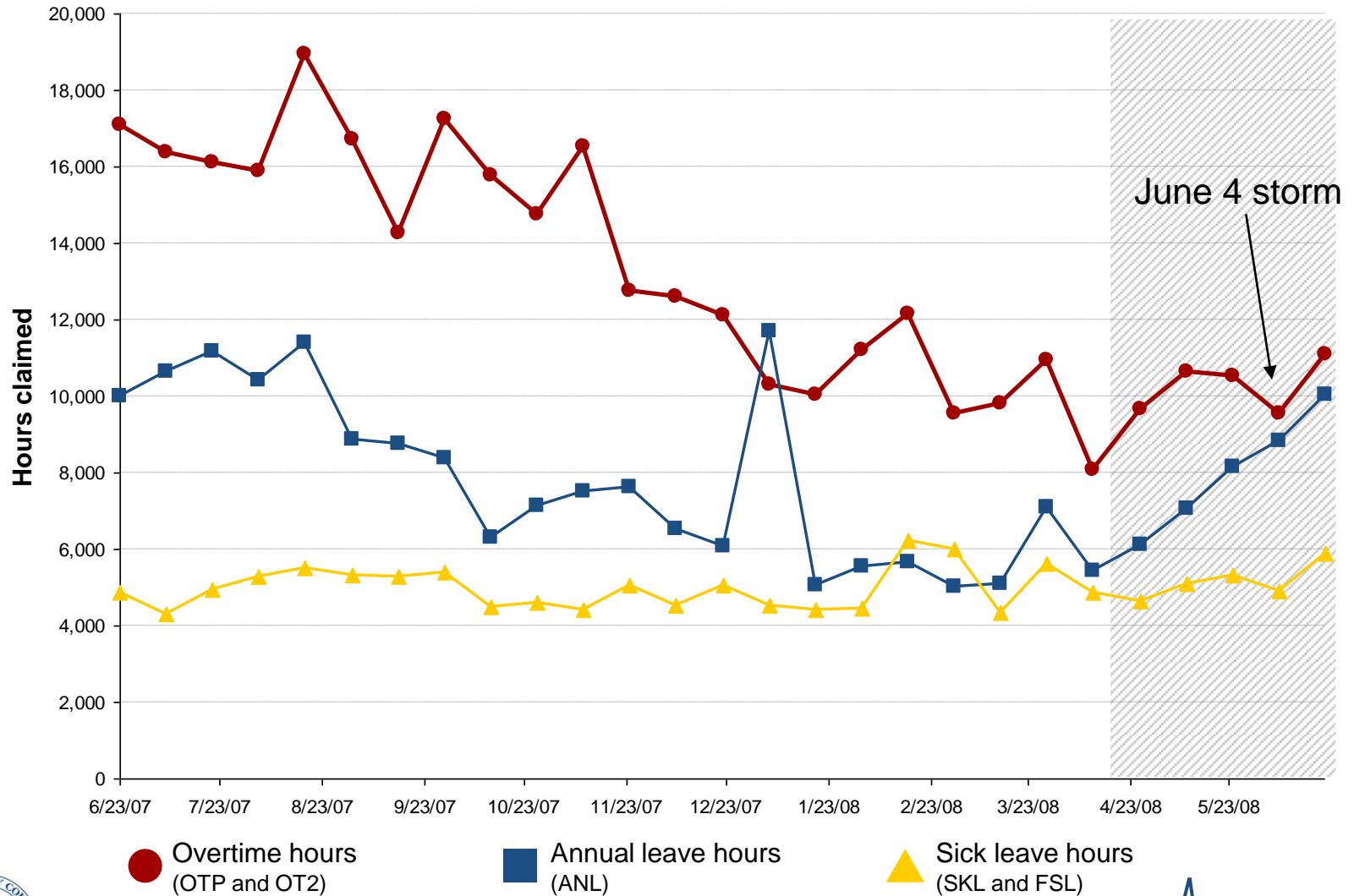
FY08 Overtime Update: MCFRS

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

- **Highest percentage was 112%**
- **Breakdown of highest range**
  - 76-80%: 3
  - 81-90%: 5
  - 91-100%: 4
  - 101-110%: 2
  - 111-120%: 1

Overtime Pay as a Percent of Regular Pay: Number of Employees in Each Range
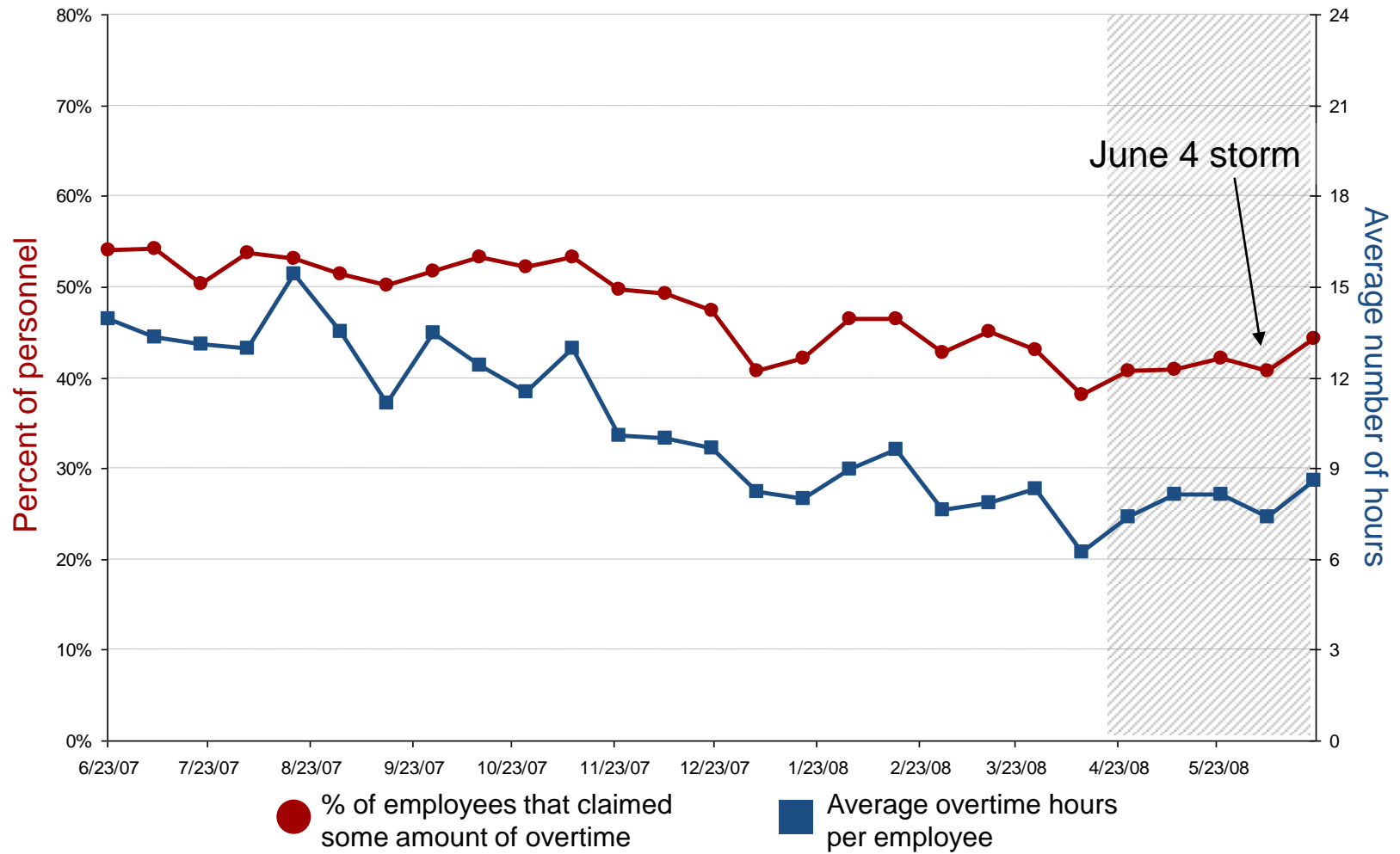
Range	Number of Employees	Percent of employees
0-25%	1,001	76.6%
26-50%	236	18.1%
51-75%	55	4.2%
76%+	15	1.1%
Total employees		1,307
Overtime pay as a % of regular pay (department average)		17.7%

FY08 Overtime Update: MCFRS
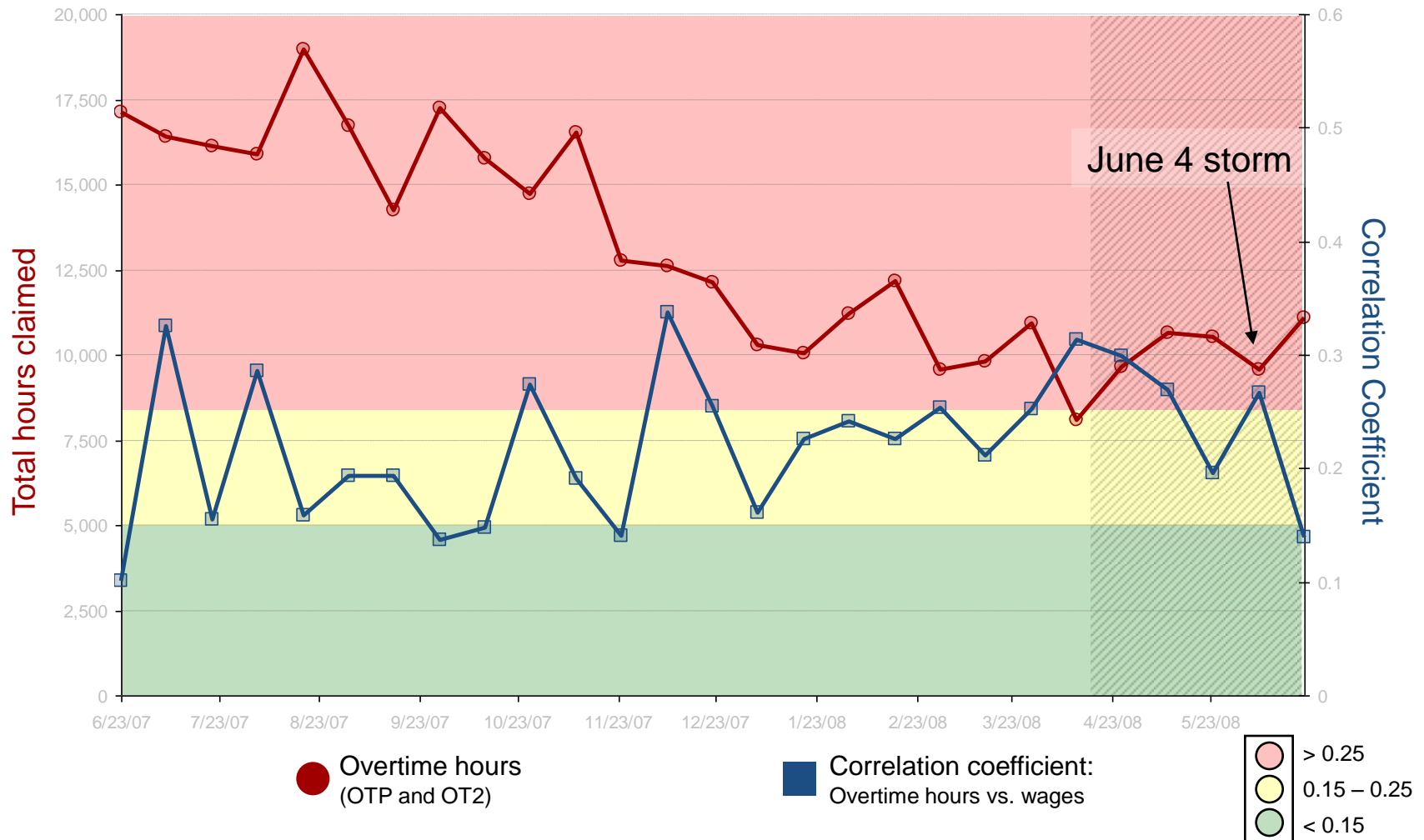
June 4 storm

Legend:
- Overtime hours (OTP and OT2) — red circle
- Annual leave hours (ANL) — blue square
- Sick leave hours (SKL and FSL) — yellow triangle

FY08 Overtime Update: MCFRS

CountyStat

FY08 Overtime Update: MCFRS

CountyStat

FY08 Overtime Update: MCFRS

June 4 storm

Dollars spent (y-axis): $0, $100,000, $200,000, $300,000, $400,000, $500,000, $600,000, $700,000, $800,000, $900,000, $1,000,000

x-axis: 6/23/07, 7/23/07, 8/23/07, 9/23/07, 10/23/07, 11/23/07, 12/23/07, 1/23/08, 2/23/08, 3/23/08, 4/23/08, 5/23/08

● Overtime dollars (OTP and OT2)

Changes in cost reflect changes in hours and changes in the correlation coefficient.

CountyStat
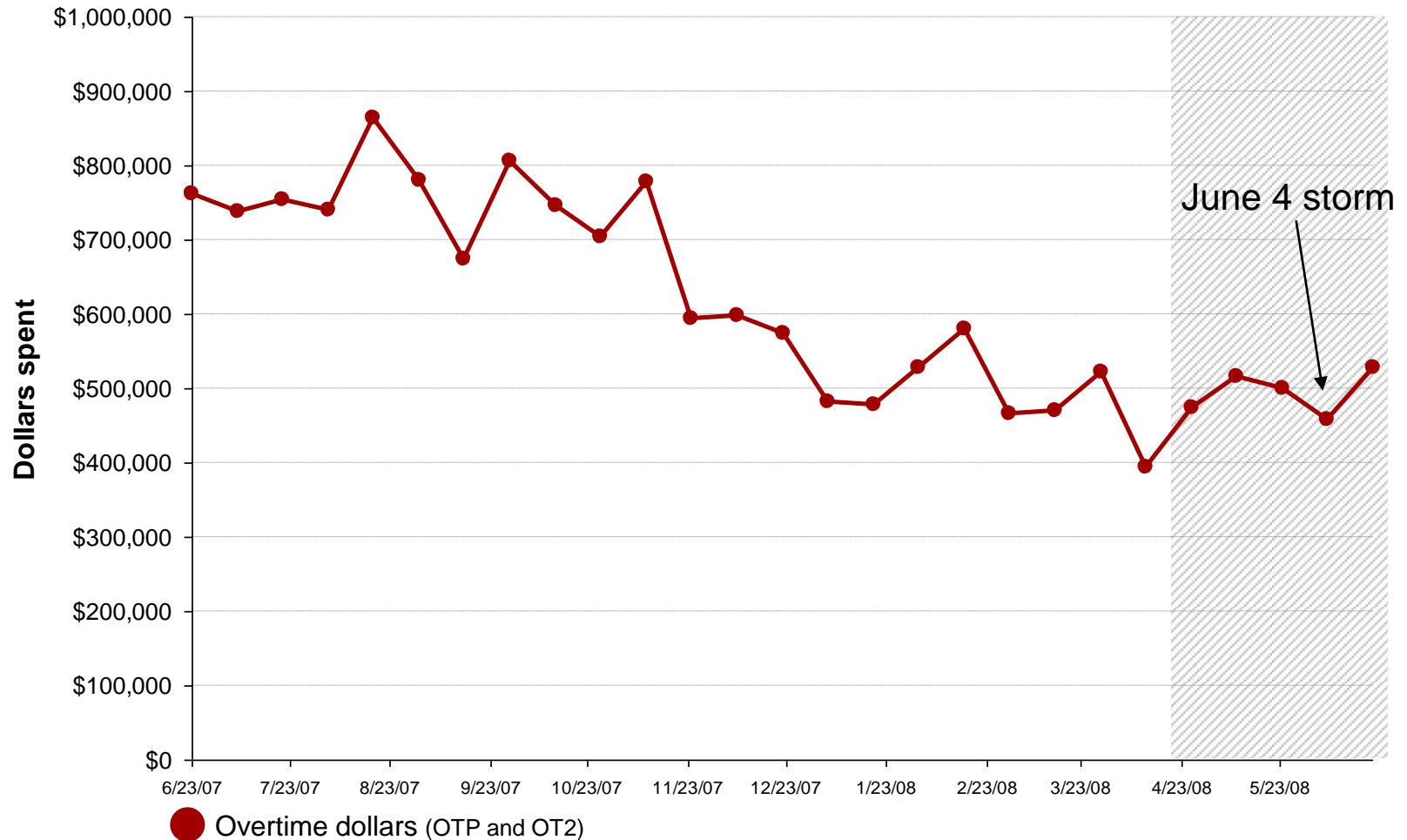
FY08 Overtime Update: MCPD

FY08 Budget	FY08 Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$10,067,060	$9,555,850*	95%	25.5 (thru 06/21/08)

* *Net of overtime reimbursement by outside agencies. (Town of Kensington, OCDETF-SID)*

- **Developments in overtime use**
  - November 2007
    - Upsurge in gang violence in Gaithersburg. Comprehensive enforcement and suppression detail was put into place utilizing very little overtime funds.
  - 2007 Holiday season
    - Increased annual leave usage and decrease in overtime use.
  - 2nd Quarter Overtime Use
    - These figures remain constant after emphasis placed on overtime reduction to be consistent with County savings plan..
  - Spring 2008
    - Increase of annual leave use for Spring break holiday

CountyStat

FY08 Overtime Update: MCPD

- **Developments in overtime management**
  - MCP-STAT
    - Weekly presentation by unit/district commander who are required to account for overtime usage.
  - Individual Access to Overtime Database by Executive Staff
    - Executive Staff monitors overtime use for their individual unit
  - Reduction of Community Events
    - Overtime is not authorized for police staffing.
  - District Court telephone call-in
    - Officers are required to call a recorded telephone line to determine if their testimony/appearance is still needed.
  - State's Attorney Cooperation
    - The State's Attorney continues to monitor and screen the hundreds of cases that are placed on court dockets.
    - Overview of summons issuance (MCP-107)

CountyStat
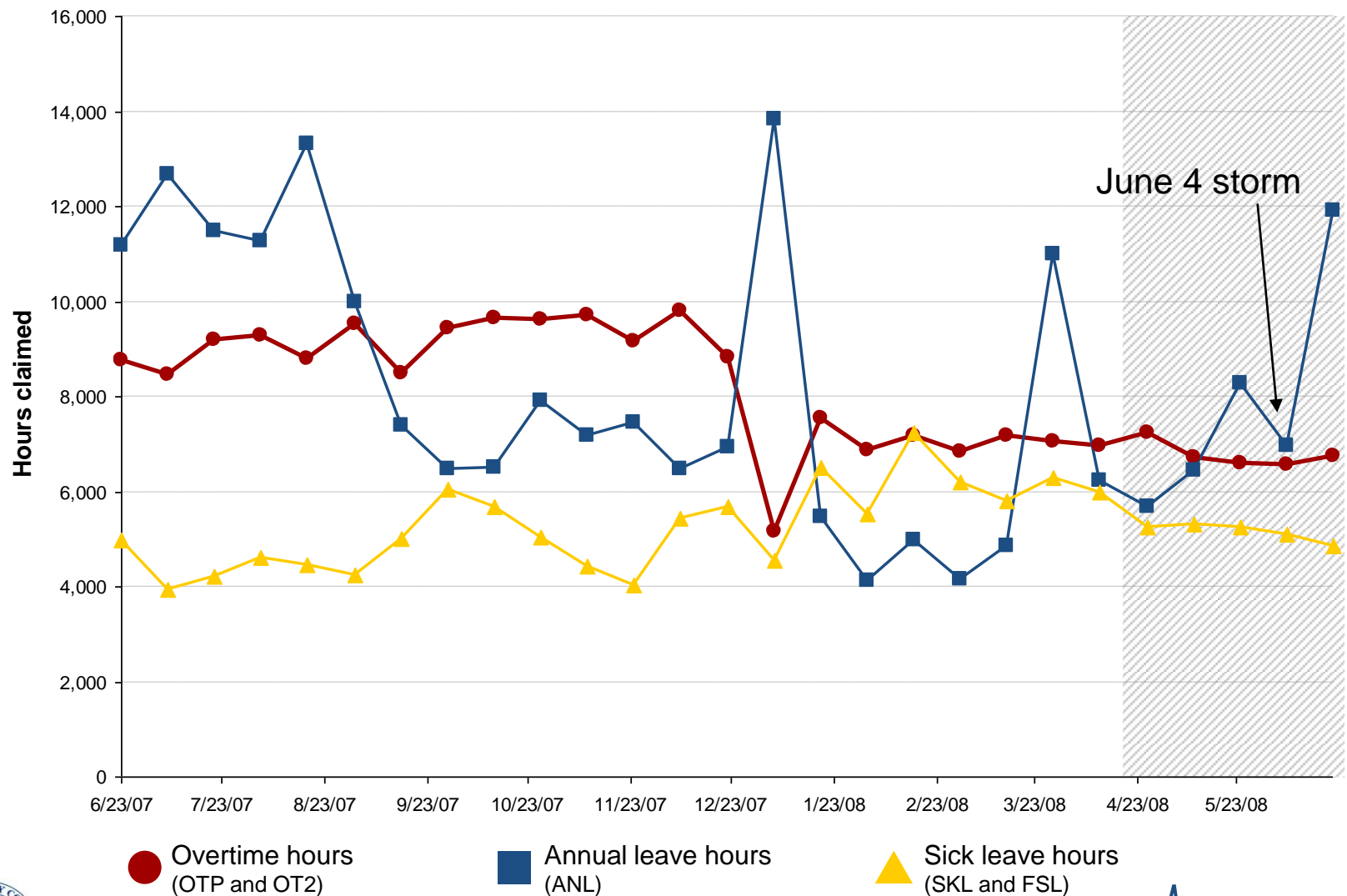
FY08 Overtime Update: MCPD

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

- **Highest percentage was 156%**
- **Breakdown of highest range**
  - 76-80%: 3
  - 81-90%: 0
  - 91-100%: 1
  - 101-110%: 0
  - 111-120%: 0
  - 121-130%: 1
  - 131-140%: 0
  - 141-150%: 0
  - 151-160%: 1

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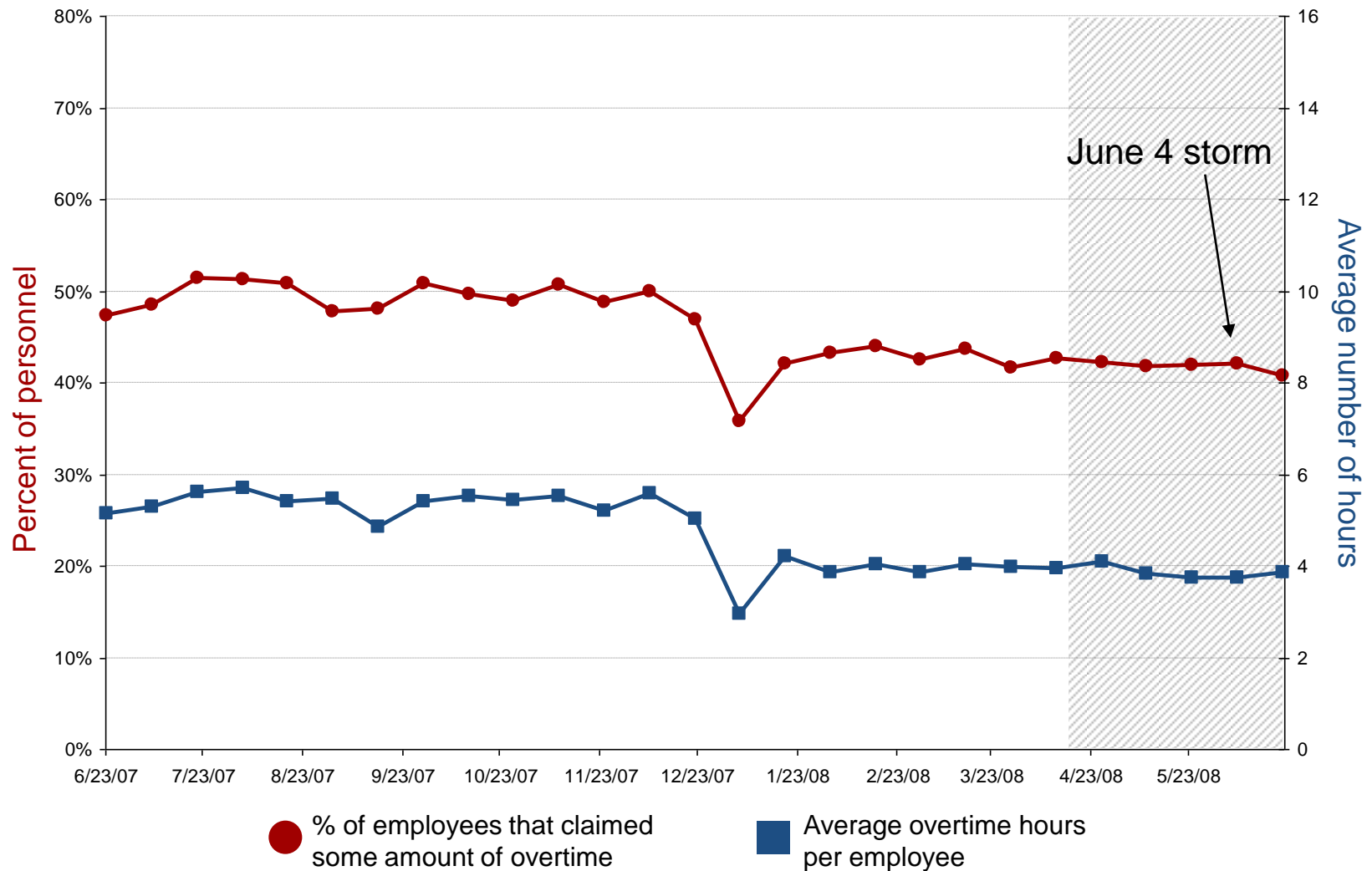Number of Employees in Each Range

Range	Number of Employees	Percent of employees
0-25%	1,605	89.9%
26-50%	155	8.7%
51-75%	20	1.1%
76%+	6	0.3%
Total employees		1,786
Overtime pay as a % of regular pay (department average)		10.3%

CountyStat

FY08 Overtime Update: MCPD

June 4 storm

Hours claimed (y-axis): 0 to 16,000

X-axis: 6/23/07, 7/23/07, 8/23/07, 9/23/07, 10/23/07, 11/23/07, 12/23/07, 1/23/08, 2/23/08, 3/23/08, 4/23/08, 5/23/08

Legend:
- ● Overtime hours (OTP and OT2)
- ■ Annual leave hours (ANL)
- ▲ Sick leave hours (SKL and FSL)

CountyStat

FY08 Overtime Update: MCPD

June 4 storm

% of employees that claimed some amount of overtime

Average overtime hours per employee

CountyStat

FY08 Overtime Update: MCPD

CountyStat

FY08 Overtime Update: MCPD

June 4 storm

Overtime dollars (OTP and OT2)
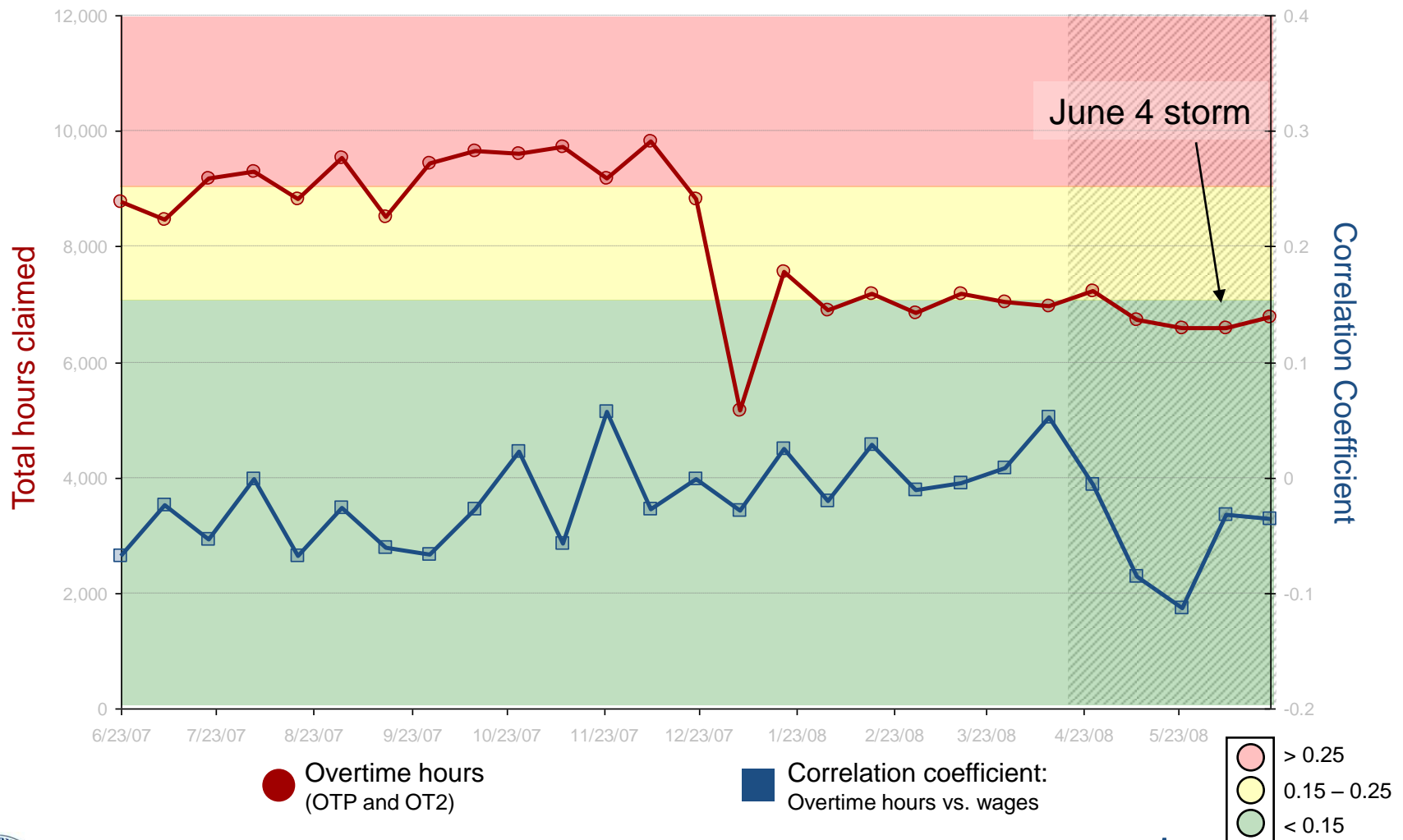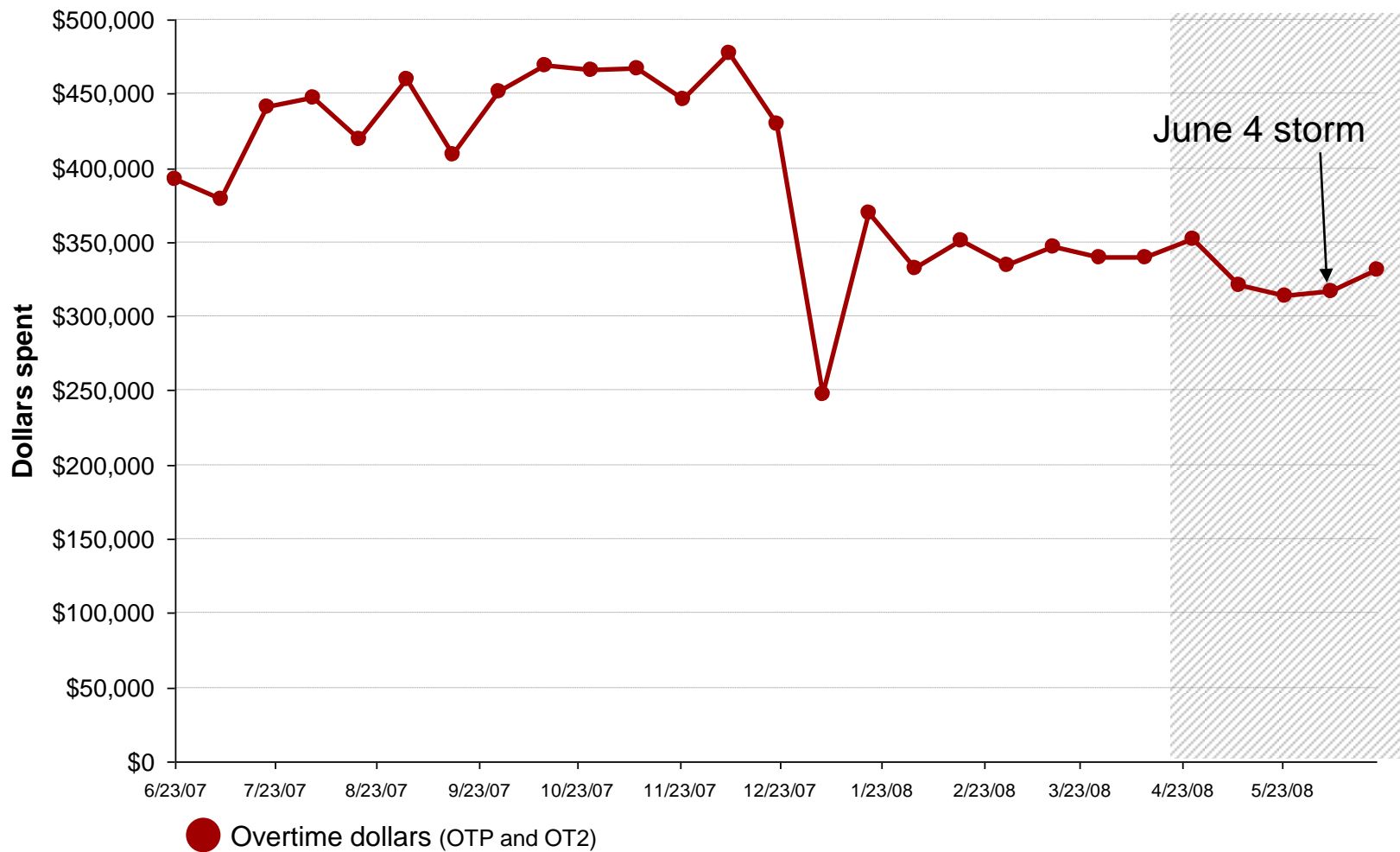
Changes in cost reflect changes in hours and changes in the correlation coefficient.

CountyStat

Reorganization of DPWT

- **On July 1, the reorganization of the Department of Public Works and Transportation became effective**
  - Budget figures in this presentation are for all of DPWT
  - Management discussion in this presentation is for the new Department of Transportation only

- **CountyStat will be monitoring overtime only in the new Department of Transportation**
  - The charts for this section have been recalculated to include only those employees who are currently assigned to the new Department of Transportation.
  - This should provide a reasonable baseline for comparisons in future time periods.

FY08 Overtime Update: DOT

FY08 Budget	FY08 Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$4,132,985	$6,979,637	169%	24.1

- **Developments in overtime use**
  - Variance to budget is driven by the County practice of not budgeting for weather events. Snow, wind, rain, and ice events create spikes, usually in winter, for Highway Services and for Leafing operations.
- **Developments in overtime management**
  - A department-wide policy is being developed to clearly delineate responsibilities and best management practices.
  - A project code system is being developed as part of the policy to track all overtime by specific activity in order to provide an additional management tool.
  - Ride On's complement has now caught up with the previous years' service expansion. As of 7/3/08, there were no Bus Operator vacancies; therefore less overtime will be used to ensure routes will run.
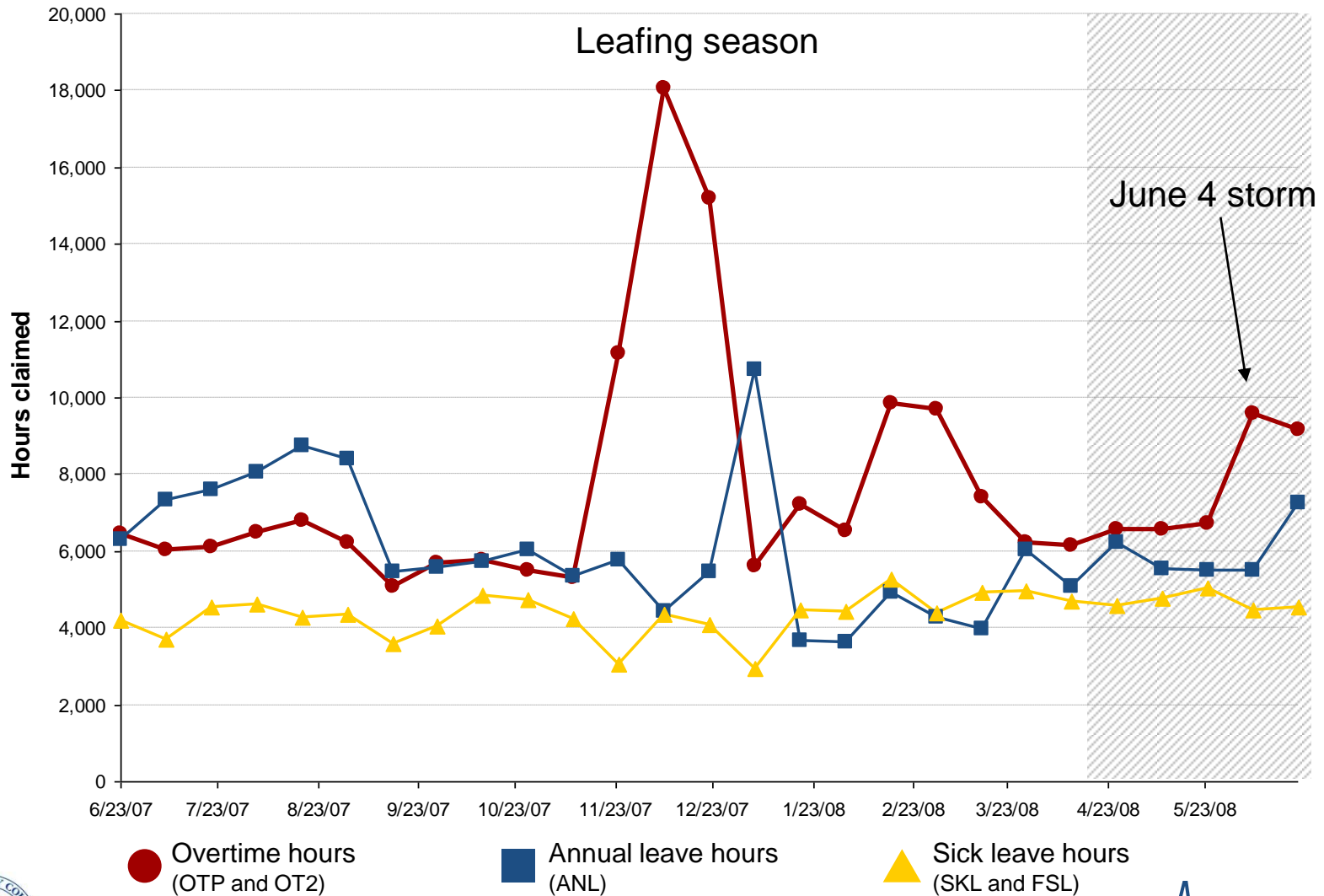
CountyStat

FY08 Overtime Update: DOT

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

- **Highest percentage was 75.1%**

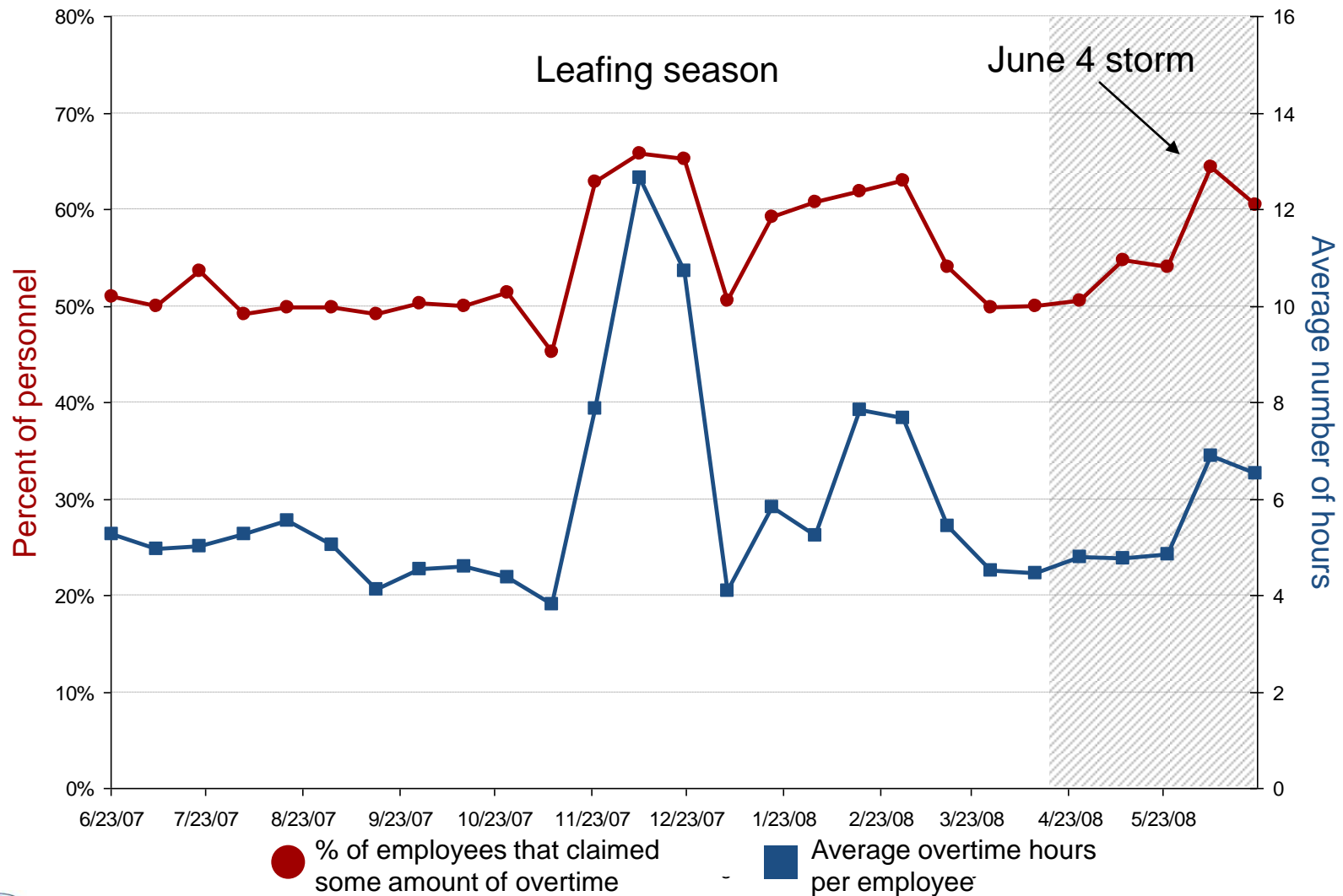Overtime Pay as a Percent of Regular Pay: Number of Employees in Each Range

Range	Number of Employees	Percent of employees
0-25%	1,156	83.5%
26-50%	213	15.4%
51-75%	14	1.0%
76%+	1	0.1%
Total employees		1,384
Overtime pay as a % of regular pay (department average)		12.5%

FY08 Overtime Update: DOT

Leafing season

June 4 storm

Hours claimed

Overtime hours (OTP and OT2)

Annual leave hours (ANL)

Sick leave hours (SKL and FSL)

CountyStat

FY08 Overtime Update: DOT

Leafing season

June 4 storm

Percent of personnel

Average number of hours

- ● % of employees that claimed some amount of overtime
- ■ Average overtime hours per employee

CountyStat

FY08 Overtime Update: DOT

Leafing season

June 4 storm

Total hours claimed

Correlation Coefficient

● Overtime hours (OTP and OT2)

■ Correlation coefficient: Overtime hours vs. wages

> 0.25
0.15 – 0.25
< 0.15

CountyStat

FY08 Overtime Update: DOT

Leafing season

June 4 storm

Overtime dollars (OTP and OT2)

Changes in cost reflect changes in hours and changes in the correlation coefficient.

CountyStat

FY08 Overtime Update: DOCR

FY08 Budget	FY08 Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$3,575,517	$3,617,997	101%	25.5

- **Developments in overtime use**
  - Recruiting and retention developments at the Pre-Release Center (PRC)
  - June 13 opening of the last housing pod at the Montgomery County Correctional Facility (MCCF)
- **Developments in overtime management**
  - Roll-out of the internally-developed Custody and Security Staff Deployment System (CSSD)
  - Results of the Inspector General's examination of overtime use in the Department of Correction and Rehabilitation that showed no material findings
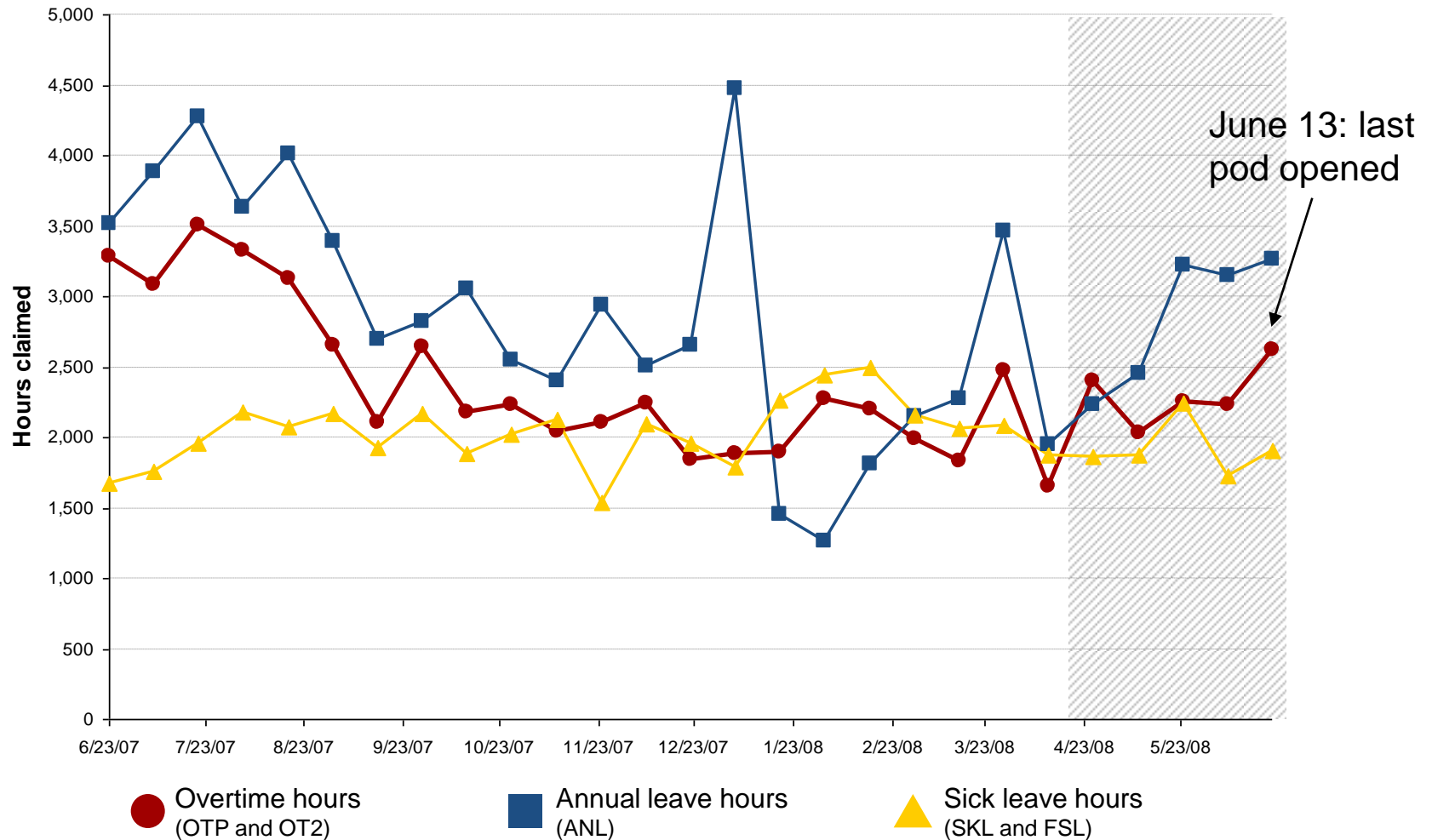
FY08 Overtime Update: DOCR

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

- **Highest percentage was 102%**
- **Breakdown of highest range**
  - 76-80%: 1
  - 81-90%: 2
  - 91-100%: 2
  - 101-110%: 1

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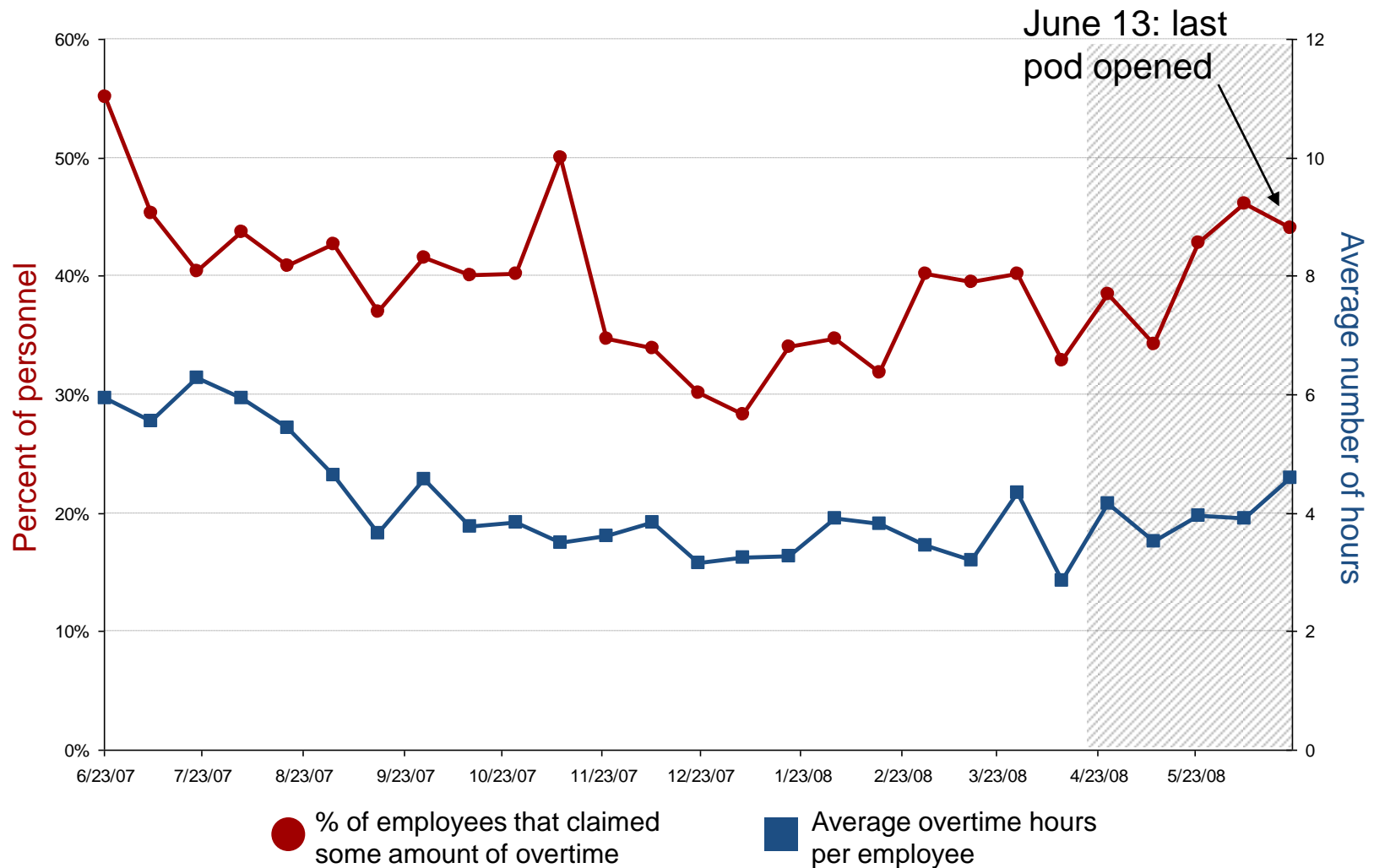Number of Employees in Each Range

Range	Number of Employees	Percent of employees
0-25%	484	84.8%
26-50%	69	12.1%
51-75%	12	2.1%
76%+	6	1.1%
Total employees		571
Overtime pay as a % of regular pay (department average)		13.5%

CountyStat

FY08 Overtime Update: DOCR

June 13: last pod opened

Legend:
- Overtime hours (OTP and OT2) — red circle
- Annual leave hours (ANL) — blue square
- Sick leave hours (SKL and FSL) — yellow triangle

FY08 Overtime Update: DOCR

CountyStat

FY08 Overtime Update: DOCR

June 13: last pod opened

Overtime hours (OTP and OT2)

Correlation coefficient: Overtime hours vs. wages

> 0.25
0.15 – 0.25
< 0.15

CountyStat

FY08 Overtime Update: DOCR

June 13: last pod opened

Overtime dollars (OTP and OT2)

Changes in cost reflect changes in hours and changes in the correlation coefficient.

CountyStat
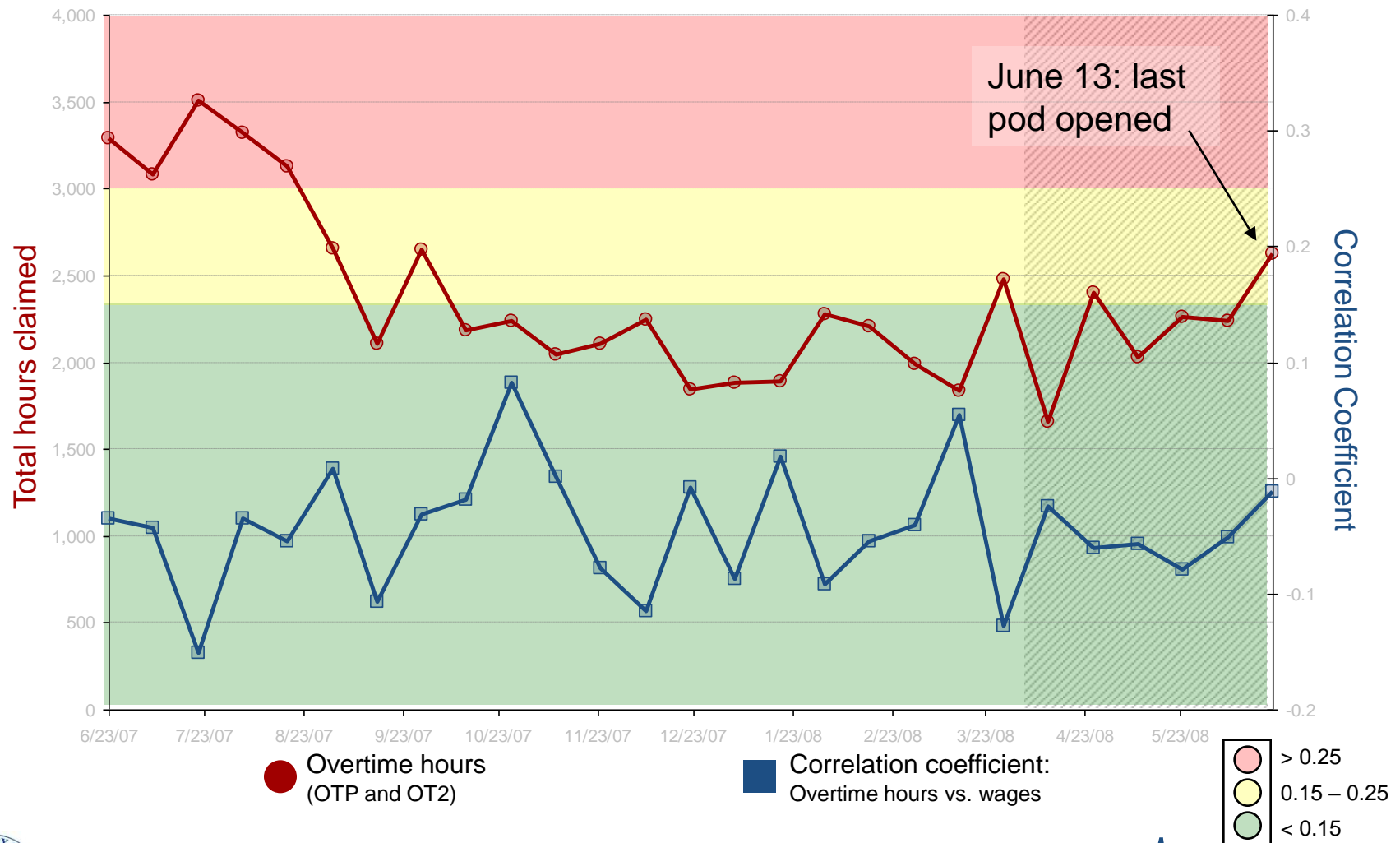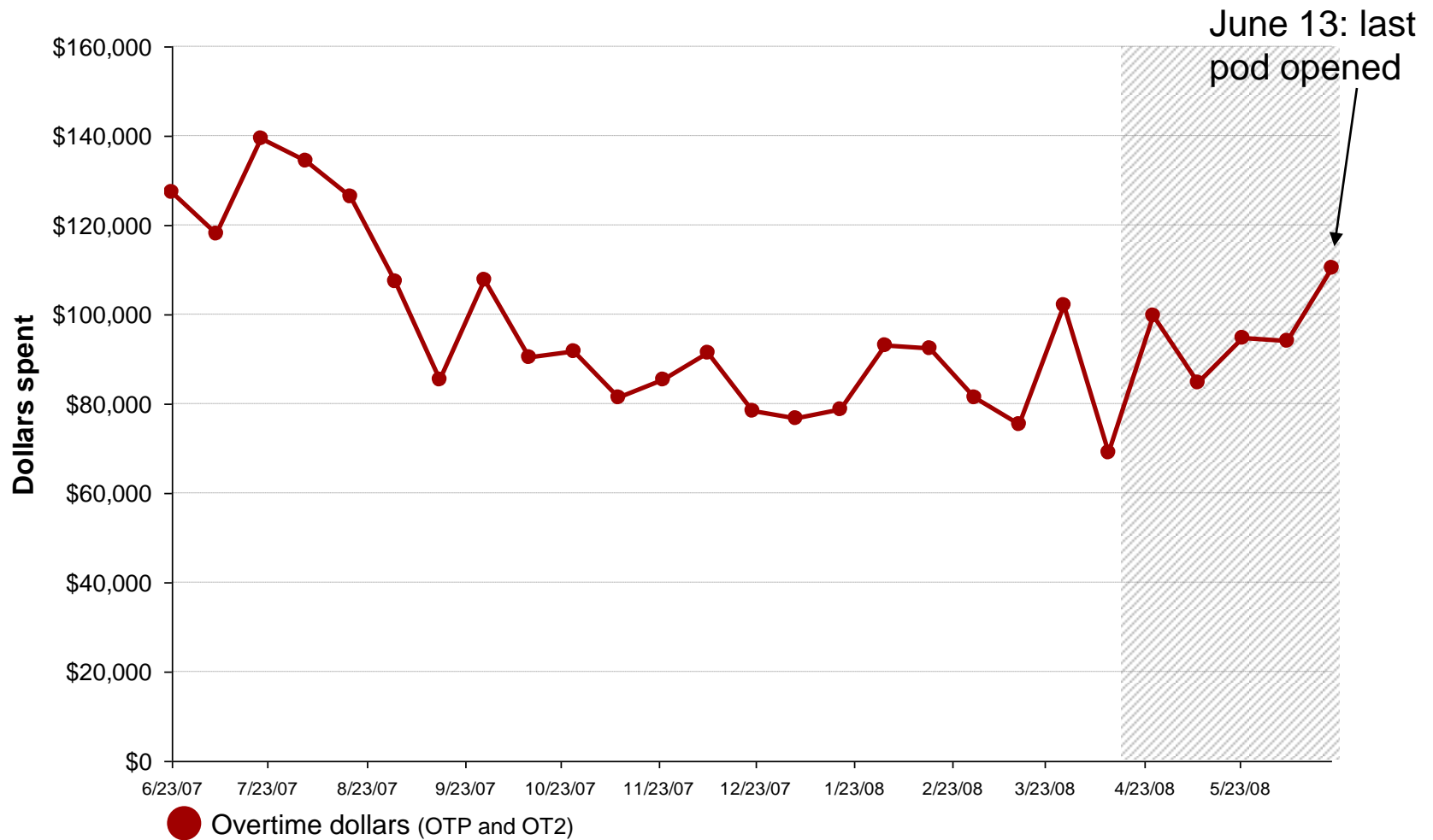
Data Collection Issues

- **Data collection update**
  - The form and a manual on how to fill it out has been given to all four departments.
  - Initial training has been given to three out of four departments.
  - The agreement between CountyStat-generated data and department-generated data is still being assessed.

- **Problems or issues around the tools being used**
  - Access to charges from non-departmental personnel
  - Access to the Human Capital Management (HCM) system itself

CountyStat

Data Collection Issues: Tools

> Departments can only access payroll data about their own employees; they cannot access payroll charged to them from employees outside the department.

- The Department of Technology Services (DTS) is trying to implement alternate security to allow departments to access all payroll charged to them, both from within as well as outside the department.

- Initial efforts were not successful – DTS is pursuing.

Data Collection Issues

Departments are using multiple people to fill out the overtime reporting form: one to access the Human Capital Management (HCM) system and one to do the data analysis.

- Access to HCM within departments is very limited
  - Budget and financial managers do not have access (requests for access have been denied by the Office of Human Resources)
  - Administrative assistants responsible for personnel matters have access
  - Typically, only one or two people in a department have access
- The issue appears to be concern over access to confidential information. This can be controlled two ways:
  - Can control by limiting access to the system
  - Can control through more sophisticated security within HCM itself

CountyStat

Wrap-up

- **Confirmation of follow-up items**

- **Time frame for next meeting**

CountyStat