



OFFICE OF HUMAN RESOURCES

Isiah Leggett  
*County Executive*

Joseph Adler  
*Director*

MEMORANDUM

September 8, 2009

TO: Executive Branch Department and Office Directors

FROM: Joseph Adler, Director  
Office of Human Resources

SUBJECT: Process to Reduce the Number of Inactive Employees in OHR Records

**Background**

Supplemental staffing, such as the use of temporary employees, allows the County to be flexible and respond quickly to initiatives that are short term, temporary, or sporadic in duration, thereby increasing the County's overall effectiveness in conducting operations. Under the Montgomery County Code and Personnel Regulations, some temporary employees, such as seasonal, substitute and intermittent employees, can work indefinitely for the County, with certain limitations. In some cases, a temporary employee is carried in an active status although the employee has not been in a pay status for many months or even years.

Retaining employees in an active status who have not been in a pay status for an extended period of time raises issues of security vulnerability and exposure to additional liability. Certain County systems require that a license be purchased and maintained for each active employee, even those who have not been in a pay status for an extended period of time. For these reasons, it is in the best interests of the County to minimize the number of employees who are listed in an active status but who have not been in a pay status for an extended period of time.

Therefore, the County is implementing a policy regarding the maximum timeframe certain temporary employees may be classified as active without being in a pay status and a process to facilitate the removal of those temporary employees from active status.

**Policy**

Temporary employees hired on an intermittent, seasonal, or substitute basis and allowed to be used indefinitely under the Montgomery County Personnel Regulations (MCPR), §7-3(a)(3), 2001 and as amended will not be considered an active employee when the employee has not been in a pay status in the last twelve months.

Limited exceptions to the policy may be requested by the Department Director, and must be approved by the Director, Office of Human Resources (OHR). The following are considered acceptable business criteria for a department to request an exception to this policy:

1. The business cycle for which the employee is utilized on an intermittent basis occurs less frequently than every twelve months (e.g., elections);
2. Specific licensing or certification requirements must be met by an employee in this position, and the need for services will occur on an emergency basis without advance lead time (e.g., obstetricians, FEMA-certified responders); or,
3. Other unique and compelling business considerations.

This policy does not apply to temporary employees with an end date to employment, such as short term and regularly scheduled temporary employees.

### **Implementation and Process**

Effective immediately, on a quarterly or periodic basis, OHR will send to the Department HR Liaison a list of position numbers and corresponding temporary employees who have not been in a pay status for the last 12 months but are denoted as active in the human resources management system (HRMS). HR Liaisons must submit terminations for these employees through Electronic Personnel Action Form (ePAF) or a PAF for these employees within two weeks after receipt of the listing. OHR will terminate identified employees **unless**, within two weeks of notification, the Department Head sends to the OHR Director a memorandum indicating a sound business reason, as outlined in the Policy Section, above, for retaining the identified employee(s) in active status.

Unless the OHR Director approves an exception, the employee will be terminated, but the position will continue to be listed in position control. If there are positions on the list that are not being utilized and have been eliminated under the approved budget, please abolish these positions by sending a Position Profile Form (PPF) to the Office of Management and Budget, which will review and forward to OHR.

Department Heads may, with the OHR Director's approval, non-competitively reappoint temporary employees who are terminated under this policy for five years following termination, pursuant to MCPR §7-4.

Thank you for your cooperation. If you have any questions, please contact Savita Nibber by email or at 240-777-5107 or Kaye Beckley by email or at 240-777-5041.

JA:klb

cc: Human Resources Liaisons