Office of Human Resources
Headline Measure Review

Joseph Adler, Director

July 17, 2009

CountyStat

CountyStat Principles

- **Require Data-Driven Performance**

- **Promote Strategic Governance**

- **Increase Government Transparency**

- **Foster a Culture of Accountability**

Agenda

- **Welcome and Introductions**
- **Performance Update**
- **Employee:Manager Ratio**
- **Wrap-up and Follow-up Items**

Meeting Goals

- **Determine the impact of OHR work on headline measures and establish new performance expectations and goals**
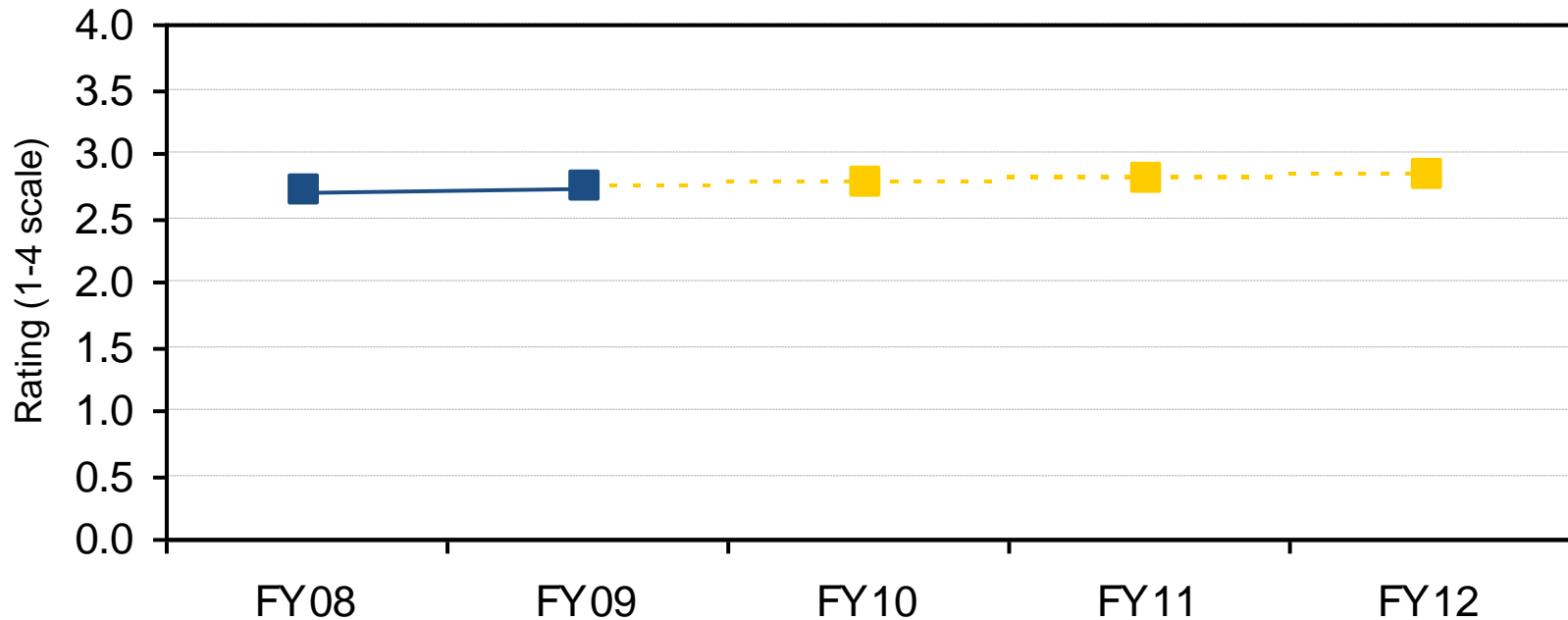
Headline Measures

1. **Average customer satisfaction rating on the internal customer survey of County managers**
2. **Average number of days to fill a vacant position in County employment**
3. **Average satisfaction rating of departments with pools of candidates for positions**
4. **Satisfaction with OHR Training**
   - Percent of County employees who participate in OHR training that find that training helpful to their jobs
   - Percent of County employees who participate in OHR training that find that training helpful to their professional development
5. **Percent of County employees who did not attend training opportunities**
6. **Average number of sick leave hours used per active career employee**
7. **Yearly percentage difference in the total number of employees within each workforce utilization group**
8. **Disciplinary Actions** *Under Construction*
9. **Disability Cases** *Under Construction*

Headline Measure #1: Average customer satisfaction rating on the yearly internal customer survey of County managers
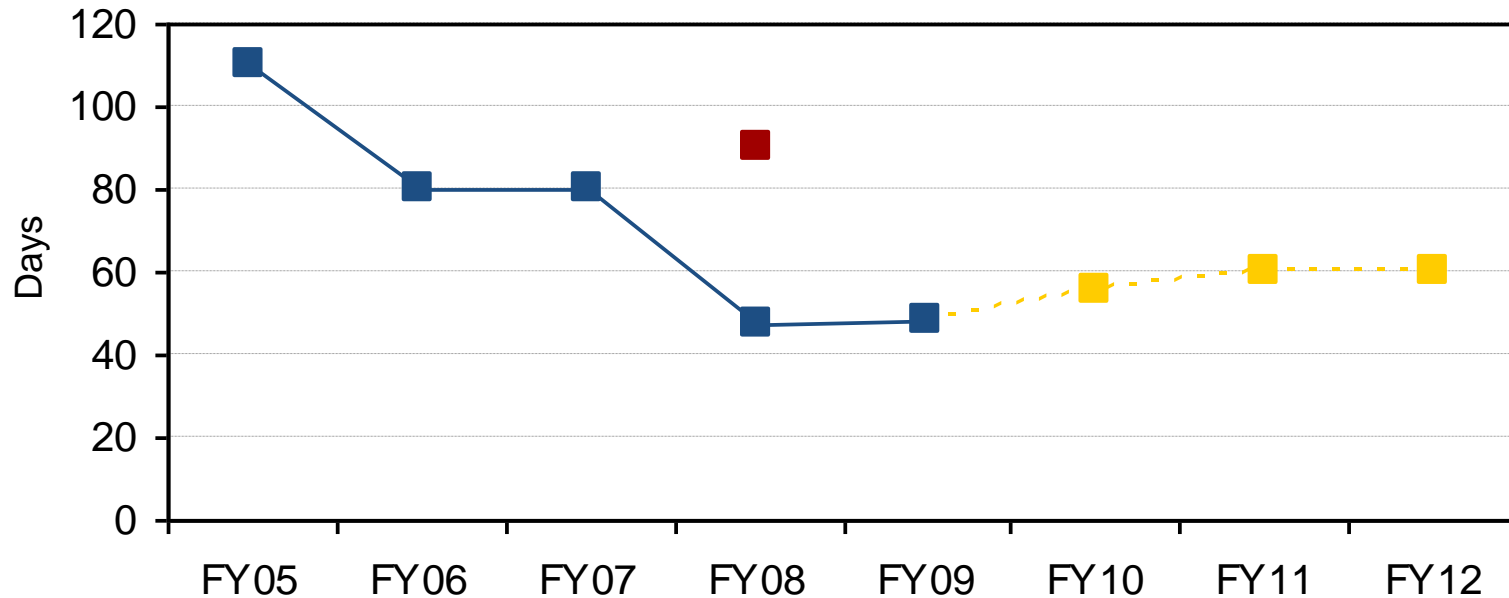

	FY08	FY09	FY10	FY11	FY12
Rating (1-4)	2.71	2.73	2.75	2.8	2.83

■ Actual performance ■ Projected performance

Headline Measure #2: Average number of days to fill a vacant position in County employment

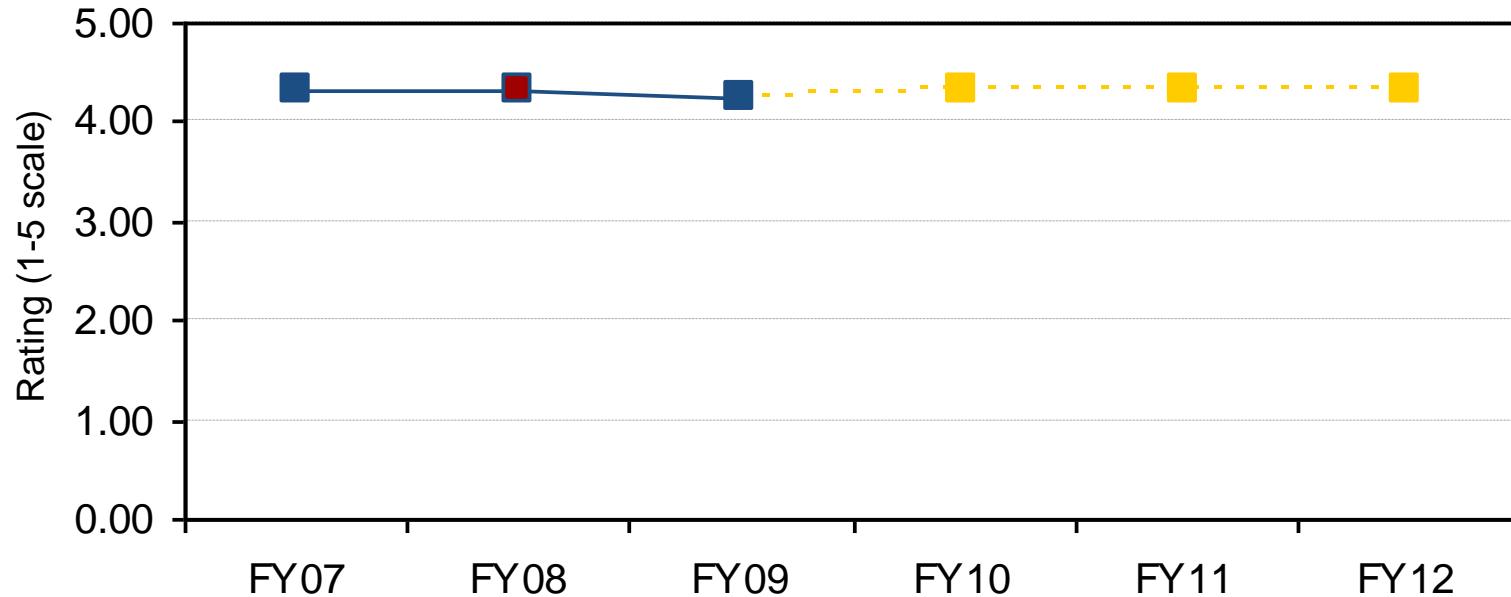|	**FY05**	**FY06**	**FY07**	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**
Days	110	80	80	47	48	55	60	60

Actual Performance

Projected performance

Performance projected for FY08

Headline Measure #2: Average number of days to fill a vacant position in County employment

Workload	FY05	FY06	FY07	FY08 thru June 10	FY09 thru June 15
Number of job announcements posted to career site	486	554	658	452	409
Number of resumes received and rated	33,695	37,642	45,393	32,526	35,414
Average number of resumes received per posted job announcement	69	68	69	72	87
Number of new hires - permanent full-time and part-time (merit)	613	727	772	830	341
Number of new hires - temporary	1,160	1,112	1,121	1,180	1,800

Headline Measure #3: Average satisfaction rating of departments with pools of candidates for positions (1-5 scale) based on survey of hiring manager

	FY07	FY08	FY09	FY10	FY11	FY12
Rating (1-5)	4.3	4.3	4.23	4.3	4.3	4.3

- ■ Actual performance
- ■ Projected performance
- ■ Performance projected for FY08

Headline Measure #3: Average satisfaction rating of departments with pools of candidates for positions (1-5 scale) based on survey of hiring manager

- **90.87 percent of hiring managers responded to the survey**
- **There are three questions on the survey. Question #3 below supports this headline measure:**

  Please rate the quality of Human Resources Services on a scale of 1 to 5, 1 being the lowest and 5 being the highest:
  - Q1: General responsiveness and timeliness
  - Q2: HR advice, guidance, and support
  - Q3: Overall level of satisfaction with the candidate pool

- **The level of satisfaction is 4.3 out of a scale of 5.**
- **Few cases (13 out of 173) where hiring managers have not been satisfied with the applicant pool due to a small number of applicants, too many applicants, or the particular applicants were not strong due to the nature of the position, etc.**

Headline Measure #4: Satisfaction with OHR Training
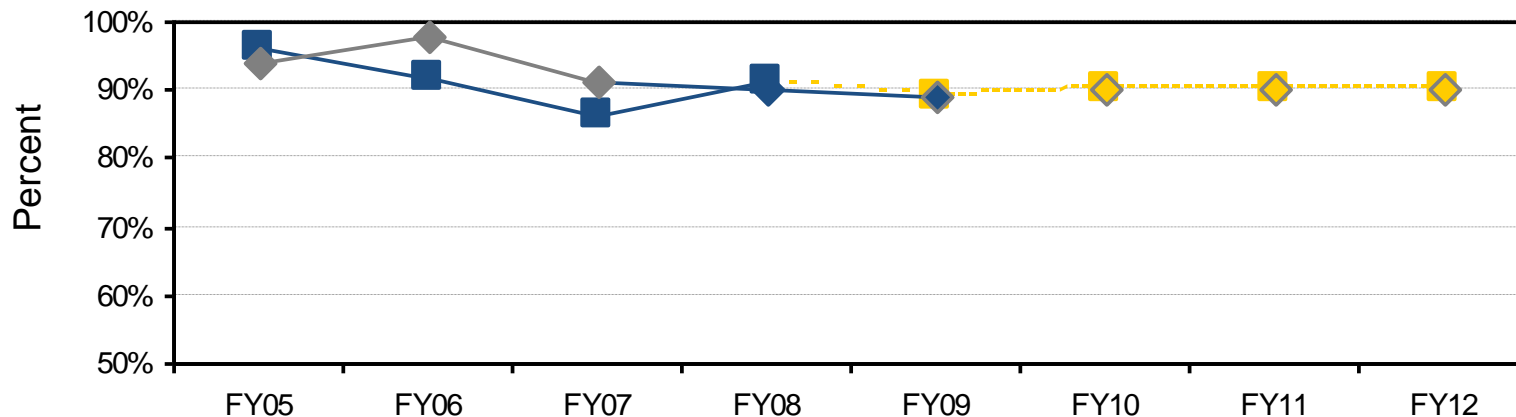
- Percent of County employees who participate in OHR training that find that training helpful to their jobs
- Percent of County employees who participate in OHR training that find that training helpful to their professional development

	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Helpful to job	96%	92%	86%	91%	89%	90%	90%	90%
Helpful to professional development	94%	98%	91%	90%	89%	90%	90%	90%

Training helpful to job

Training helpful to professional development

Projected performance

Headline Measure #4: Satisfaction with OHR Training

- Course evaluations are required for all courses. They are completed by participants at the end of each class.
  - There is no way to track the response rates for classroom based training evaluations at this time. The response rate for Computer Training course evaluations was 94%. With the implementation of ERP, OHR will be able to track response rates for all training class evaluations.
  - 3.0 and above qualifies as satisfactory rating.
- A variety of questions are asked on the survey ranging from the type of training and how often attended to what type of training should be offered by Montgomery County Government.

FY09 OHR Training Picture
- The County offered 672 courses in which there were 14,142 participants. (This does not include enrollment for CBT Programs.)
- 2,941 employees completed Computer Based Training (CBT) courses.
- The number of classroom-based training courses offered was reduced by 9%, due in part to an increased offerings in Computer Based Training (CBTs) and reduced number of mandatory courses offered for new employees due to the County's hiring freeze.
- Overall participation in classroom-based training increased by 1.6%

Headline Measure #4: Satisfaction with OHR Training

Percent of County employees who did not attend training opportunities based on annual survey of County employees
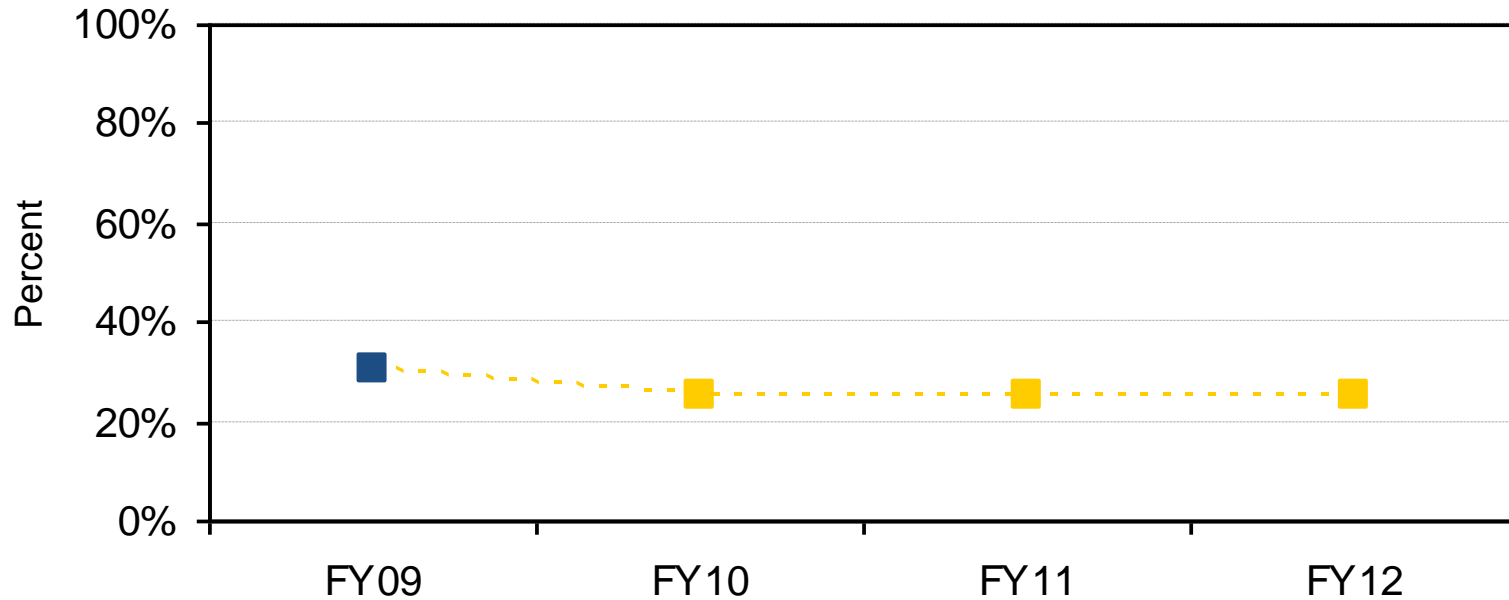
	FY09	**FY10**	**FY11**	**FY12**
Percent	30%	25%	25%	25%

■ Actual Performance   ■ Projected performance

Headline Measure #4: Percent of County employees who did not attend training opportunities based on annual survey of County employees

- A web-based survey was administered in October 2008 to 183 non-represented employees with 80 individuals responding (34% response rate).

- These individuals attended two or less training programs offered by OHR.

- 30% of the respondents (n = 24) did not attend training classes sponsored by Montgomery County Office of Human Resources.

Reason for not attending training	%
Training wasn't relevant to my job	15%
Schedule conflicts with training availability	5.0%
Lack of management support	3.8%
Attended training offered by another department within the County	2.5%
Attended training offered by a private vendor or organization outside the County	2.5%
Other Reasons: - **Lack of Time (15%)** - **Received tuition assistance from Montgomery County Government** - **Attended specialized training sponsored by their professional organization;** - **Attended occupation specific training;** - **Attended advanced computer training not offered through the County; or** - **Attended training provided by interagency partners such as Montgomery County Public Schools, Montgomery College, the District Court.**	16.3%

Headline Measure #5: Average number of sick leave hours used per active career employee
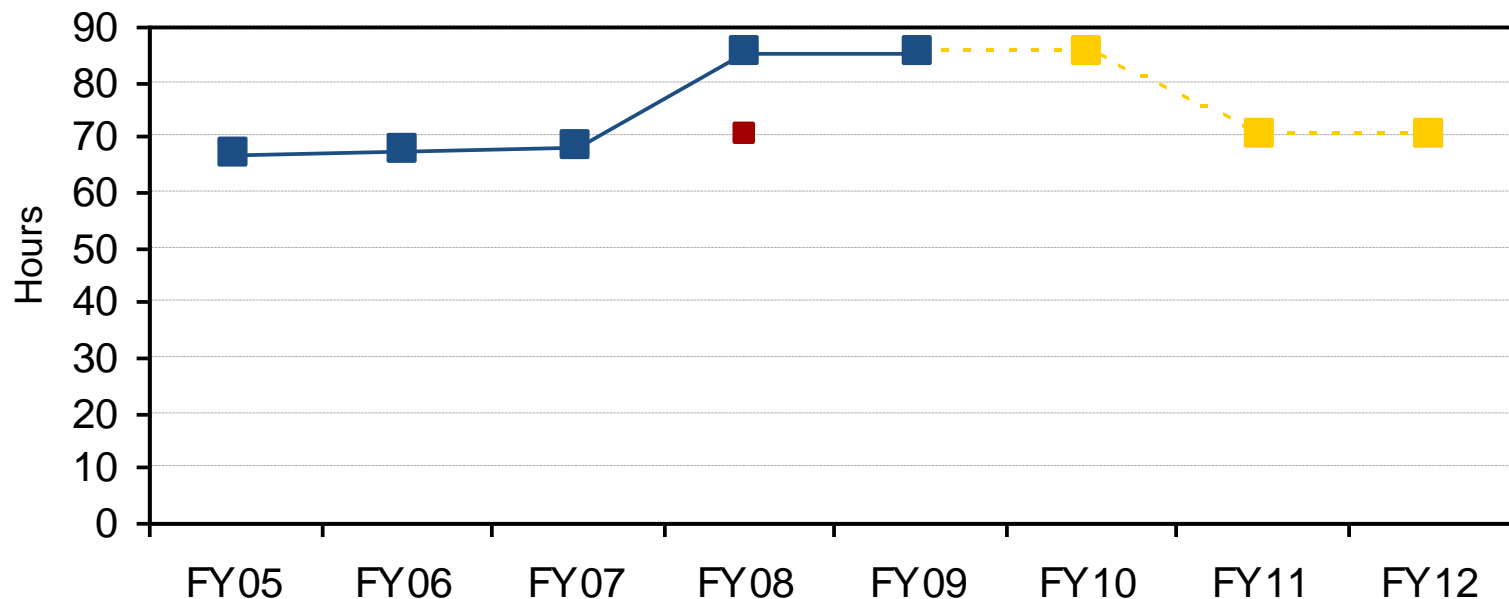
	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Hours	67	67.5	68	85	85	85	70	70

■ Actual performance ■ Projected performance ■ Performance projected for FY08

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Headline Measure #5: Average number of sick leave hours used per active career employee

- **To further understand sick leave use across the County, CountyStat analyzed use by department and compared that to the Countywide average**

	FY06	FY07	FY08	FY09
Total SKL and FSL hours per department (regular, full-time employees only)	674,268.90	706,535.82	762,915.23	761,623.22
Total no. of employees	8,116.00	8,116.00	8,495.00	8,664.00
Countywide average no. of hours	83.08	87.05	89.81	87.91
Countywide average no. of hours as reported by OHR	67.5	68	85	85

Headline Measure #5: Average number of sick leave hours used per active career employee by department

Dept	No. of Employees (FY09)	FY06	FY07	FY08	FY09
MCPD	1,619.00	70.70	77.69	80.42	83.86
MCFRS	1,282.00	98.95	98.09	105.81	108.73
HHS	1,265.00	92.54	97.47	99.08	97.50
DOT	1,255.00	90.56	96.85	100.24	88.00
DOCR	550.00	85.46	90.36	94.11	93.24
DGS	427.00			-	83.78
DLC	250.00	84.77	87.13	82.81	80.36
LIB	228.00	88.31	93.45	89.61	81.45
DPS	195.00	89.73	100.82	88.71	89.40
DTS	145.00	76.24	63.65	73.08	70.69
REC	140.00	68.72	63.25	71.82	93.21
DEP	139.00	88.54	74.07	77.00	89.66
FIN	104.00	88.36	87.42	94.26	88.25
Average hours (Countywide)		*83.08*	*87.05*	*89.81*	*87.91*

*Only Executive branch departments with greater than 10 employees are listed in the breakdown.

Departments with average sick leave hours greater than 10% of the countywide average are noted in red.

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Headline Measure #5: Average number of sick leave hours used per active career employee

Dept	No. of Employees (FY09)	FY06	FY07	FY08	FY09
DHCA	79.00	106.91	88.70	95.63	74.87
OHR	71.00	56.49	65.46	60.74	66.87
CAT	70.00	32.72	36.88	41.05	44.80
RSC	60.00	67.92	80.93	79.70	73.66
CEX	49.00	48.19	47.85	59.27	50.84
DED	47.00	49.98	70.47	72.84	67.82
OMB	33.00	70.02	65.23	35.22	69.42
CUPF	24.00	102.86	94.35	127.59	103.34
OCP	21.00	-	81.69	79.21	61.54
HRC	19.00	99.68	121.50	111.45	137.08
PIO	13.00	38.06	48.86	24.73	28.17
PRO	-	110.61	89.29	112.26	-
Average hours (Countywide)		*83.08*	*87.05*	*89.81*	*87.91*

*Only Executive branch departments with greater than 10 employees are listed in the breakdown.

Departments with average sick leave hours greater than 10% of the countywide average are noted in red.

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Headline Measure #6: Yearly percentage difference in the total number of employees within each workforce utilization group
(As defined by the Equal Employment Opportunity Commission for each County Executive Branch department)

	FY2005	FY2006	FY2007	FY2008
African Amer.	1%	4%	9%	9%
Hispanic/Latino	4%	9%	14%	11%
Asian/ Pac. Isl.	5%	8%	9%	6%
Native Amer.	0%	-9%	-3%	5%
Caucasian	-1%	1%	1%	2%
Not Indicated	19%	48%	16%	21%

This measure tracks the year-to-year percent increase or decrease in each group for all Executive Branch departments in the County.

Headline Measure #7: Disciplinary Actions *Under Construction*
Number of non-merit and merit system employee disciplinary actions
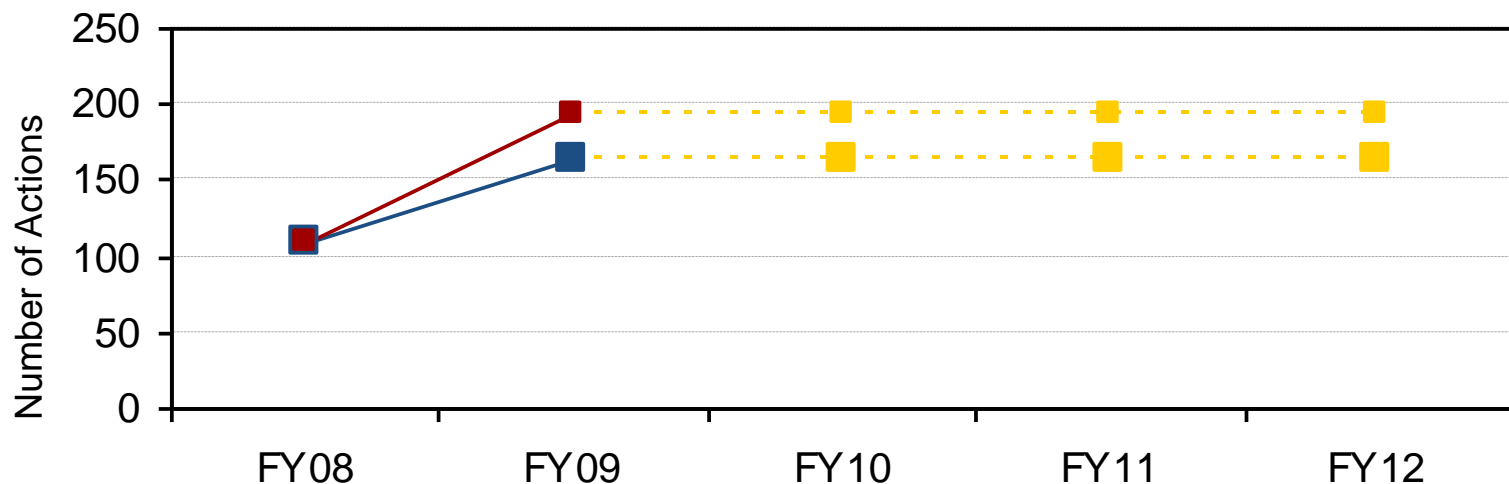
1. Disciplinary actions for non-merit system employees
2. Disciplinary actions for merit system employees

■ Non-Merit   ■ Merit

Headline Measure #7: Disciplinary Actions *Under Construction*

- **Headline Measure #8 - OHR sub-measures:**
  - Sub-measure 1: Extensions and terminations during employee probation
  - Sub-measure 2: Disciplinary actions for merit system employees by department
  - Sub-measure 2: ADR hearings by fiscal year
  - Sub-measure 2: Results of ADR process – FY2009
  - Sub-measure 2: Grievances by employee unit

- **How does disciplinary action taken by departments connect to OHR performance in labor relations?**
  - Devoted 100+ hours training managers on appropriate disciplinary actions.
  - Mandatory and elective training programs increased awareness on disciplinary actions.
  - Better information sharing between OHR and DOCR, DOT, DGS, Liquor, Fire and Rescue, and HHS, through the continued development of the Labor/Employee Relations Tracking System.
  - 150 cases were placed in the Tracking System and there has been 50% reduction in the case closure time of up to 50% compared with the paper-based system.

Measure 7 – Sub-measure 1:
Extensions and terminations during employee probation

Legend:
- ■ Extension of Probationary Period
- ■ Termination during Probation

Chart shows bars for FY 06, FY 07, FY 08, FY 09 with y-axis from 0 to 250.

CountyStat
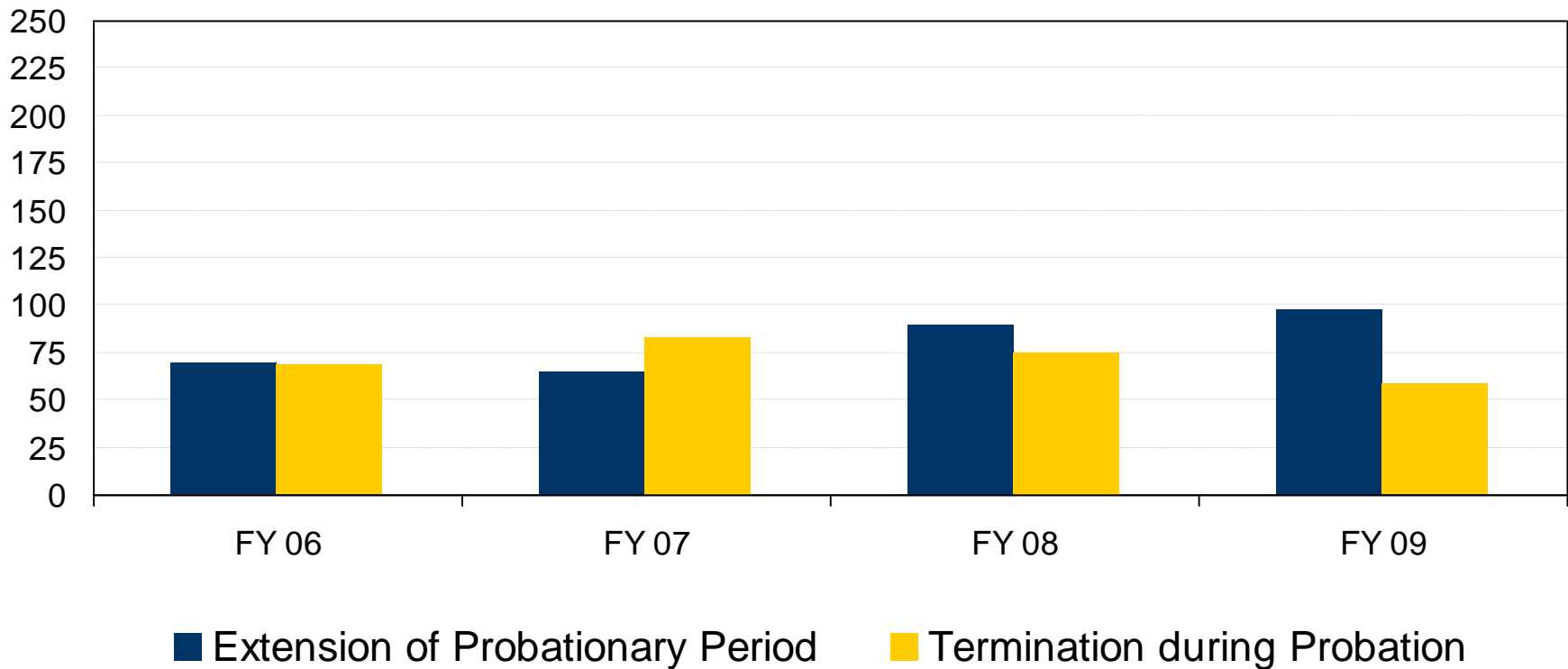
Measure 7 – Sub-measure 1:
Extensions and terminations during employee probation for Non-Merit System Employees by department: FY2009

Department	# of Terminations during probationary period	# of Extensions of probationary period
Board of Elections	1	0
DGS	4	11
DOCR	7	6
DOT	15	35
DPW&T	4	1
Finance		3
HHS	10	25
Liquor Control	10	2
MCFRS	1	10
Permitting Svcs		1
Police	3	2
Public Libraries	1	1
RSC	1	0
DEP	1	1
Total	**58**	**98**

Measure 7 – Sub-measure 2: Disciplinary Actions for Merit System Employees by Department

Department	2005	2006	2007	2008	2009	Total
Board of Elections		1	1			2
DGS					9	9
DOCR	39	25	18	21	28	131
DOT					70	70
DPW&T	36	52	40	35		163
HHS	6	1	8	10	17	42
DHCA	1					1
Human Rights					1	1
Liquor Control	3	9	8	7	13	40
MCFRS	19	13	7	10	17	66
Permitting Services	3		1	1	1	6
Police	4	12	4	13	24	57
Public Libraries			2	4	5	11
Recreation	2			1		3
RSC	5				1	6
Sheriff	3	2	1	5	3	14
DEP	5			1	3	9
Total	126	115	90	108	192	631

Disciplinary actions included are dismissals, pay reductions, leave forfeitures, and suspensions imposed by each department.

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Measure 7 – Sub-measure 2:
ADR Hearings by Fiscal Year
Results of ADR Process – FY2009

	FY05	FY06	FY07	FY08	FY09
ADR Hearings	93	92	73	108	78

Number of cases where, relative to proposed discipline, outcome was…	Demotion	Pay Reduction	Dismissal	Suspension	TOTAL
Same	1	5	0	8	14
Decreased	2	7	3	50	62
Increased	0	0	0	0	0
Undecided	0	1	0	1	2
TOTAL	3	13	3	59	78

Approximately 90% of all cases that came to ADR resulted in a jointly acceptable outcome via panel recommendation or pre-hearing settlement.

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Measure 7 – Sub-measure 2: Grievances by Employee Unit

Employee Unit	2006	2007	2008	2009	TOTAL
IAFF	10	5	13	9	37
MCGEO	23	13	17	6	59
FOP	44	36	28	32	140
Non-represented	0	55	7	12	74
TOTAL	77	109	65	59	310

Headline Measure #8: Disability Cases *Under Construction*

- CountyStat will hold a meeting on disability retirement on August 7, 2009

- An outcome of that meeting will be a OHR headline measure focused on that issue

Employee:Manager Ratio

- **Calculating an accurate employee:manager ratio is an important component to facilitate succession planning and other long term planning efforts**
  - CountyStat calculated both the employee to MLS (E:MLS), and the employee to supervisor (E:M) ratio
  - The ratio is calculated as:

    $$\frac{\text{(Total \# of personnel} - 1)}{\text{\# of supervisors}}$$

	Personnel complement on		Change
	March 18, 2009	July 13, 2009	
Typical Calculation			
Non-supervisor	8,303	8,157	-146
Supervisor	1,270	1,359	89
E:M Ratio	**7.5**	**7.0**	**-0.5**
Alternate Calculation			
Regular	9,573	9,516	-57
MLS	374	379	5
E:MLS Ratio	**25.6**	**25.1**	**-0.5**

There are 25 employees to each MLS manager, and 7 employees to each manager (non-MLS and MLS managers).

Data Issues: Using Positions and HRMS Data

- **Supervisory vs. non-supervisory employees**
  - 196 of 1,359 (14.4%) supervisors are in positions designated as non-supervisory

- **Department assignment**
  - Seven departments have personnel in positions that are designated as belonging to other departments in the positions database

- **Report to position numbers**
  - Some report to position numbers not given (i.e. position number 999000)
  - Some report to position number does not exist
  - Circular reporting, where two people report to each other

- **Regular vs. temporary employees**
  - 129 of 12,743 (1.0%) personnel are listed as regular employees in HRMS but are in positions that are designated as temporary positions
  - 15 of 12,743 (0.1%) personnel are listed as temporary employees in HRMS but are in positions that are designated as regular positions

CountyStat encountered several data issues while developing and analyzing an employee:manager ratio.

Department	Non-supervisor	Supervisor	Total Personnel	MLS Personnel	Employee: Manager Ratio	Employee: MLS Ratio
MCPD	1,556	243	1,799	11	7.4	163.5
HHS	1,397	207	1,604	74	7.7	21.7
DOT	1,141	134	1,275	41	9.5	31.1
MCFRS	1,087	178	1,265	10	7.1	126.4
DOCR	477	61	538	17	8.8	31.6
DGS	365	74	439	23	5.9	19.0
LIB	358	64	422	27	6.6	15.6
DLC	259	46	305	6	6.6	50.7
DPS	173	20	193	16	9.6	12.0
DTS	131	24	155	21	6.4	7.3
DEP	113	33	146	12	4.4	12.1
REC	119	25	144	11	5.7	13.0
FIN	80	30	110	24	3.6	4.5
DHCA	66	16	82	9	5.1	9.0
OHR	63	16	79	13	4.9	6.0
CAT	60	12	72	7	5.9	10.1
RSC	40	18	58	8	3.2	7.1
CEX	37	15	52	8	3.4	6.4
DED	42	7	49	5	6.9	9.6

Active, regular employees only as of 7/13/2009

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Supervisory Responsibilities Within MLS

Number of direct reports	Number of MLS with each number of direct reports				Percent of total
	0M1	0M2	0M3	Grand Total	
0	3	14	14	31	8.2%
1	2	9	14	25	6.6%
2	3	5	23	31	8.2%
3	3	8	28	39	10.3%
4	3	17	32	52	13.7%
5-9	8	45	103	156	41.2%
10-14	1	5	23	29	7.7%
15+	0	1	15	16	4.2%
Total	23	104	252	379	

47% of MLS personnel have between 0 and 4 personnel reporting directly to them.

Regular, active employees only. Data shown is for July 13, 2009.

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Supervisor Succession Planning

Years of Service Group	Age Group				Total	Percent of Total
	25-39	40-54	55-64	65+		
0-4	34	85	42	4	165	12.1%
5-9	30	83	47	7	167	12.3%
10-14	51	73	33	7	164	12.1%
15-20	39	168	36	7	250	18.4%
20-24	4	219	73	10	306	22.5%
25+		173	128	6	307	22.6%
Total	158	801	359	41	1359	
Percent of Total	11.6%	58.9%	26.4%	3.0%		

Almost 30% of current supervisors are or will be eligible for retirement during the next ten years. 45% of supervisors have at least 20 years of service.

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Tracking Our Progress

- **Meeting Goals:**
  - Determine the impact of OHR work on headline measures and establish new performance expectations and goals
- **How will we measure success**
  - Updated performance plan is finalized and published to the web

Wrap-Up

- **Follow-Up Items**

- **Performance Plan Updating**

Appendix: OHR Functional Areas Compared to Headline Measures

	1	2	3	4	5	6	7	8	9
Business Operations and Performance		X	X						
Benefits and Information Management									X
Change Management, Training and Organizational Development				X	X				
Labor and Employee Relations								X	
EEO and Diversity Management							X		
Occupational Medical Services									X
Director's Office	X	X	X	X	X	X	X	X	X