

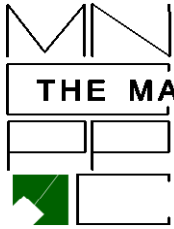
The Maryland-National Capital Park and Planning Commission



Personnel Management Review Employee Demographic Profile Fiscal Year 2020



Prepared by
The Department of Human Resources and Management
April 2021



THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

6611 Kenilworth Avenue • Riverdale, Maryland 20737

TO: Elizabeth M. Hewlett, Chair
Casey Anderson, Vice-Chair

FROM: Asuntha Chiang-Smith, Executive Director

SUBJECT: Personnel Management Review (PMR), Fiscal Year 2020

I am pleased to submit the Commission's 27th edition of the Personnel Management Review (PMR) for fiscal year 2020. This document is a valuable tool for both workforce planning and budget work sessions with the County Councils. The PMR is organized into the following sections:

- ***M-NCPPC Workforce Snapshot*** section provides information on all career and non-permanent employees including gender, race/ethnicity, employment category, age and distribution of employees by department.
- ***Career Workforce Highlights*** section provides an overview on key information about our career workforce including gender, full and part time employees, race/ethnic identification, career workforce as compared to county workforce demographics, job category, age, length of service, union representation, and distribution of employees by department. Additionally, we have included details on our hires, promotions, average salary and top of grade statistics, tuition assistance program usage, language and literacy proficiency program participation, medical health plan participation by provider, retirement plan participation, cost of living adjustment comparisons, and turnover information.
- ***Trends in Career Employee Lifecycle*** section examines tendencies in our workplace and how we compare to external sources.
- ***Non-Permanent Workforce Profile*** section presents demographics on seasonal/intermittent, temporary, and term contract employees.
- ***Department and Bi-County Corporate Operations Demographics*** sections include career employee composition and length of service statistics.
- ***Appendix*** section includes a listing of race/ethnic identifications and job categories.

The PMR is available for internal review on Insite, and the public can access it on the Internet at www.mncppc.org. The Commission remains committed to delivering an informative report. We welcome your feedback! Please address comments/questions to Boni.King@mncppc.org or Paulette.Stewart@mncppc.org.

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Personnel Management Review Fiscal Year 2020

Employee Demographic Profile



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M-NCPPC Personnel Management Review Fiscal Year 2020

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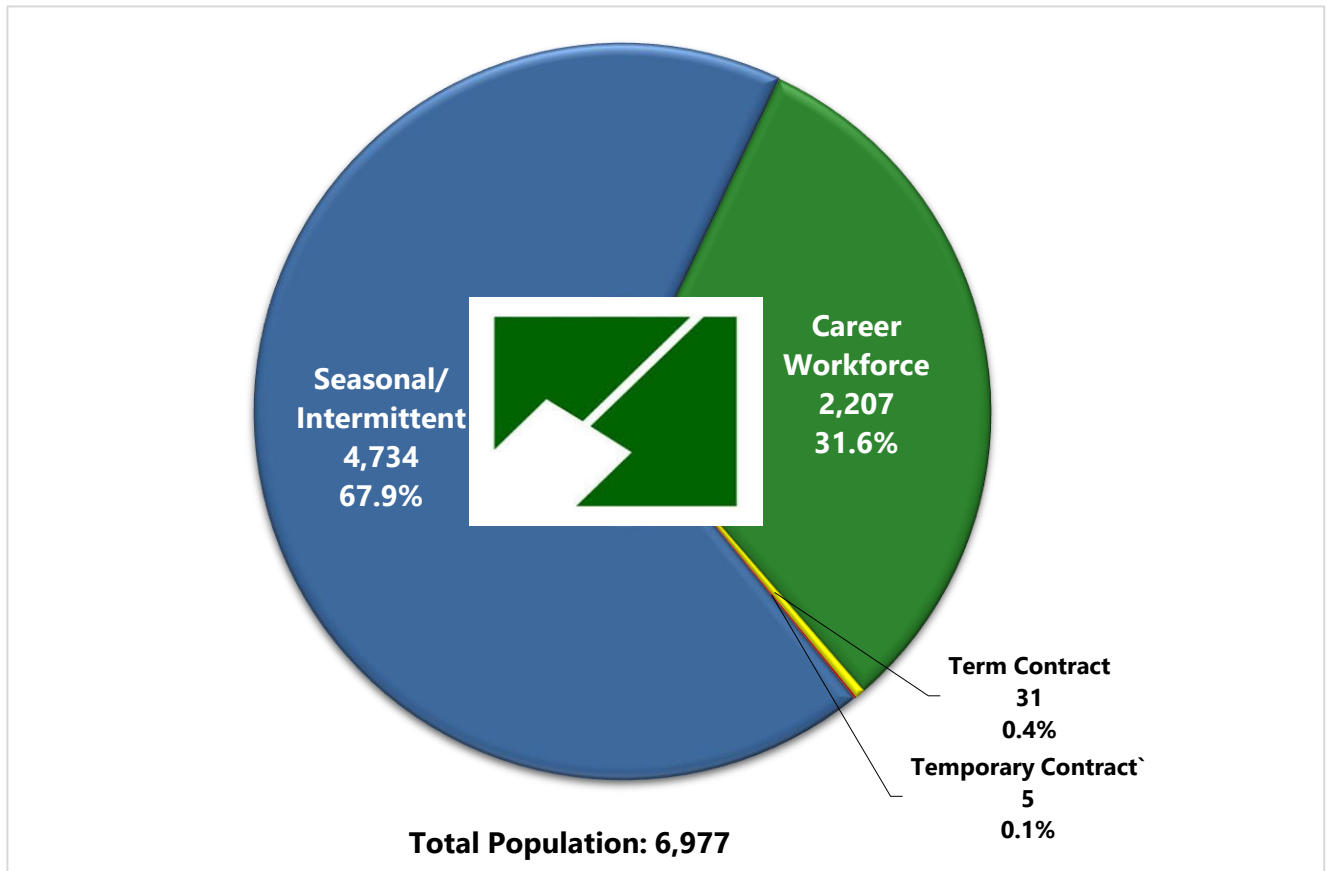
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M-NCPPC Workforce Snapshot

M-NCPPC WORKFORCE SNAPSHOT

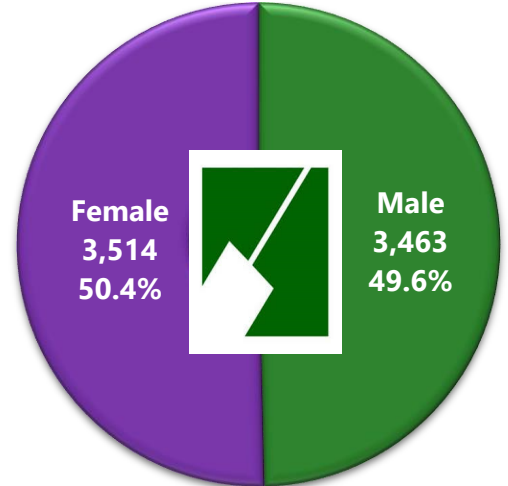


M-NCPPC WORKFORCE SNAPSHOT

The M-NCPPC Workforce Snapshot reflects the Agency’s entire workforce, both career and non-permanent employees. Additional information concerning the Agency’s career employees begins on page 5 and information concerning the Agency’s non-permanent employees begins on page 34.

All data reported is based on employees, not positions.

- The gender composition of the entire workforce in FY20 was 50.4% female and 49.6% male



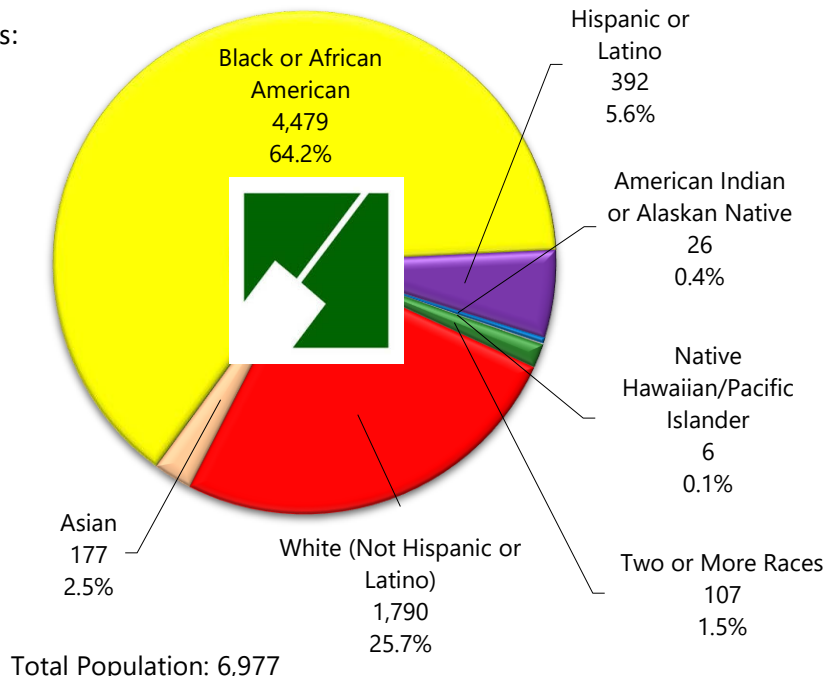
Total Population: 6,977

Distribution of All Employees by Department

Bi-County Corporate Operations	149	2.1%
Montgomery County Commissioners' Office	6	0.1%
Montgomery County Planning	149	2.1%
Montgomery County Parks	1,128	16.2%
Prince George's County Commissioners' Office	9	0.1%
Prince George's County Planning	171	2.5%
Prince George's County Parks and Recreation	5,365	76.9%
M-NCPPC Career Employees Total	6,977	100.0%

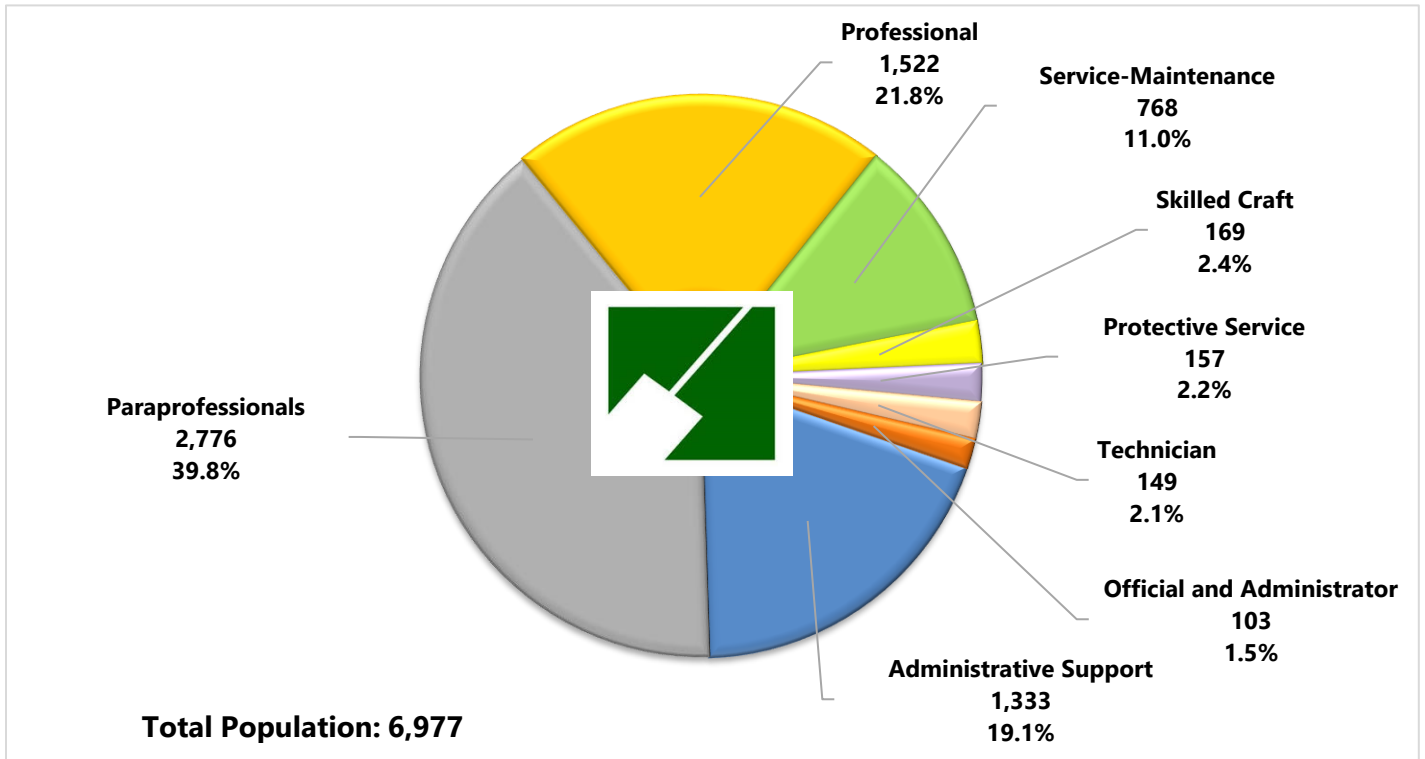
Note: Career employee totals exclude 13 employees defined as: 10 Appointed Commissioners (5 in Montgomery County and 5 in Prince George's County), and 3 Merit System Board Members.

- The racial/ethnic composition of the entire workforce in FY20 was as follows:

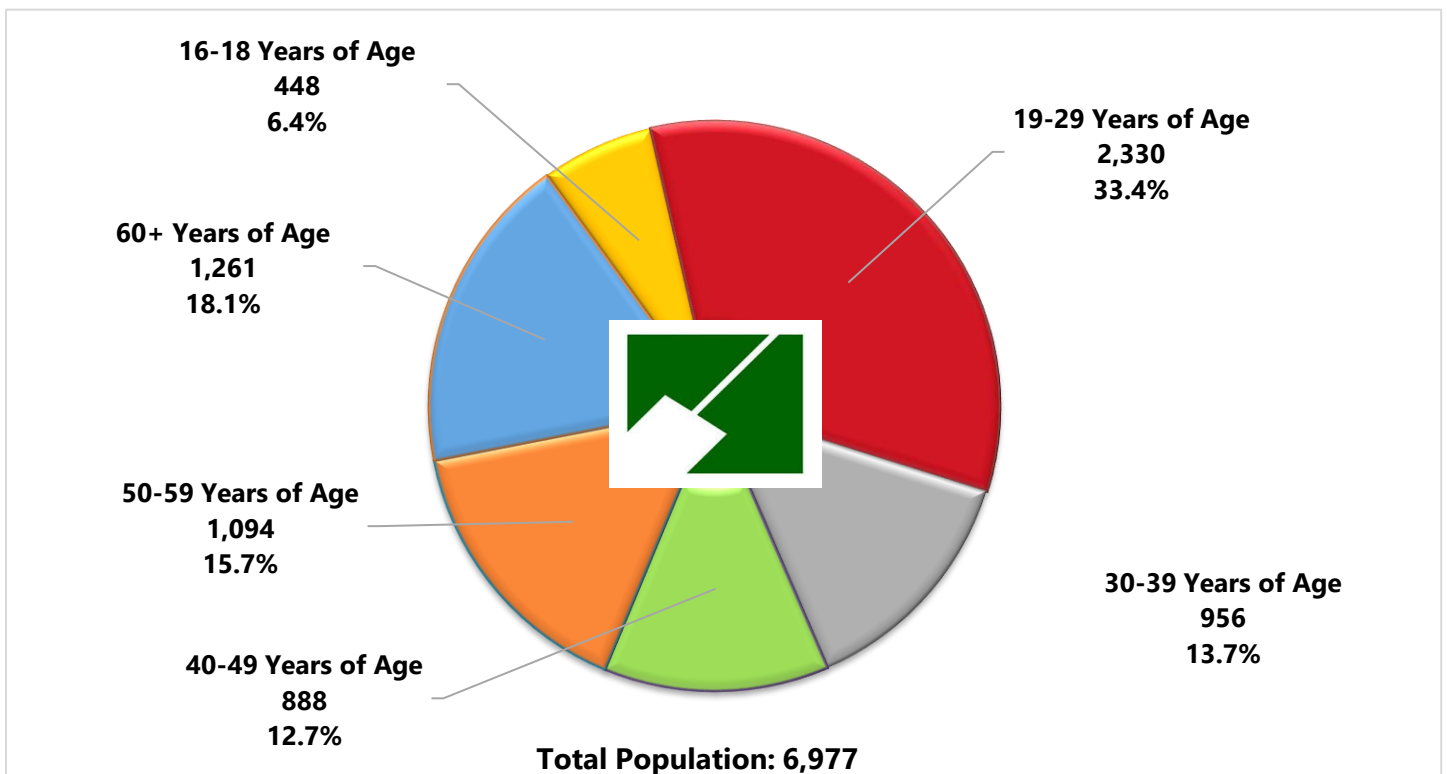


M-NCPPC WORKFORCE SNAPSHOT

- The EEO-4 Job Category composition of the entire workforce in FY20 was as follows:



- The age composition of the entire workforce in FY20 was as follows:



M-NCPPC WORKFORCE SNAPSHOT

- Various EEO-4 Job Titles for each Job Category composition of the entire workforce in FY20 was as follows:

Office and Clerical Category

Administrative Assistant I
Park Police Property/Evid Spec
Park Police Comm Tech
Permitting & Information Technician
Sr Clerk/Inv Ops Assistant

Official Administrator Category

Park Police Commander
Special Program Coordinator
Parks & Recreation Division Chief
Manager, Design & Construction
Regional Operations Manager

Para-Professionals Category

Administrative Specialist I
Writer/Editor, Senior
IT Support Technician
Human Resources Tech, Senior
Legal Assistant

Professional Category

Park Police Captain
Corporate Accountant I
Administrative Specialist III
Planner II
Senior Exhibits Specialist

Protective Service Category

Park Police Officer Candidate
Park Police Officer IV
Park Police Officer Academy Graduate
Park Police Officer II-Adv Entry
Park Ranger

Service/Maintenance Category

Park/General Maintenance Worker
Park/General Maintenance Leader
Park/General Maintenance Leader
Tree Worker/Climber Leader
Golf Course Maintenance Leader

Skilled Craft Category

Locksmith
Carpenter II
Mason II
Electrician III
Plumber III

Technician Category

CAD/GIS Technician
Visual Media & Imaging Spec
Planning Technician III
Greenhouse/Nursery Tech, Prin
Design Technician II

Career Workforce Highlights

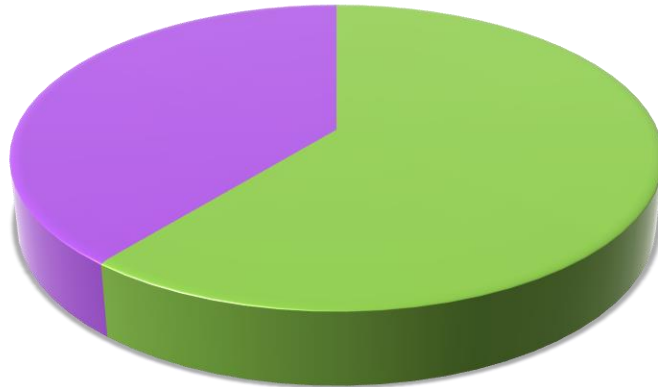
CAREER WORKFORCE HIGHLIGHTS:

Highlighting Career Employee Workforce Information and Statistics

Career Workforce Demographics

Career Employees by Gender

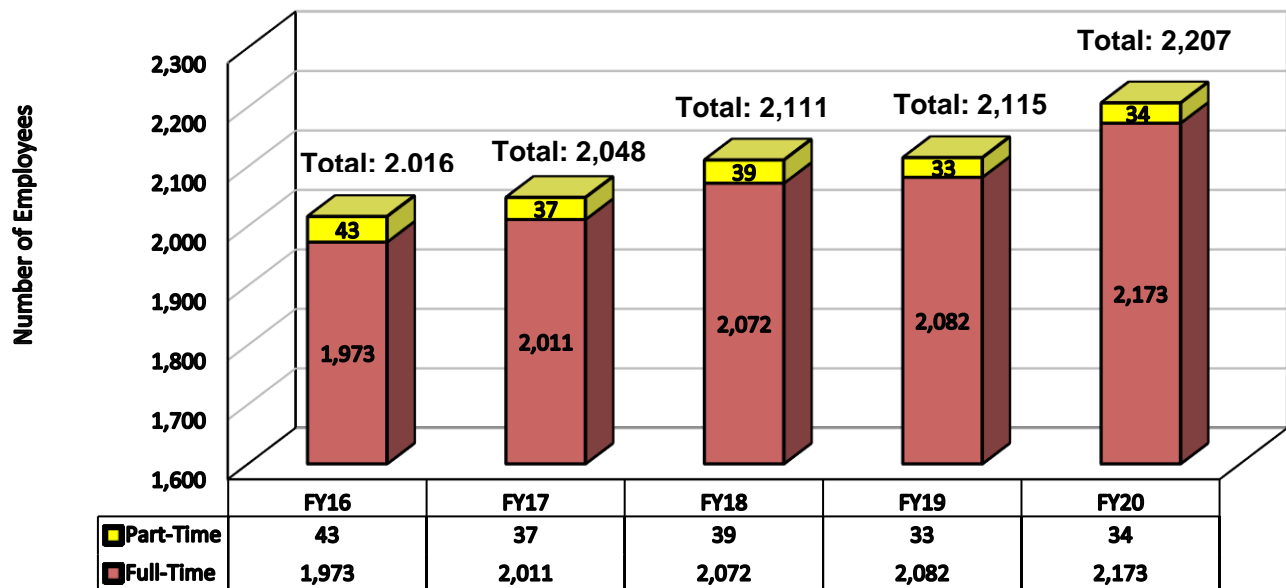
Female
864
39.1%



Male
1,343
60.9%

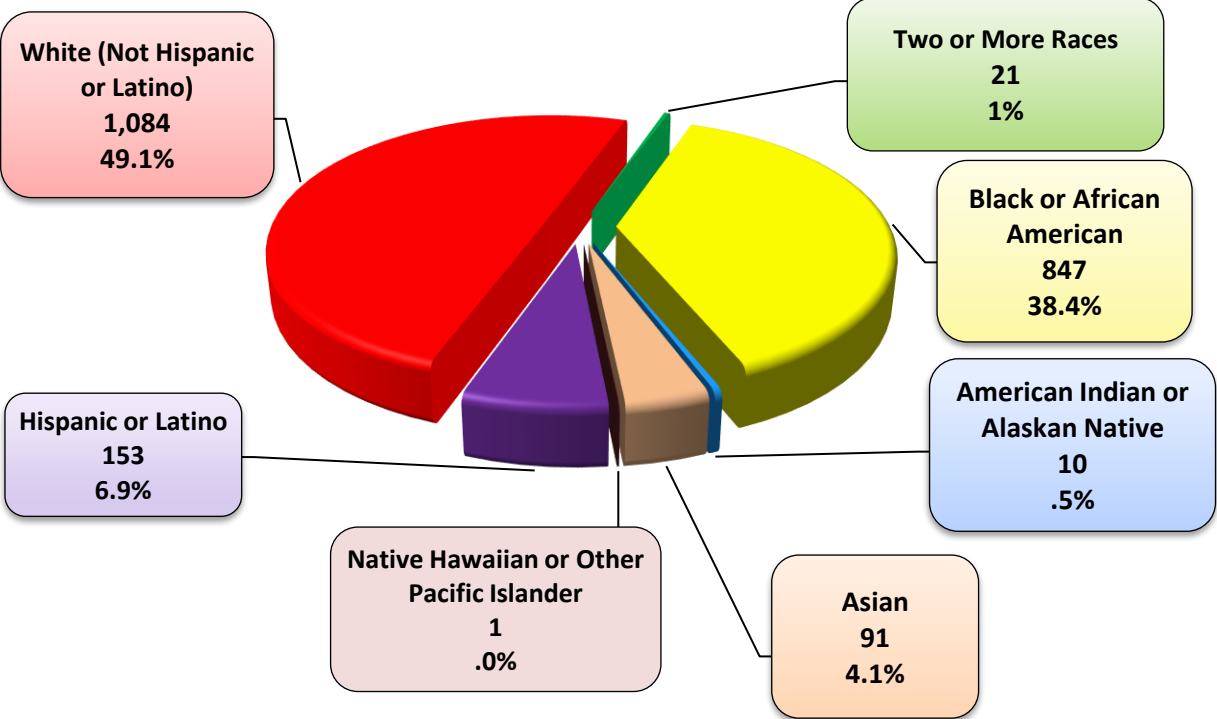
Total Career Employees: 2,207

Full-Time & Part-Time Career Employees



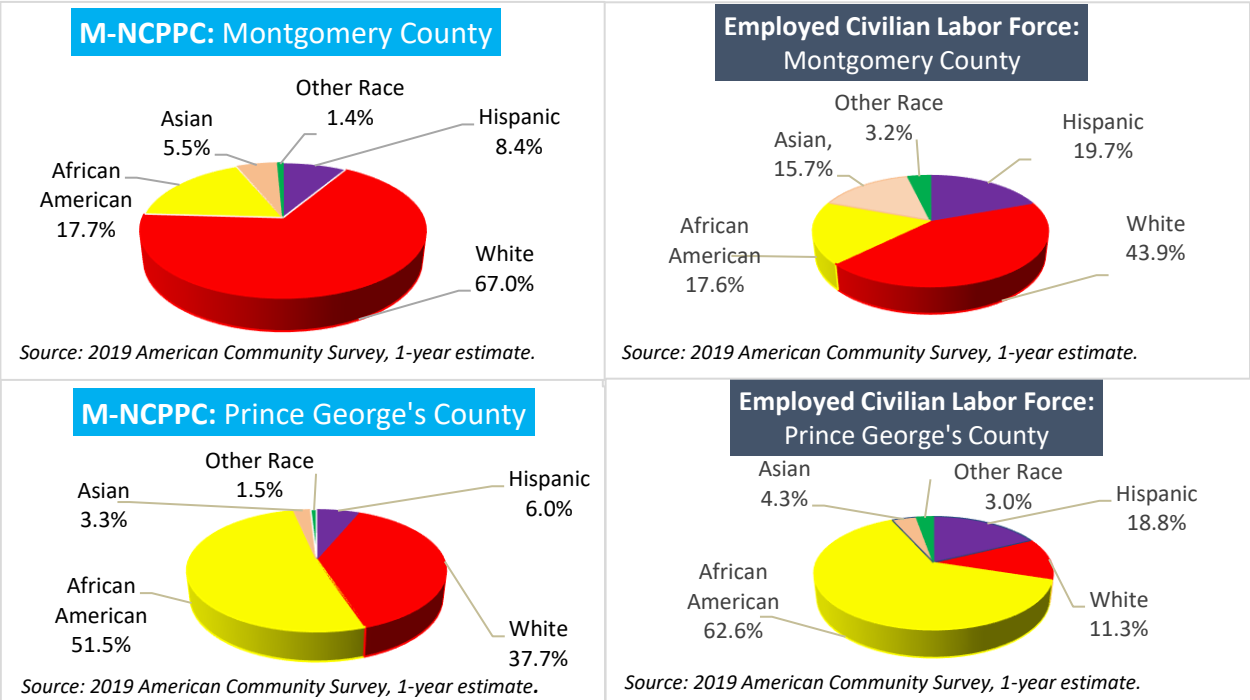
Total Employees: 2,207

Career Employees by EEO-4 Race/Ethnic Identification



Total Career Employees: 2,207

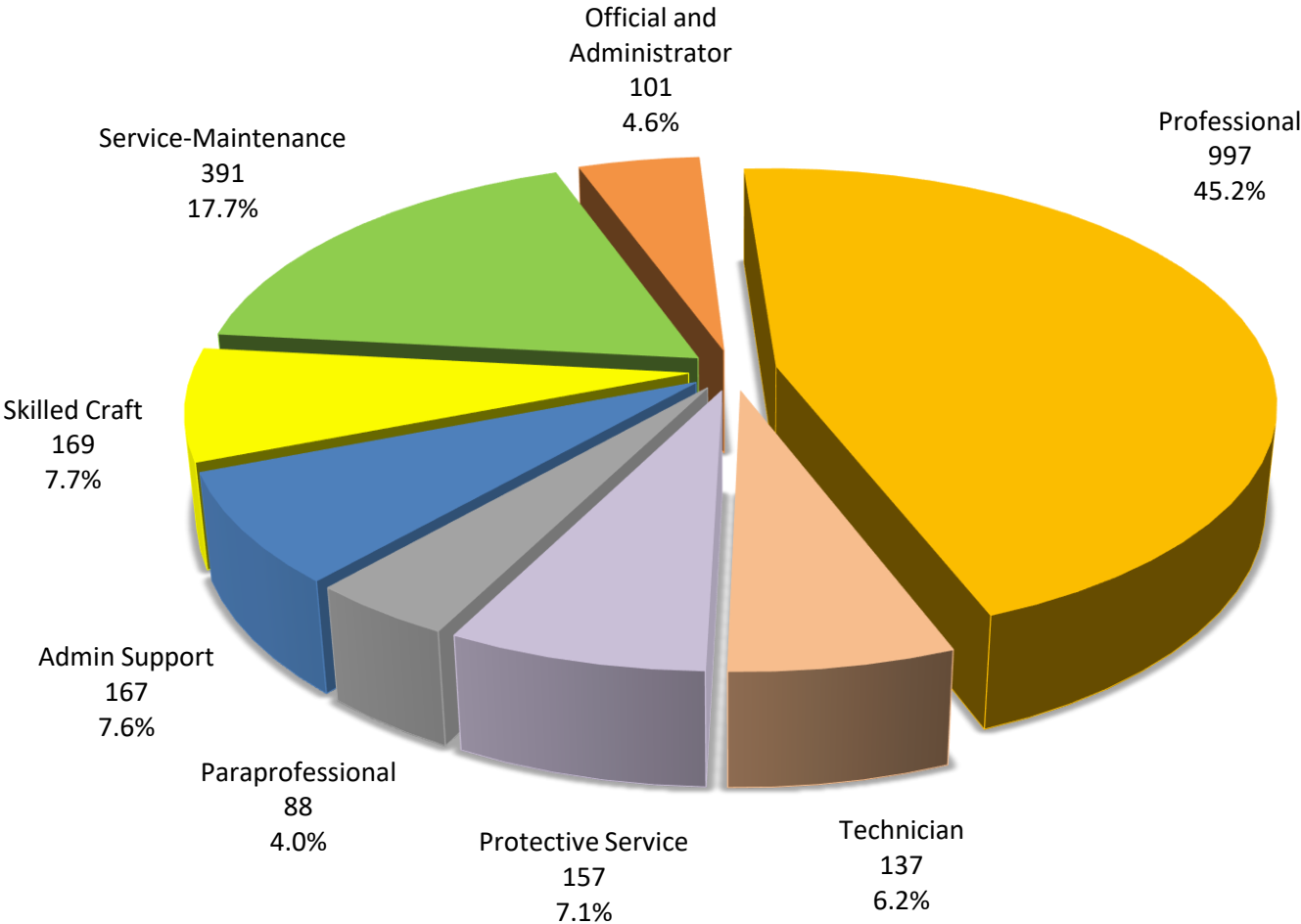
- The charts below reflect M-NCPPC career workforce distribution by race/ethnicity in Montgomery County and Prince George’s County, compared to the broader employed civilian labor force within the region.



Source for County Demographics: 2019 American Community Survey 1-year estimates. Tables S0201 and S2301 U.S. Census Bureau; Research & Special Projects, Montgomery County Planning Department (11/10/20). The charts represent the employed civilian labor by race and Hispanic origin, 2019. Prince George’s County includes CAS Departments.

- In FY20 the largest number and percent of employees at M-NCPPC fell into the Professional category with 997 employees or 45.2% of the workforce followed by the Service-Maintenance category with 391 employees or 17.7% of the workforce.

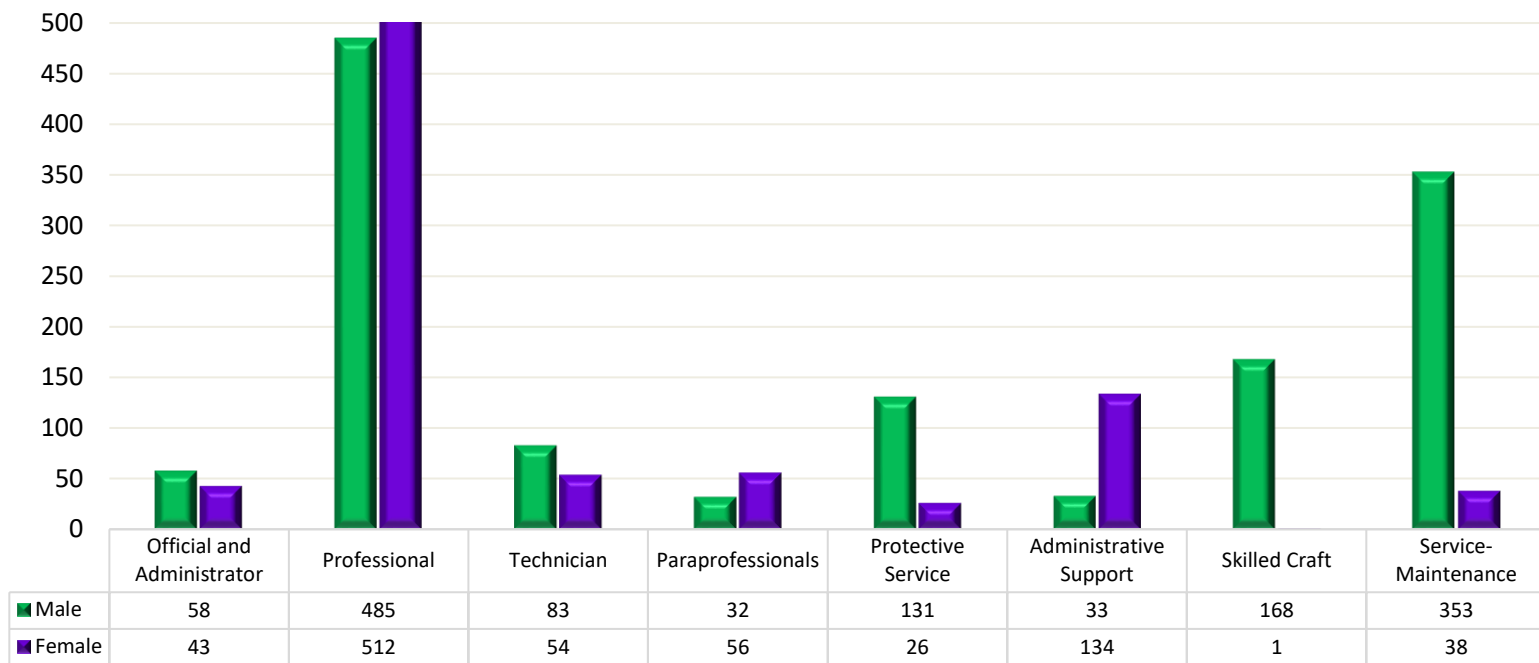
Career Employees by EEO-4 Job Category



Total Career Employees: 2,207

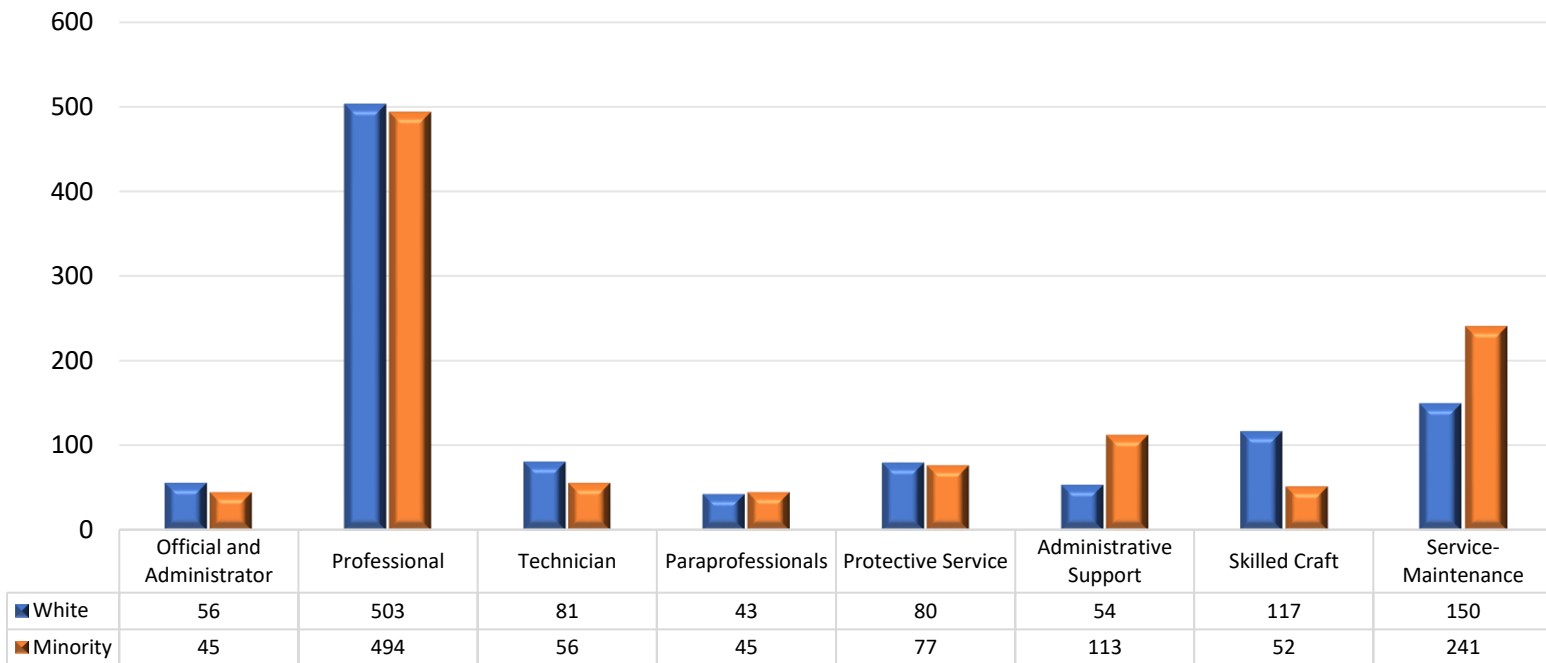
Career Employees by EEO-4 Job Category, Gender and Race/Ethnicity

Career Employees by EEO-4 Job Category and Gender



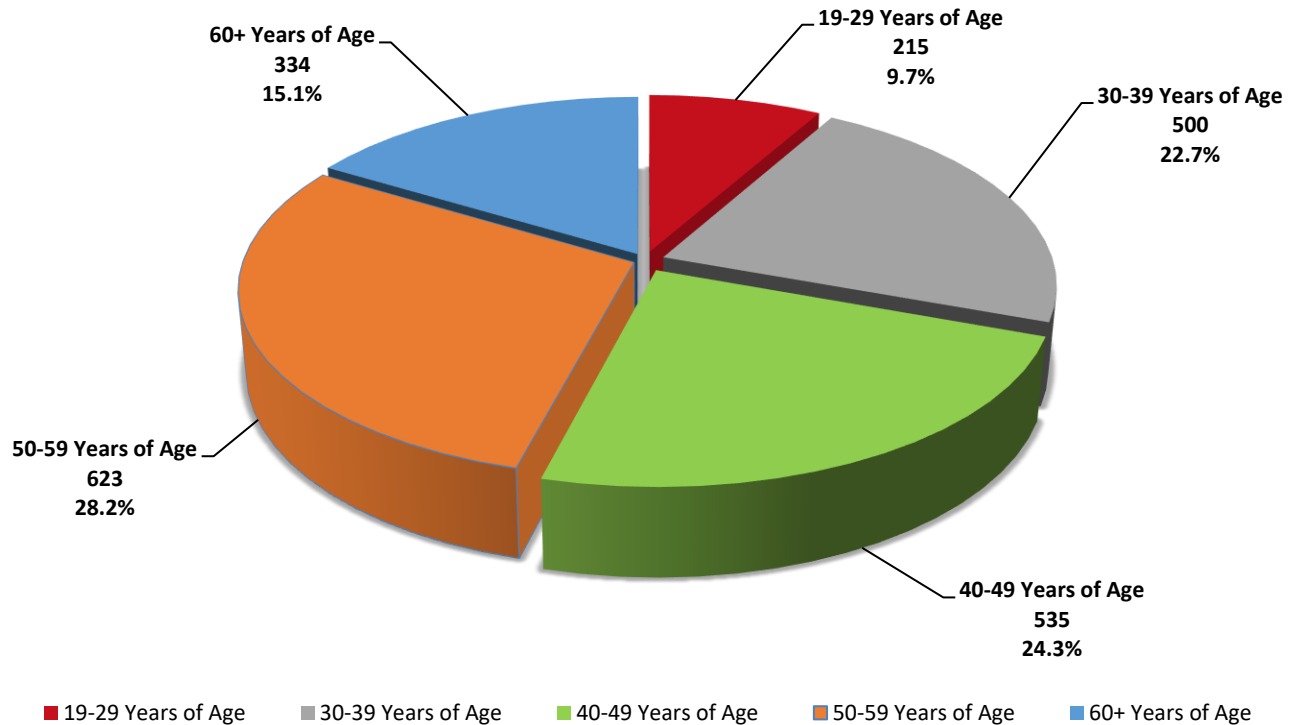
Total Career Employees: 2,207

Career Employees by EEO-4 Job Category and Race/Ethnicity



Total Career Employees: 2,207

Distribution of Career Employees by Age



Total Career Employees: 2,207

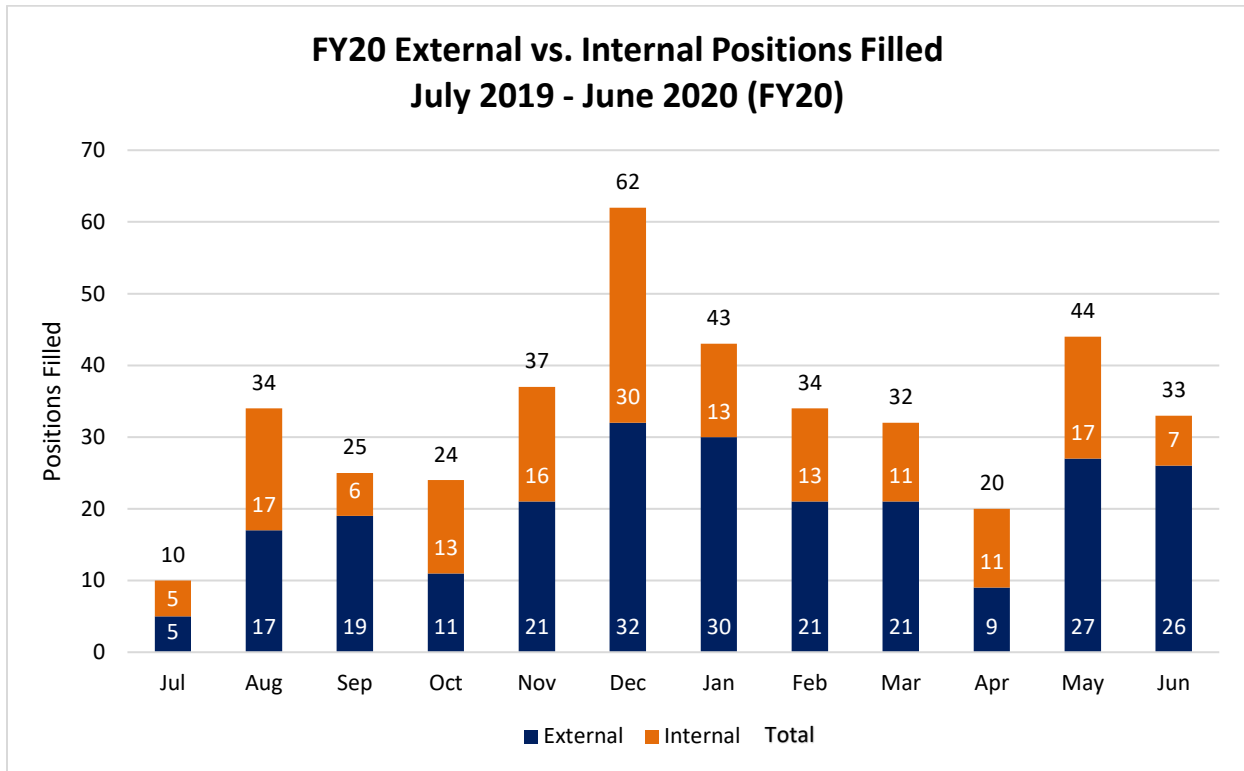
Distribution of Career Employees by Department

Bi-County Corporate Operations	136	6.2%
Montgomery County Commissioners' Office	5	0.2%
Montgomery County Planning	136	6.2%
Montgomery County Parks	717	32.5%
Prince George's County Commissioners' Office	9	0.4%
Prince George's County Planning	160	7.2%
Prince George's County Parks and Recreation	1,044	47.3%
M-NCPPC Career Employees Total	2,207	100.0%

Note: Career employee totals exclude 13 employees defined as: 10 Appointed Commissioners (5 in Montgomery County and 5 in Prince George's County), and 3 Merit System Board Members.

Recruitment of Career Employees

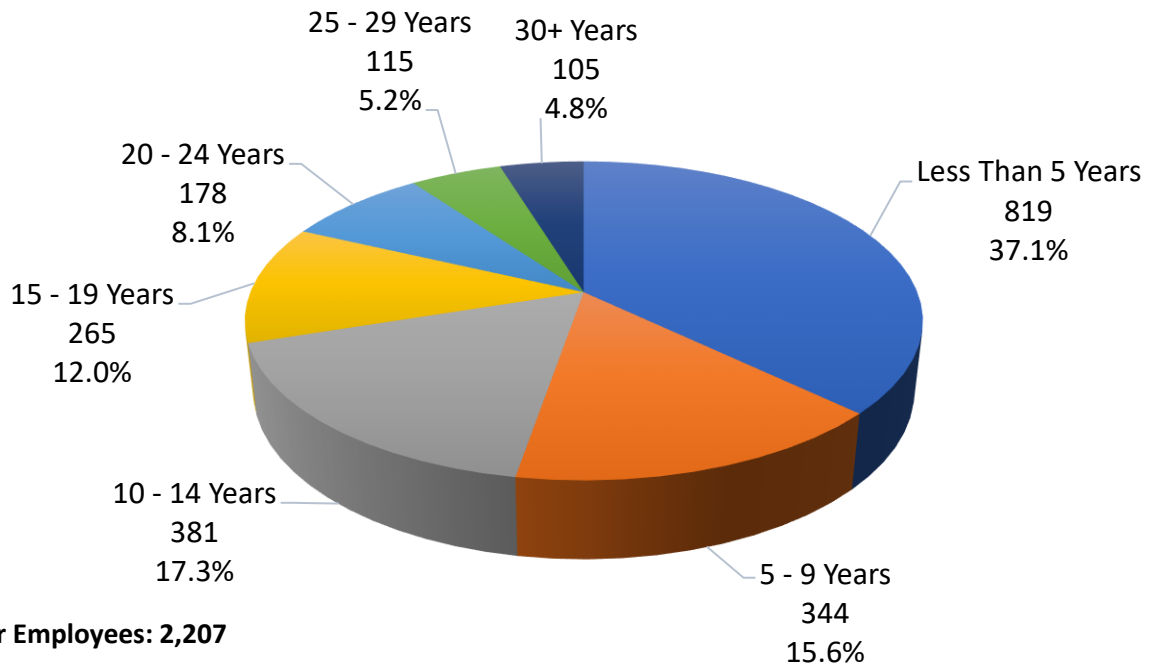
In FY20, the Recruitment and Selection Services Division filled 398 career positions. Of these 398 positions, 239 were filled by external candidates, and 159 positions were filled by internal candidates via promotion, demotion, or lateral reassignment (these figures do not include positions filled through reclassification, appointment, or the Park Police rank promotional process).



The average salary for a FY20 external career new hire was \$63,720, compared to a FY19 average of \$64,039.

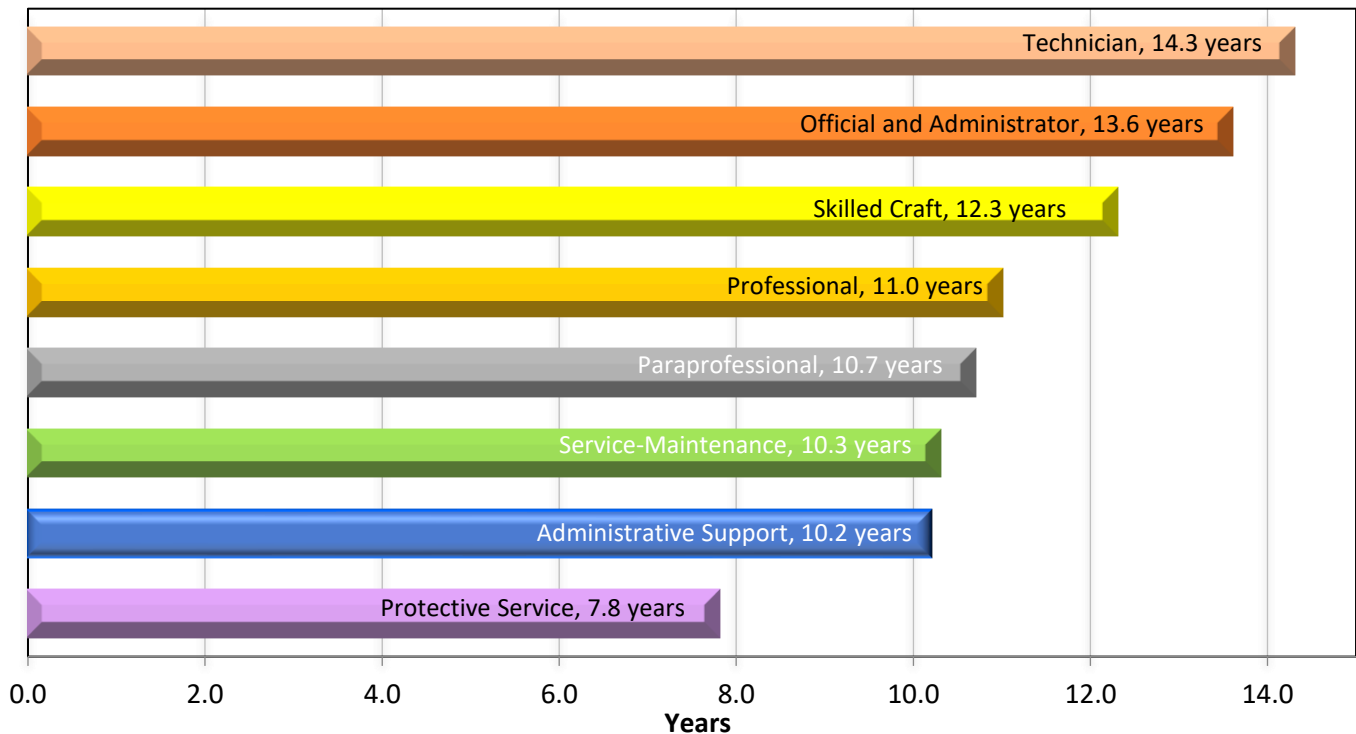
Length of Service for Career Employees

Career Employee Length of Service



The average length of service for females was 10.8 years; and 11.1 years for males.

Average Length of Service by EEO-4 Job Category



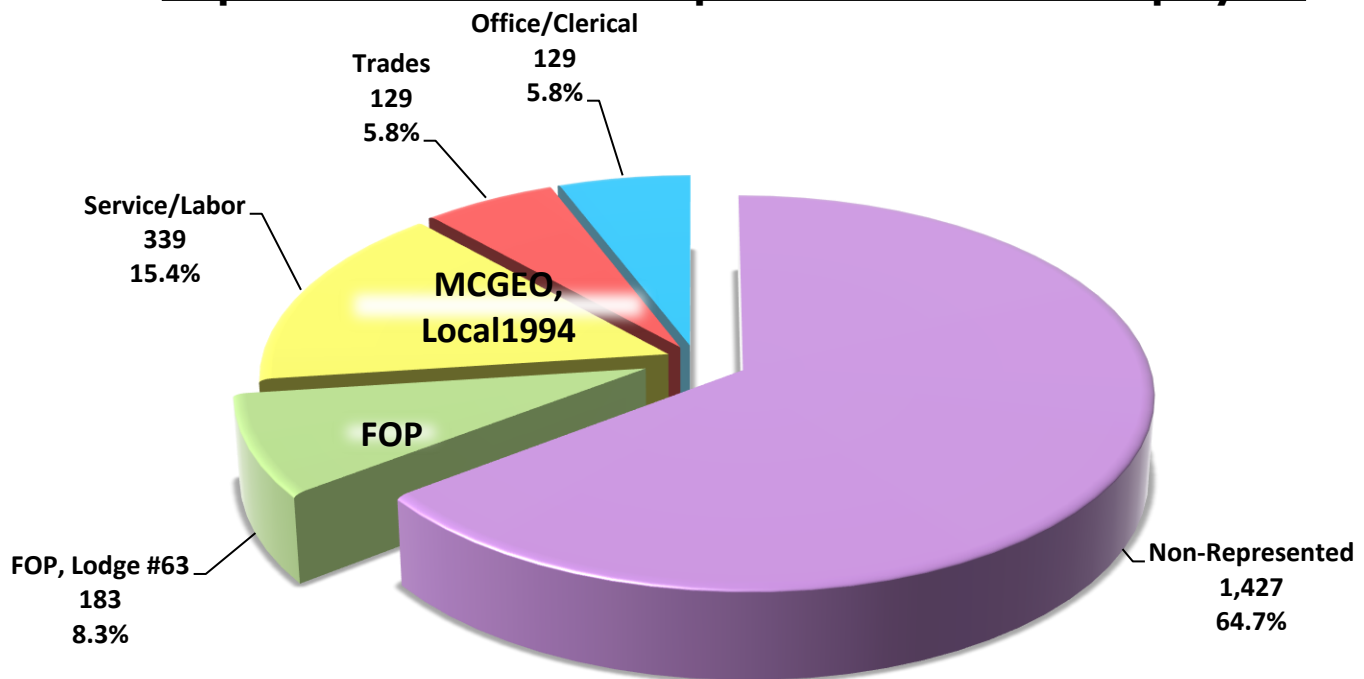
Average Length of Service for all Career Employees: 11.0 years

Collective Bargaining

In FY20, 35.3% of the Commission's career workforce was represented by a union.

Union	Number of Members FY20	% of Career Employees
United Food and Commercial Workers Union, Local 1994/Municipal and County Government Workers Union (MCGEO) representing service/ labor, trades, and office/clerical positions	597	27.1%
Fraternal Order of Police. Lodge #63 (FOP) representing police ranked sergeant and below	183	8.3%

Represented and Non-Represented Career Employees



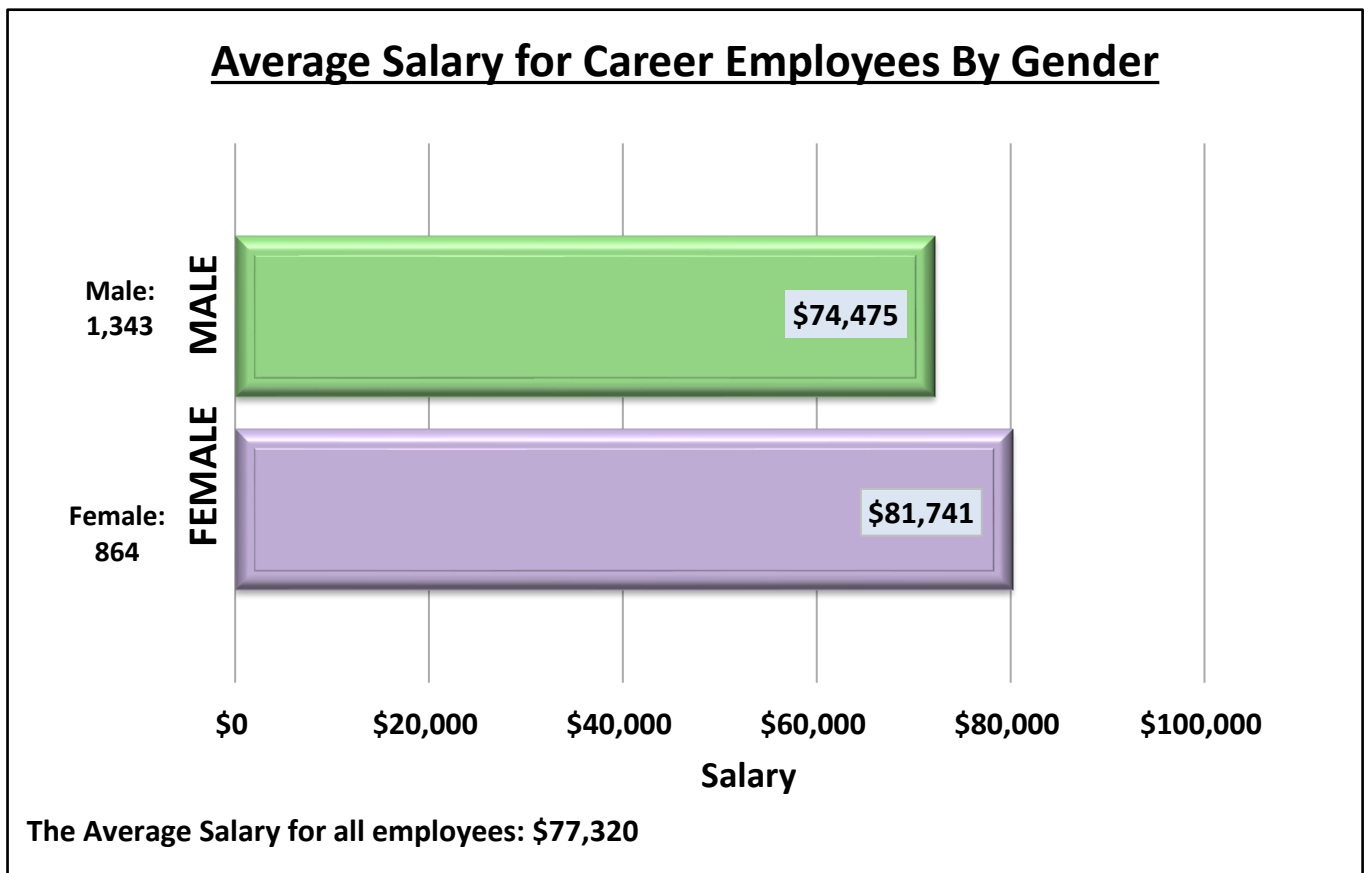
Park Police Officer Candidates and Command Officers included in the Non-Represented category: 7

According to the Bureau of Labor Statistics (BLS), 14.2% of employed workers in Maryland were in positions represented by unions. Additionally, BLS reports that 34.8% of state government workers are unionized. The higher numbers for union membership attributed to local government workers is the result of heavily unionized occupations such as teachers, police officers and firefighters.

Source: U.S. Department of Labor Bureau of Labor Statistics, Economic News Release, Table 5. "Union affiliation of employed wage and salary workers by state, 2018-2020 annual averages".

Compensation

- M-NCPPC compensates and rewards its employees utilizing either pay ranges or step pay schedules.
 - There are six separate pay range schedules for career employees, 3 for non-represented employees (General Service, IT, Command Staff) and 3 for represented employees (Service/Labor, Office/Clerical, Trades). Each range consists of a minimum, midpoint and maximum salary. Schedules for represented employees also have a longevity increment.
 - A step pay schedule is utilized to compensate employees in the FOP Bargaining Unit. This pay schedule includes two additional increments for longevity.
- The average salary for all career employees (full-time and part-time) was \$77,320. The average salary for male employees was \$74,475; female employees was \$81,741.



For career employee annual salary distribution by demographics and job categories, see pages 15-16.

Official/Administrator**Race/Ethnicity**

Gender	American Indian/ Alaska Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non-Hispanic/Latino)	Two or More Races
Female	\$141,665	\$160,170	\$144,834	\$148,224	N/A	\$141,844	N/A
Male	N/A	N/A	\$143,048	\$127,871	N/A	\$140,776	\$110,360

Average Salary Official/Administrator: \$142,275

Average Official/Administrator New Hire Salary: \$143,113

Professional**Race/Ethnicity**

Gender	American Indian/ Alaska Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non-Hispanic/Latino)	Two or More Races
Female	\$74,660	\$94,900	\$84,065	\$88,772	\$67,243	\$90,365	\$68,574
Male	\$96,014	\$99,591	\$84,832	\$85,211	N/A	\$89,941	\$62,805

Average Salary Professional: \$87,839

Average Professional New Hire Salary: \$72,202

Technician**Race/Ethnicity**

Gender	American Indian/ Alaska Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non-Hispanic/Latino)	Two or More Races
Female	N/A	\$74,441	\$71,070	\$88,032	N/A	\$72,217	\$57,348
Male	\$81,606	\$104,813	\$77,558	\$66,180	N/A	\$79,496	N/A

Average Salary Technician: \$76,449

Average Technician New Hire Salary: \$54,750

Protective Service**Race/Ethnicity**

Gender	American Indian/ Alaska Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non-Hispanic/Latino)	Two or More Races
Female	N/A	\$42,113	\$66,093	\$69,033	N/A	\$74,590	\$53,103
Male	\$82,591	\$80,426	\$72,504	\$77,425	N/A	\$77,617	\$53,840

Average Salary Protective Service: \$74,666

Average Protective Service New Hire Salary: \$55,976

Paraprofessional**Race/Ethnicity**

Gender	American Indian/ Alaska Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non-Hispanic/Latino)	Two or More Races
Female	N/A	\$67,170	\$73,175	\$70,227	N/A	\$71,616	N/A
Male	N/A	\$45,112	\$60,051	\$53,034	N/A	\$62,139	N/A

Average Salary Paraprofessional: \$68,005

Average Paraprofessional New Hire Salary: \$51,667

Commission Career Salary Percentages are based on total number of employees: 2,207

Average Commission Career Salary (includes full-time and part-time salaries): \$77,320

Admin Support

Race/Ethnicity

Gender	American Indian/ Alaska Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non- Hispanic/Latino)	Two or More Races
Female	N/A	\$61,595	\$59,980	\$57,544	N/A	\$61,072	\$46,392
Male	N/A	N/A	\$57,154	\$60,972	N/A	\$55,999	N/A

Average Salary Admin Support: \$59,403

Average Admin Support New Hire Salary: \$50,265

Skilled Craft

Race/Ethnicity

Gender	American Indian/ Alaska Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non- Hispanic/Latino)	Two or More Races
Female	N/A	N/A	N/A	N/A	N/A	\$74,441	N/A
Male	\$75,322	\$62,580	\$64,774	\$66,512	N/A	\$67,514	N/A

Average Salary Skilled Craft: \$66,815

Average Skilled Craft New Hire Salary: \$52,589

Service-Maintenance

Race/Ethnicity

Gender	American Indian/ Alaska Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non- Hispanic/Latino)	Two or More Races
Female	N/A	N/A	\$46,753	\$43,478	N/A	\$48,874	N/A
Male	\$44,716	\$55,928	\$49,264	\$49,660	N/A	\$50,031	\$38,469

Average Salary Service-Maintenance: \$49,378

Average Service-Maintenance New Hire Salary: \$37,969

Total Population

Race/Ethnicity

Gender	American Indian/ Alaska Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non- Hispanic/Latino)	Two or More Races
Female	\$108,162	\$96,572	\$78,594	\$71,140	\$67,243	\$85,206	\$62,114
Male	\$64,300	\$84,962	\$71,275	\$64,006	N/A	\$77,744	\$59,107

Average Salary: \$77,325

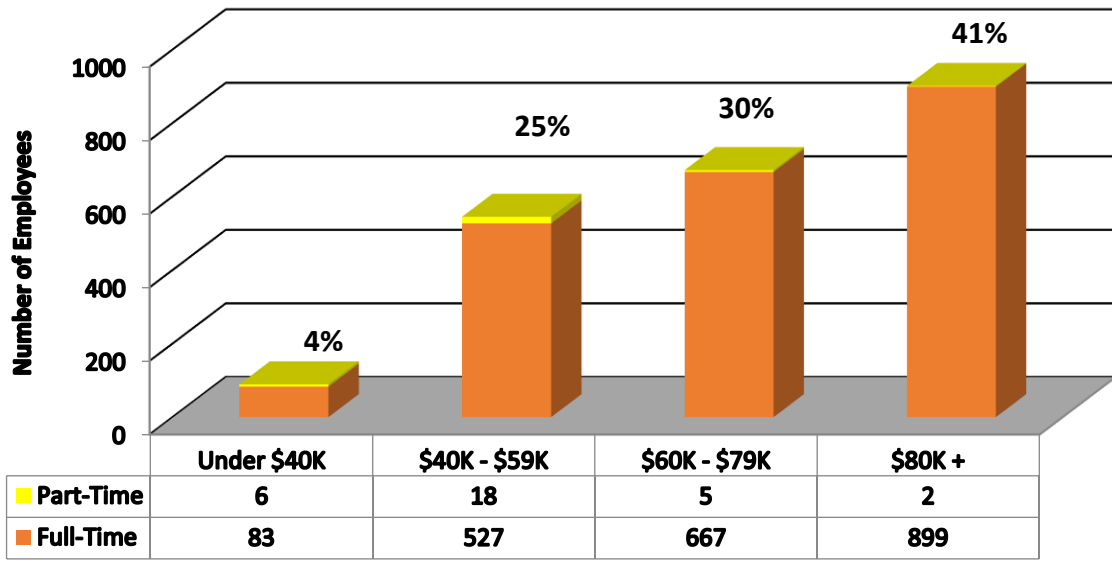
Average New Hire Salary: \$62,979

Commission Career Salary Percentages are based on total number of employees: 2,207

Average Commission Career Salary (includes full-time and part-time salaries): \$77,320

- The greatest number of employees are in the Professional EEO Job Category. The Official and Administrative and Professional categories also have the highest average annual salaries.
- Employee salaries and benefits (personnel services) represent 70.0% of the FY20 adopted budget expenditures.

Annual Salary Full-Time and Part-time Career Employees

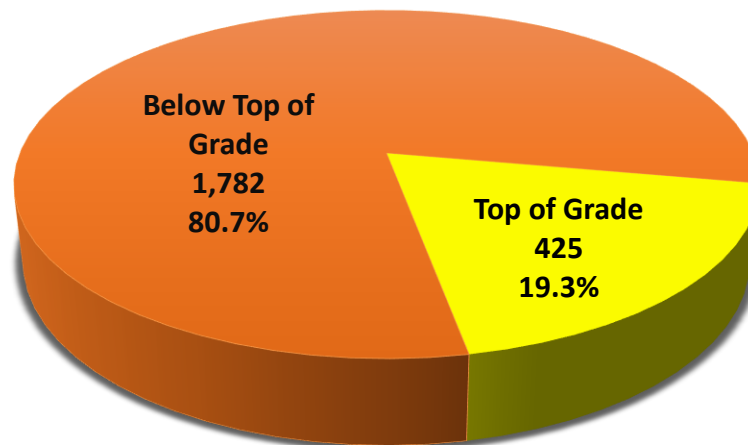


Total Full-Time Employees: 2,176

Total Part-Time Employees: 31

Average Salary for all Employees (2,207): \$77,320 (includes part-time salaries)

Career Employees at Top of Grade (TOG)



TOG is defined as the maximum salary (\$) of a position's grade salary range. Employees at TOG identified are within \$10.00 of their position's grade maximum.

COLA, Merit Increase, and Lump Sum

- In FY20, **non-represented** and **MCGEO represented** career employees received a 1.5% COLA. Non-represented and MCGEO represented career employees received a 3.5% Merit increase. Employees not eligible to receive a Merit increase (or longevity increase for union employees) because they were at top of grade received a lump sum of one-half percent (0.5%) of base pay.
- **FOP** and Park Police **Candidates** received a 1.0% COLA. These career employees received a 3.5% Merit increase.

For COLA adjustments and county comparisons, see page 20.

Comparison of Cost-of-Living Adjustments FY11 - FY21 (Percent of Increase)

Fiscal Year	M-NCPPC			MONTGOMERY COUNTY GOVERNMENT			PRINCE GEORGE'S COUNTY GOVERNMENT		
	Park Police FOP	Ser/Labor Trades Office (MCGEO)	Non-Rep Employees	Police (FOP)	OPT & SLT (MCGEO)	Non-Rep Employees	Police (FOP)	Ser/Labor Trades Office (AFSCME)++	Non-Rep Employees
2012	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(u)	(u)
2013	(v)	(v)	(v)	(v)	(v)	(v)	0.00 (ac)	(u)	(u)
2014	2.50	2.75 (w2)	3.00 (w3)	2.10	3.25	3.25	0.00 (x)	2.50 (y)	2.50
2015	1.75 (w1)	2.00 (w4)	1.50 (w3)						
			1.50 (w3)	2.00 (w4)					2.50 (yy)
2016	1.75	1.75	(w5)	2.10	3.25	3.25	0.00	0.00	0.00
			1.75	2.00	2.00	2.00	1.00	0.00	0.00
2017	0.50 (aa)	1.75	1.75	1.00	1.00	1.00 (ab)	0.00	3.00	3.00
2018	1.50	1.50	1.50	2.00	2.00	2.00	0.00	1.00	1.00
2019	1.50	1.50	1.50	2.00	2.00	2.00	0.00	2.00	2.00
2020	1.00	1.50	1.50	0.00	2.25	2.25	1.50	1.50	2.00
2021	0.75	0.00	0.00	TBD	1.50	1.50	TBD	TBD	TBD
Cumulative Impact on Salary (10 years)	14.8%	11.8%	12.1%	11.7%	16.0%	16.0%	1.0% (ac)	11.5%	11.5%

++Closely matches classes represented by MCGEO Local 1994 at M-NCPPC

(q) Salary schedule adjusted by \$3,151 - equivalent to 7.5%, effective 7/1/07

(r) FY09 COLA of 4.5% for Service/Labor, Trades and Office Units, and Non-represented

(s) FY09 one-time 2% longevity for employees with performance ratings of exceptional or highly successful in 2 most recent years and at top of grade with 20 years of service

(t) FY10 \$1,420 lump sum wage adjustment with \$640 representing COLA

(u) FY12 \$1,000 lump sum not added to base; FY13 \$1.250 lump sum not added to base

(v) FY13 \$2,000 lump sum not added to base

(w1) FY15 COLA 1.75%, effective 7/1/15

(w2) FY14 COLA for MCGEO employees was phased in with 1.25% effective 10/13 and 1.25% effective 1/14. Employees at top of grade received 2.75%

(w3) FY14 COLA 3.0% for Non-represented whose base salary was at or within 2.999% of top of grade effective 10/13 and 1.5% for Non-represented whose base salary was not at or within 2.999% of top of grade effective 10/13 and 1.5% effective 1/14

(w4) FY15 2.0% COLA, effective 9/14/14, plus 0.5% lump sum for employees not at top of grade or 1.0% lump sum for those at top of grade

(w5) FY15 - 1.0% lump sum of base pay for employees at top of grade and 0.5% of base pay for employees who will receive a merit increase, effective 7/6/14

(x) FY14 Adding new step

(y) FY14 2.5% COLA, effective 7/1/13

(yy) FY14 2.5% COLA, effective 3/1/14

(z) FY14 2.5% COLA, effective 8/25/13

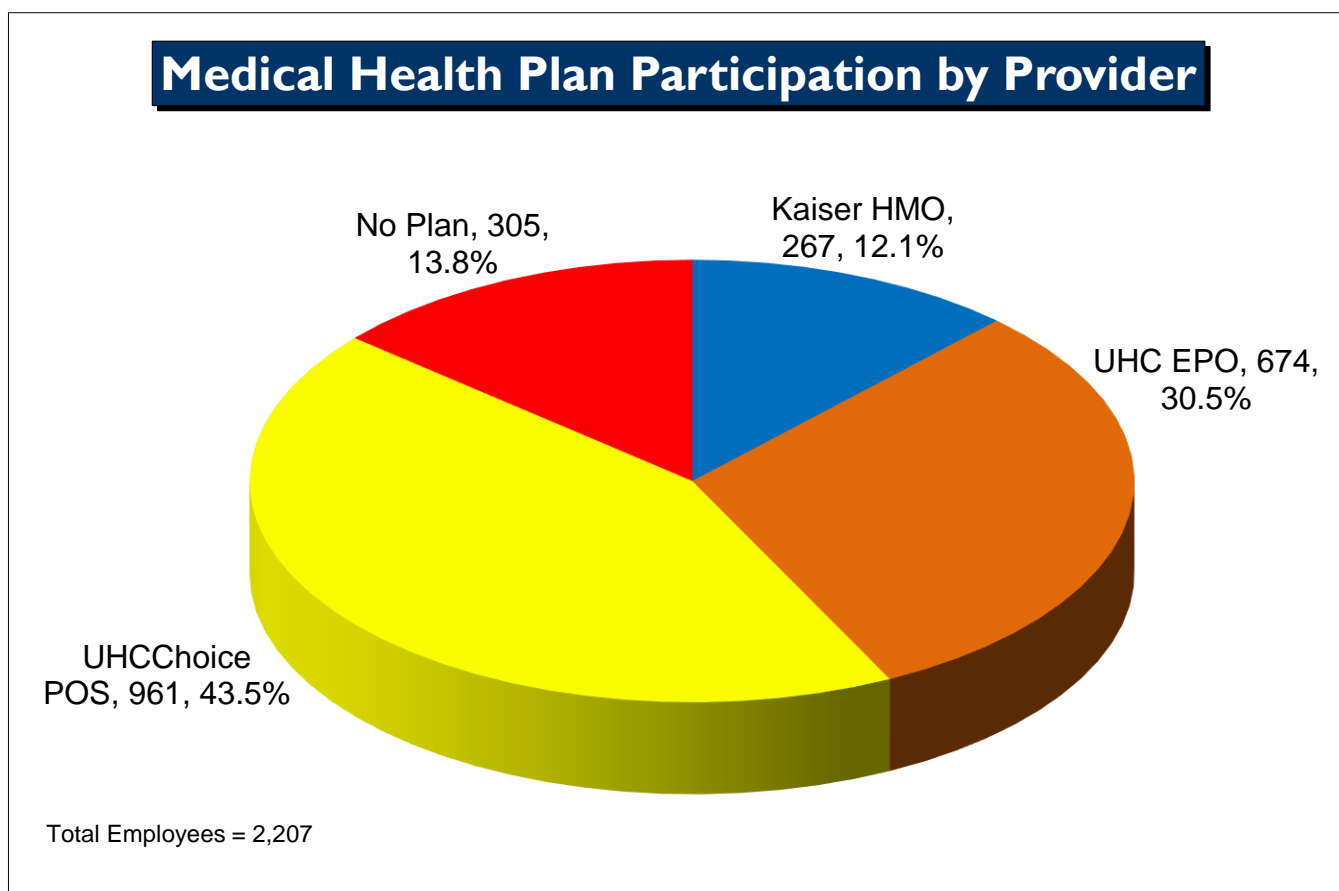
(zz) FY14 2.5% COLA, effective 3/9/14

(aa) FY17 included 3.5% Merit increases for FOP, and 1.75% for MCGEO & Non-Represented 0.5% on July

(ac) FY13 included 12% in Merit increases, including 3% for FY10, FY11, FY12, and FY13

Health Benefits – Career Employees

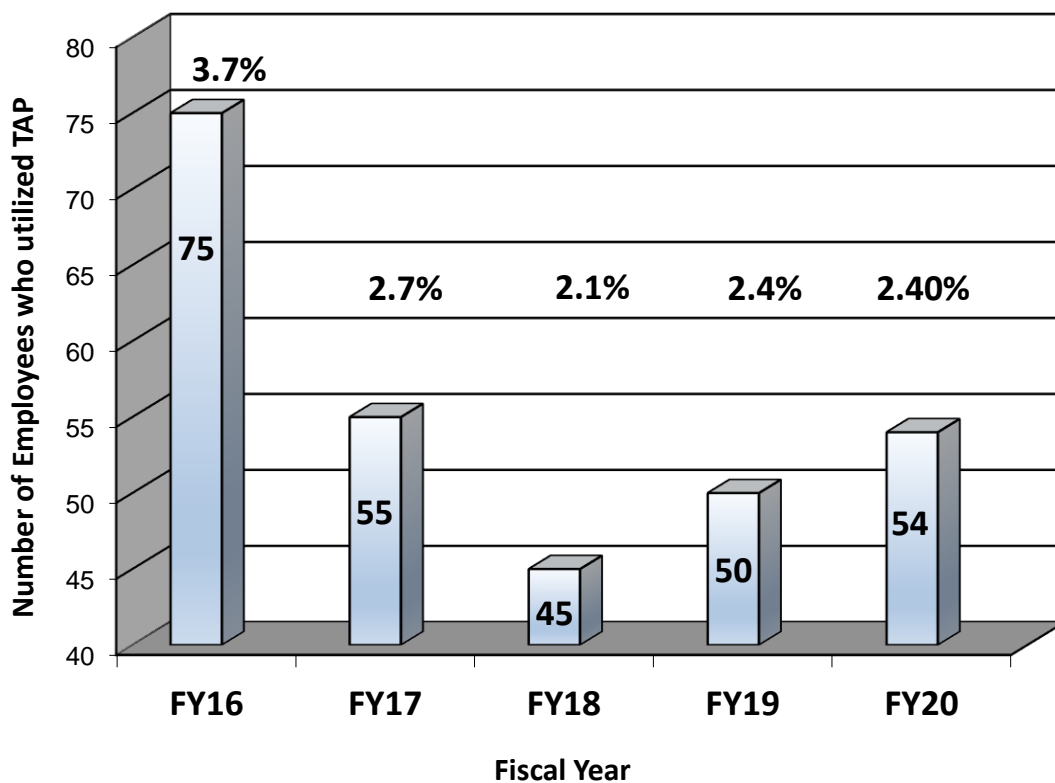
- The Commission offered career employees medical, vision, prescription, and dental plans; basic life and accidental death and dismemberment (AD&D) insurance, long term disability insurance (LTD), and employee assistance program (EAP); as well as fully employee-funded benefits such as spouse and dependent life insurance, 457 deferred compensation, legal services, flexible spending accounts, and long-term care benefits.
- Career Employees selected from three health plans for medical insurance coverage. These included a Point of Service (POS) plan, an Exclusive Provider Organization (EPO) plan, and a Health Maintenance Organization (HMO) plan.



Other Benefits

The agency offers career employees the opportunity to utilize the Tuition Assistance Program for professional development through funding for college and technical training. In FY20, 54 career employees utilized the Tuition Assistance Program.

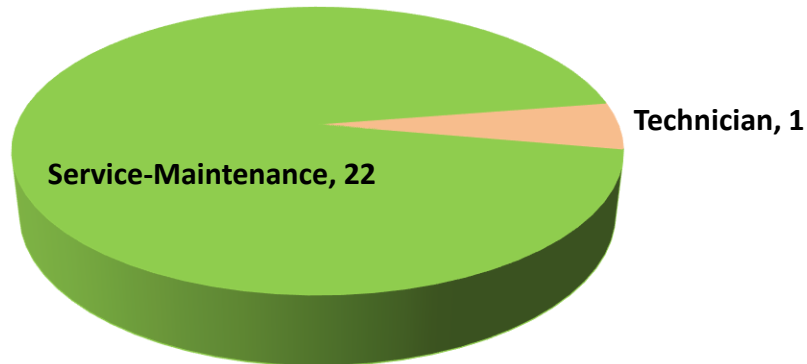
Tuition Assistance Program (TAP) Commission-Wide Participation



FY17-FY20 analysis based on number of *employees*, not requests. Previous years based on number of requests. TAP is available to all active Merit System employees who have successfully completed new hire probation and attained career status.

The Commission offered career employees the opportunity to participate in the Literacy and Language Program which teaches communication and job skills to native and non-native English-speaking employees, therefore advancing professional opportunities. In FY20, 23 employees utilized the Literacy and Language Proficiency Program.

Literacy Program Participants by Job Category



Department	Number of Participants
Montgomery County Parks	9
Prince George's County Parks and Recreation	13
Bi-County Corporate Operations	1
Total	23

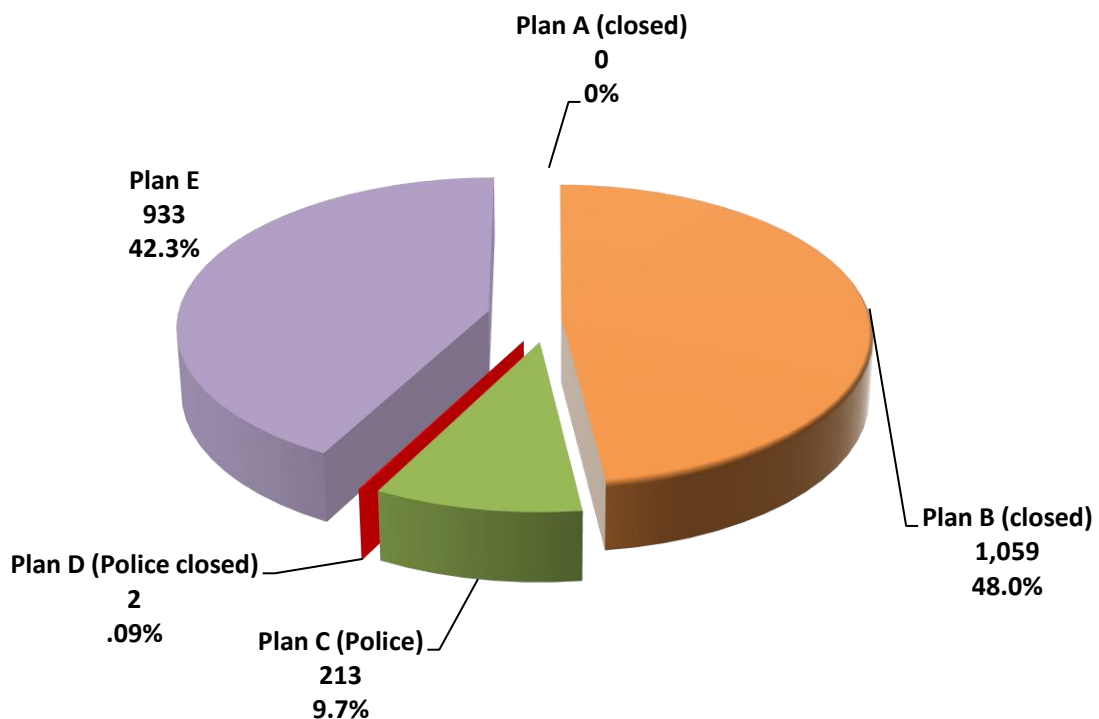
Retirement Benefits – Career

Since 1978, the Commission has offered a pension program to its career workforce. Enrollment is mandatory, and plans are jointly funded through employer and employee contributions. There are five defined benefit plans:

1. Plan A is non-integrated with Social Security and has been closed to new membership since December 31, 1978. There are no active career employees in Plan A.
2. Plan B is integrated with Social Security; 48.0% of the workforce, or 1,059 active employees are in Plan B. This plan was closed to new membership on December 31, 2012.

3. Normal retirement for employees in both Plan A and Plan B is age 60 with at least five years of credited service or 30 years of credited service regardless of age.
4. Plans C and D are the retirement plans for the Park Police and account for 9.7% of active employee retirement plan membership. Plan C has 9.7% or 213 members and Plan D has less than .09% or 2 members. Plan D was closed to new membership in July 1993.
5. Normal retirement for employees in Plan C is 25 years of credited service, or age 55 with at least five years of service.
6. Normal retirement for employees in Plan D is 22 years of credited service, or age 55 with at least five years of service.
7. Plan E is mandatory for all full-time and part-time Merit System employees (except Park Police), for individuals employed by Employees' Retirement System, Appointed Officials, and employees exempted from the Merit System who are employed or appointed on or after January 1, 2013. Plan E has 42.2% of the career workforce, or 932 members.
8. Normal retirement for employees in Plan E is age 62 with at least 10 years of credited service, or 30 years of credited service regardless of age.
9. Employees are eligible to convert accumulated sick leave into credited service at the time of retirement. Employees may use a maximum of 14 months of sick leave to qualify for early or normal retirement.

Participation in Employee Retirement Plans



Total Employees in the Retirement System: 2,207

Plan A (non-police), Plan B (non-police) and Plan D (police) are closed to new participants.

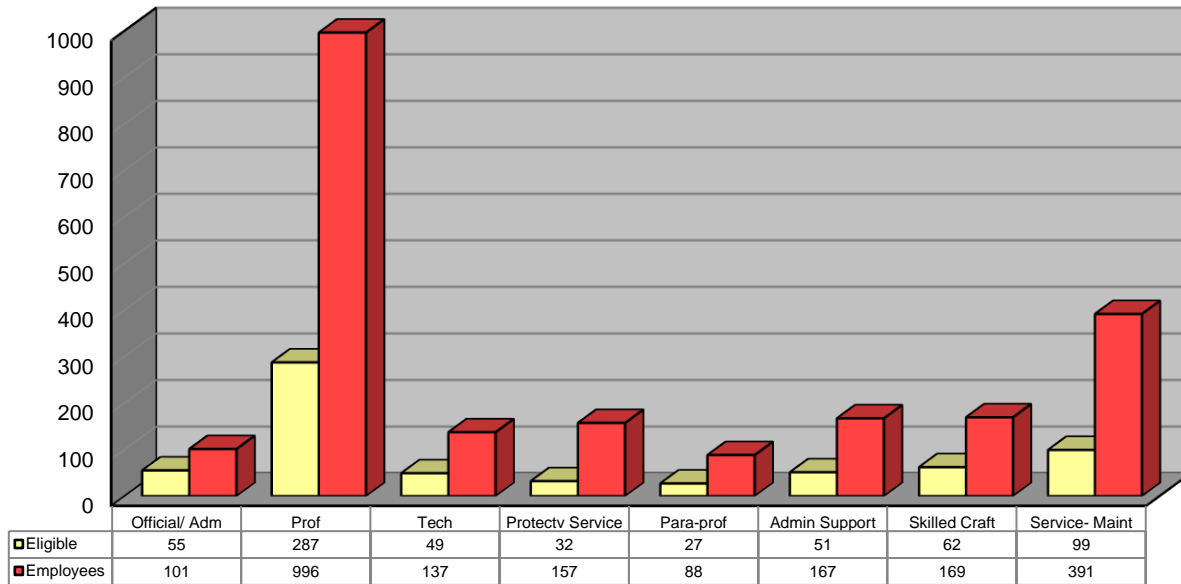
Plan C (police) and Plan E (non-police) remain open to new participants.

For retirement eligibility statistics see page 24.

Career Employees Eligible for Normal Retirement Between FY21 and FY25

	FY21	FY22	FY23	FY24	FY25	Total
PGC Commissioners' Ofc	7	1		1		9
PGC Parks and Recreation	180	28	44	31	41	324
PGC Planning	32	4	3	7	4	50
PGC Sub Total	219	33	47	39	45	383
CAS	35	1	3	3	6	48
MC Commissioners' Ofc	2					2
MC Parks	114	19	18	13	24	188
MC Planning	27	3	4	4	3	41
MC Sub Total	143	22	22	17	27	231
Commission Total	397	56	72	59	78	662

Career Employees Eligible for Retirement Between FY21 and FY25 (Commission-Wide)



FY21 through FY25, 662 out of 2,207 (30.0%) of current employees will reach normal retirement eligibility. This is an average of 133 employees for each of those years. Based on the current number of employees, by EEO category, this represents:

- 54.5% of the Official/Administrator category
 - 28.8% of the Professional category
 - 35.8% of the Technician category
 - 20.4% of the Protective Service category
 - 30.7% of the Paraprofessional category
 - 30.5% of the Administrative Support category
 - 36.7% of the Skilled Craft category
 - 25.3% of the Service-Maintenance category
- (Excludes Commissioners and employees in Long Term Disability status.)

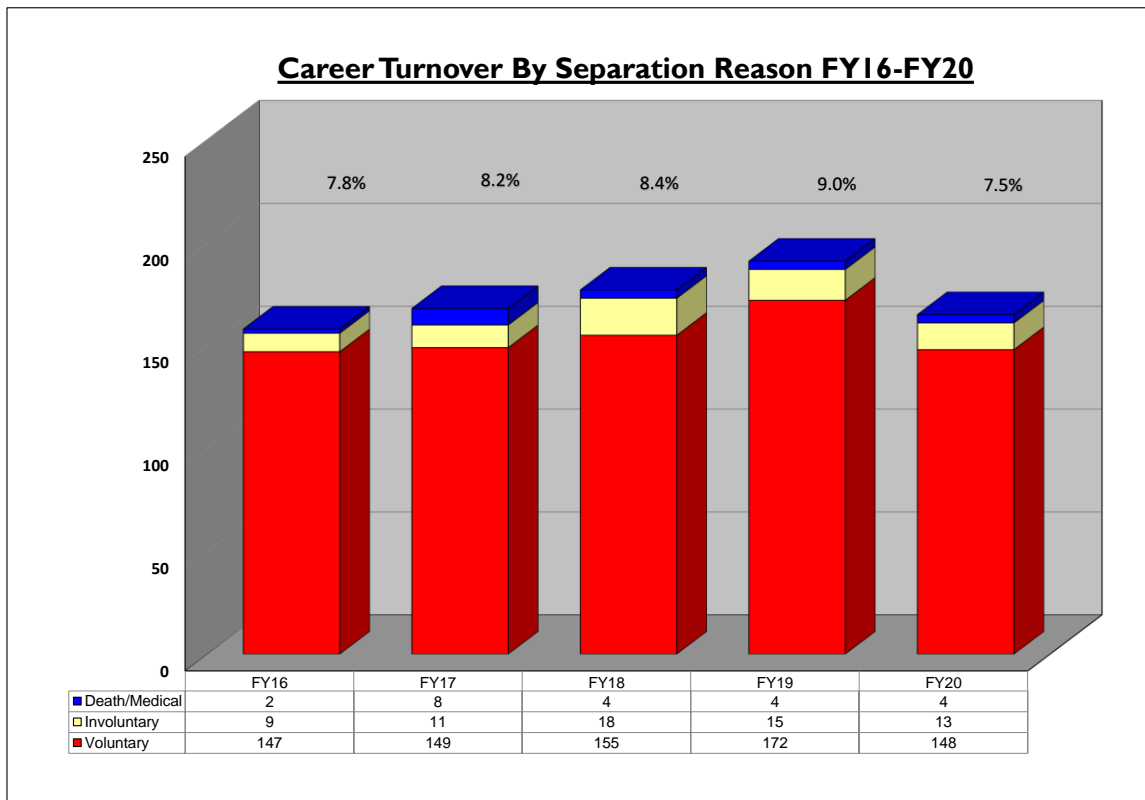
Turnover – Career

Turnover rate in FY20 was 7.5% or 165 employees. The average turnover rate for the past five fiscal years (FY16 – FY20) is 8.2%.

- In FY20, 62.7% of employees who separated employment were male and 37.3% were female.
- In FY20, the composition of separating employees was:
 - 50.3% White (Not Hispanic or Latino)
 - 39.4% Black or African American
 - 3.0% Asian
 - 7.3% Hispanic or Latino
- Of the 165 separated employees, the highest turnover percentage occurred in the Office and Clerical job category, with a turnover of 10.9% (18 separations of 167 total).
 - Office and Clerical turnover -10.7% (18 separation of 167)
 - Professional turnover - 8.0% (80 of 997 total)
 - Skilled Craft turnover - 7.7% (13 separations out of 169 total)
 - Service-Maintenance turnover - 7.4% (29 separations out of 391 total)
 - Protective Service turnover - 5.7% (9 separations out of 157 total)
 - Paraprofessional turnover -5.7% (5 separations out of 88 total)
 - Technician turnover - 5.1% (7 separations out of 137 total)
 - Official and Administrator turnover - 4.0% (4 separations of 101)
- In FY20, the three primary reasons for separations were normal retirement, a new job and personal reasons. For all separations statistics by reason see page 26.

Number of Separations by Reason and Fiscal Year

		FY16	FY17	FY18	FY19	FY20
Voluntary	New Job	45	41	41	32	35
	Relocation	11	7	3	8	7
	Personal Reasons	21	24	24	37	28
	Return to School	0	2	1	1	0
	Early Retirement	0	7	9	0	10
	Normal Retirement	67	67	74	88	64
	Quit Without Notice (No Show)	1	1	2	6	4
	Other	2	0	1	0	0
Involuntary	Violation of Rules	7	7	6	10	7
	Unsatisfactory Performance	2	4	10	5	4
	Reduction in Force (RIF)	0	0	0	0	0
	Dismissal/Job Abandonment	0	0	2	0	2
Other	Death	2	3	3	4	4
	Not Specified	0	0	0	0	0
	Disability Medical	0	0	0	0	0
	Resign Medical	0	5	1	0	0
Total Separations		158	168	177	191	165
Turnover Rate		7.8%	8.2%	8.4%	9.0%	7.5%



Trends in the Career Employee Lifecycle

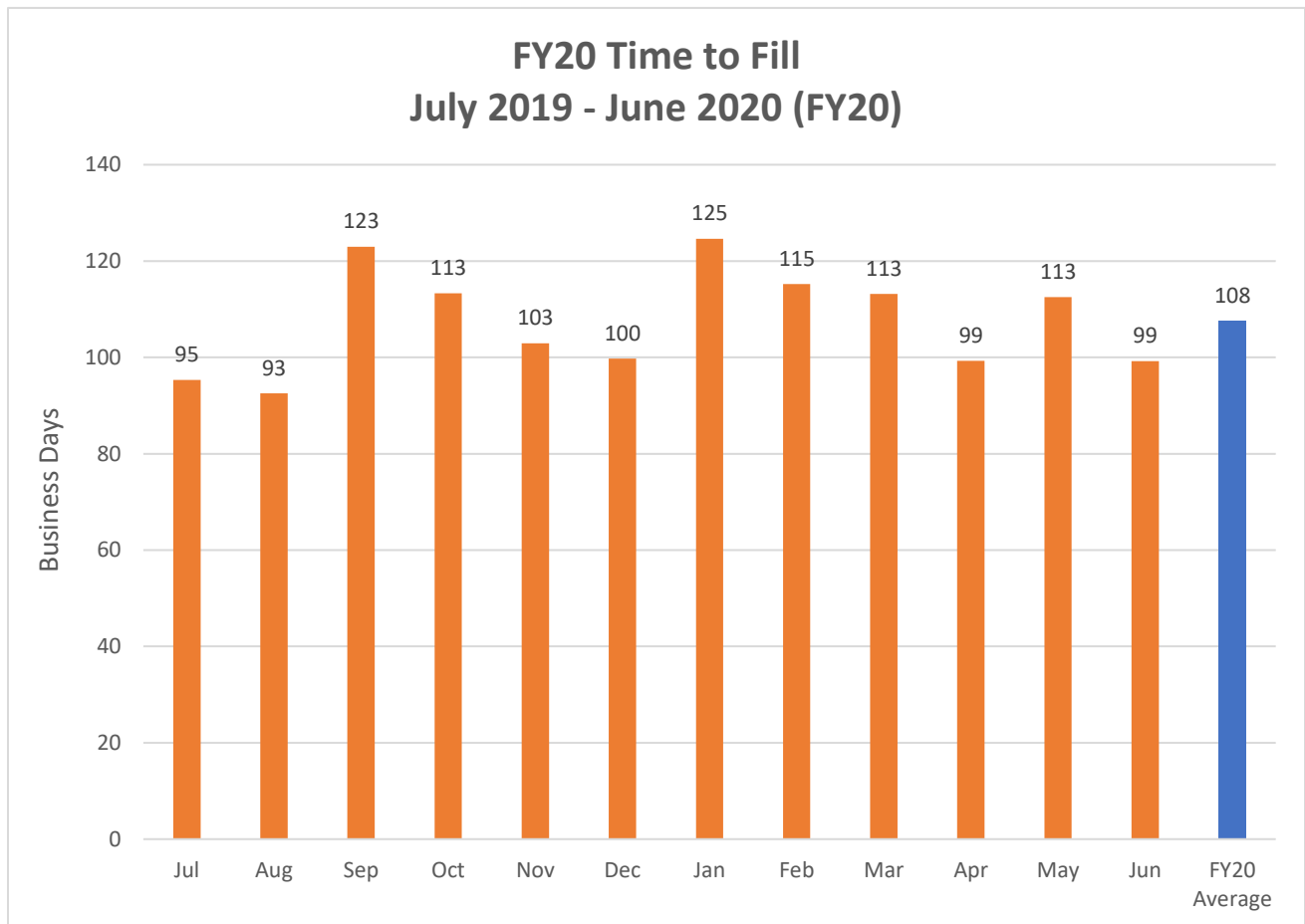
*Recruitment, Salary,
Demographics, Retirement,
and Turnover Trends*

TRENDS IN THE CAREER EMPLOYEE LIFECYCLE

FY20 PERSONNEL MANAGEMENT REVIEW:
TRENDS IN THE CAREER EMPLOYEE LIFECYCLE
Recruitment, Salary, Demographics, Retirement, and Turnover Trends

1. Recruitment Trends

The average number of days to fill a position indicates the time between the date a position is posted/advertised and the date of hire. In FY20, it took an average of 108 days to fill a position by these metrics. Many variables contribute to the average number of days it takes to fill positions. The chart includes positions filled by both internal employees and external candidates. The chart excludes appointed positions and Park Police selections which follow specific hiring and promotional requirements.



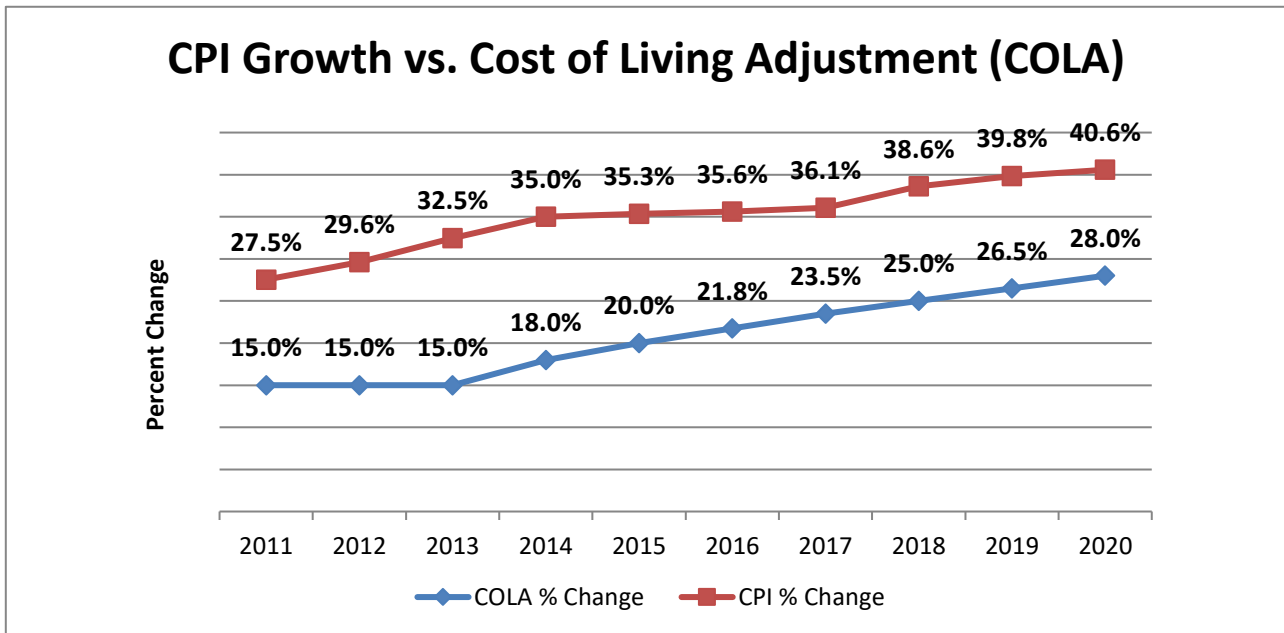
2. Cost of Living Adjustment and Merit Increase Trends

In FY20, career employees received a 1.5% or 1.0% cost of living adjustment and a 3.5% merit increment.

M-NCPPC Five-Year COLA and Merit Increases

	FY16	FY17	FY18	FY19	FY20
<u>Non-Represented</u>					
Increment (Merit)	1.75%	1.75%	3.50%	3.5%	3.5%
General Adjustment (COLA) (effective date)	1.75% 9/15	1.75% 9/16	1.50% 8/17	1.50% 10/18	1.50% 7/19
Lump-sum Payment	.5% for EEs at TOG and not eligible for merit or longevity	.5% for Ees at TOG and not eligible for merit or longevity	.5% for Ees at TOG and not eligible for merit or longevity		
<u>MC GEO Local 1994</u>					
Increment (Merit)	1.75%	1.75%	3.50%	3.5%	3.5%
General Adjustment (COLA) (effective date)	1.75% 9/15	1.75% 9/16	1.50% 8/17	1.5% 10/18	1.5% 7/19
Lump-sum Payment	.5% for Ees at TOG and not eligible for merit or longevity	.5% for Ees at TOG and not eligible for merit or longevity	.5% for Ees at TOG and not eligible for merit or longevity		
<u>FOP Lodge 30</u>					
Increment (Merit)	3.50%	3.50%	3.50%	3.5%	3.5%
General Adjustment (COLA) (effective date)	1.75% 7/15	.5% 7/16	1.5% 7/17	1.0% 7/18	1.0% 7/19
Lump-sum Payment					

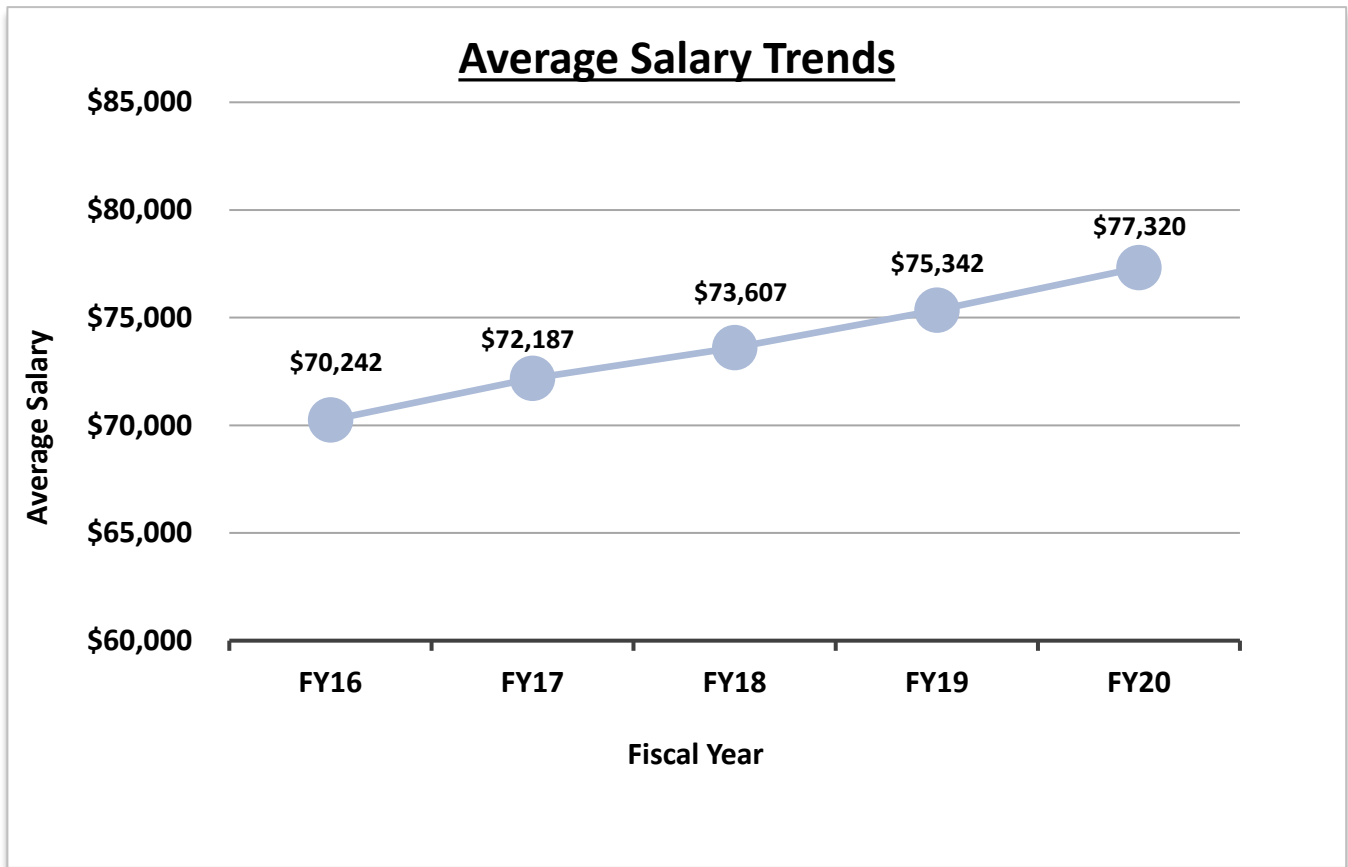
The red line on the chart below depicts the cumulative growth of the Consumer Price Index (CPI) over the last 10 years (FY11 – FY20). The blue line, in comparison represents the cumulative M-NCPPC career workforce cost of living adjustments over that period.



Source: U.S. Department of Labor Consumer Price Index for all Urban Consumers, Washington-Arlington-Alexandria, DC-MD-VA-WV. Note: In January 2018, BLS introduce a new geographic area for the Consumer Price Index (CPI). Washington DC and Baltimore now have separate indexes. Montgomery County and Prince George's County now both fall in Washington-Arlington-Alexandria, DC-MD-VA-WV geographic sample area.

3. Employee Salary Trends

In FY20 the Commission’s average salary for all career employees increased by 2.6% from \$75,342 in FY19 to \$77,320.



4. Top of Grade Trends

Top of Grade means a salary is at the maximum of the pay grade. In FY20, the percentage of employees at top of grade was 19.3%. This is an increase from the percentage of employees at top of grade in FY19, 16.7%.

Five-Year Top of Grade Distribution Trends

Top of Grade	FY16	FY17	FY18	FY19	FY20
# of EEs	458	331	370	353	425
% of Total Populations	22.6%	16.2%	17.5%	16.7%	19.3%

5. Five-Year Demographic Trends

In the past five fiscal years, there have been incremental changes in the Commission’s career workforce demographics. The Hispanic or Latino category reflects a 21.4% increase between FY16 and FY20. The Asian category saw a 5.8% decrease over the same time period. The gender composition has increased 11.4% for females and 9.4% for males.

Five-Year Demographic Distribution by Race/Ethnicity and Gender: FY2016 – FY2020

	FY16	FY17	FY18	FY19	FY20	% Change over 5 years
Race/Ethnicity						
American Indian or Alaska Native	10	9	10	8	10	0.0%
Asian	86	87	90	87	91	5.8%
Black or African American	732	757	790	810	847	15.7%
Hispanic or Latino	126	134	150	149	153	21.4%
Native Hawaiian or Other Pacific Islander	0	1	1	1	1	100.0%
Two or More Races ¹	0	0	3	7	21	Footnote ¹
White	1,062	1,060	1,067	1,053	1,084	2.1%
Minority Combined Total	954	988	1,044	1,062	1,123	11.3%
Gender						
Women	775	779	804	805	864	11.5%
Men	1,241	1,269	1,307	1,310	1,343	8.2%
Total Career Workforce	2,016	2,048	2,111	2,115	2,207	9.5%

¹ This Ethnic/Race Identification Category has been added to Federal EEO-4 survey forms, to M-NCPPC ethnicity selection forms, and to the human capital management system (Lawson) in FY18.

6. Five-Year Age Distribution Trends

In the past five fiscal years, the percentage of employees in the 60+ age category has grown from 14.0% to 15.1% of the career workforce.

Five-Year Demographic Distribution by Age: FY2016 – FY2020

	FY16		FY17		FY18		FY19		FY20	
Age / % of Population										
60+ Years of Age	283	14.0%	292	14.3%	316	15.0%	347	16.4%	334	15.1%
50-59 Years of Age	660	32.7%	664	32.4%	664	31.5%	624	29.5%	623	28.2%
40-49 Years of Age	533	26.4%	519	25.3%	501	23.7%	498	23.5%	535	24.2%
30-39 Years of Age	393	19.5%	410	20.0%	443	21.0%	472	22.3%	500	22.7%
19-29 Years of Age	147	7.3%	163	8.0%	187	8.9%	174	8.2%	215	9.7%
Total Career Workforce	2,016		2,048		2,111		2,115		2,207	

7. Retirement Eligibility and Projection Trends

Over the past five fiscal years, the percentage of employees eligible for normal retirement has remained somewhat consistent, with slight increases and decreases in the percentage.

Fiscal Year	Five-Year Trend
FY20	30.0%
FY19	30.4%
FY18	31.9%
FY17	33.2%
FY16	34.4%

In FY21, 397 out of 2,207 employees (18% of the workforce) *will be* eligible for normal retirement. Between FY21 and FY25, 662 out of 2,207 employees, 30.0%, of all career employees (full-time and part-time) will be eligible for normal retirement.

Employees Reaching Normal Retirement Eligibility- Projections by EEO Job Category

EEO Job Category	FY2021	FY2022	FY2023	FY2024	FY2025	5-year total	% of EEO Category
Official and Administrator	34	8	6	3	4	55	54.4%
Professional	180	20	27	27	33	287	28.8%
Technician	30	2	6	5	6	49	35.7%
Protective Service	13	4	4	4	7	32	20.3%
Paraprofessional	15	3	2	5	2	27	30.68%
Admin Support	33	3	7	6	2	51	30.5%
Skilled Craft	40	6	3	4	9	62	36.69%
Service-Maintenance	52	10	17	5	15	99	25.3%
Total	397	56	72	59	78	662	30.0%

8. Retirement Trends

Five-Year Retirement Separations

Fiscal Year	Number Retired	% of Workforce Retired
FY20	74	3.4%
FY19	88	4.2%
FY18	83	3.9%
FY17	85	4.2%
FY16	67	3.6%
FY15	51	2.5%
FY14	45	2.0%
FY13	58	3.0%

9. Turnover Trends

The turnover rate for career employees in FY20 was 8.2%.

Five-Year Turnover Rates

FY16	FY17	FY18	FY19	FY20
7.8%	8.2%	8.4%	9.0%	8.2%

Turnover rates as reported by the Local Government Personnel Association for FY20. M-NCPPC is at the median for organizations that reported this data.

Organization	Turnover Rate
District of Columbia	14.9%
Alexandria City	12.5%
Arlington County	12.0%
Maryland State	10.0%
Charles County	10.0%
Prince George's County	9.9%
M-NCPPC	8.2%
Montgomery County	7.0%
Howard County	6.8%
Anne Arundel County	6.0%
City of College Park	6.0%
Baltimore County	4.7%
Fairfax County	4.2%

Non-Permanent Workforce Highlights

Non-Permanent (Seasonal/Intermittent, Temporary, and Term Contract) Workforce Composition, Demographics, & Benefits

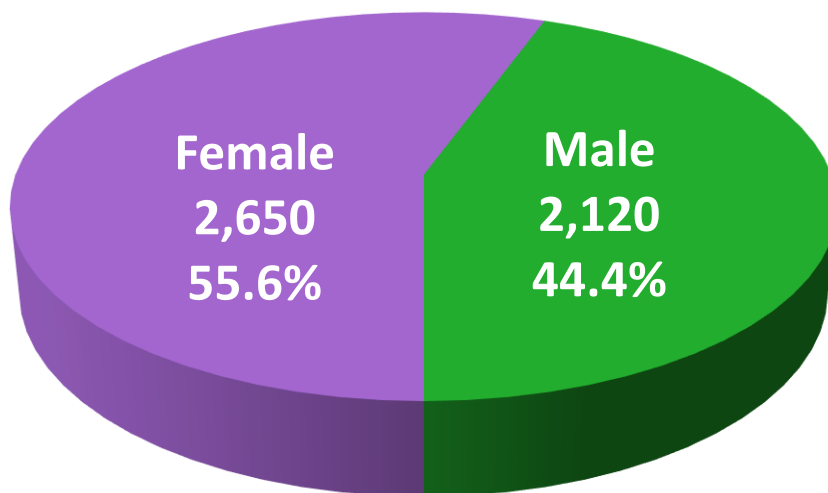
- In FY20, the non-career workforce totaled 4,770 employees (as of 6/30/2020). Of this number, 99.2% (4,734) were Seasonal/Intermittent Contract, .6% (31) were Term Contract and .1% (5) were Temporary Contract.
- Of non-permanent/seasonal employees, 90.6% worked in Prince George’s County Department of Parks and Recreation and 8.6% worked in Montgomery County Department of Parks.

Non-Permanent/Seasonal Employee Distribution by Department

Bi-County Corporate Operations	13	0.3%
Montgomery County Commissioners' Office	1	0.0%
Montgomery County Planning	13	0.3%
Montgomery County Parks	441	8.6%
Prince George's County Commissioners' Office	0	0.0%
Prince George's County Planning	11	0.2%
Prince George's County Parks and Recreation	4,321	90.6%
M-NCPPC Non-Permanent/Seasonal Employees Total	4,770	100.0%

- The gender composition of non-career employees in FY20 was 55.6% female and 44.4% male.

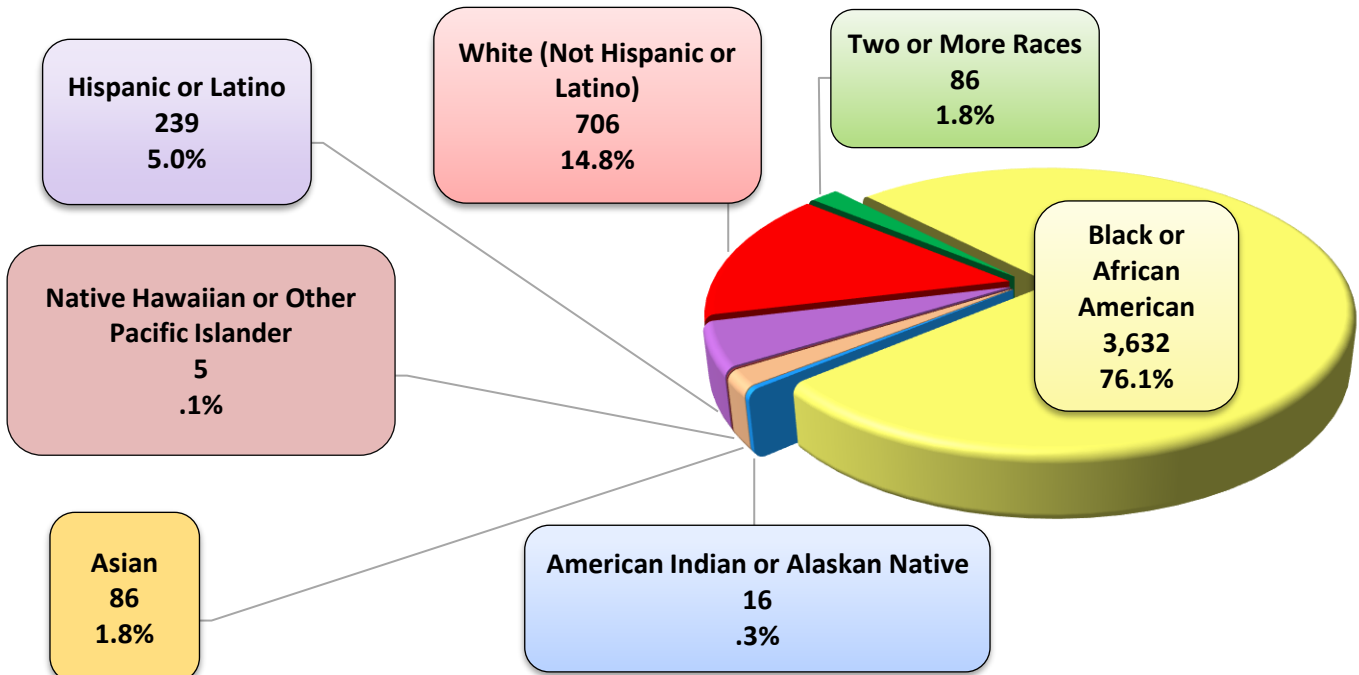
Non-Permanent/Seasonal Employees by Gender



Total Non-Career Employees: 4,770

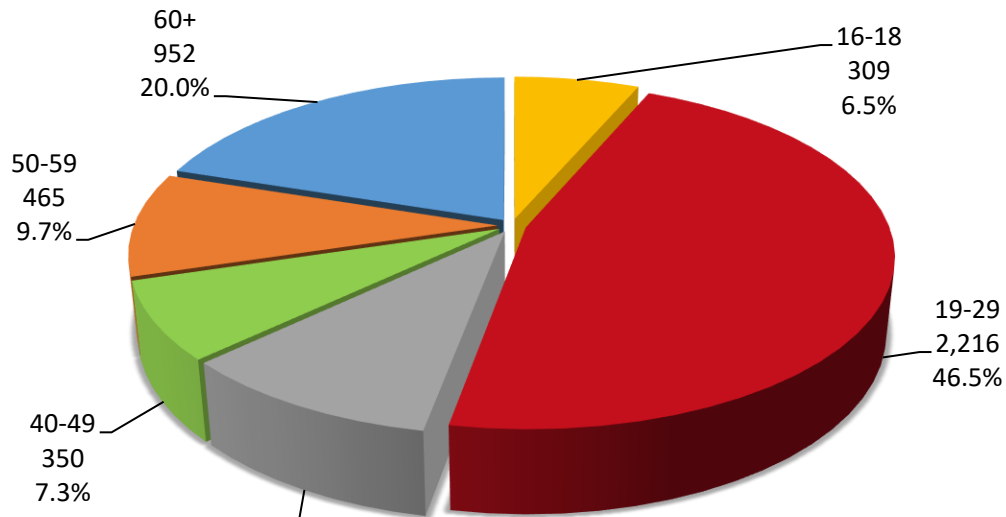
- In FY20, the racial/ethnic composition of non-career employees was as follows:

Non-Permanent/Seasonal Employees by EE0-4 Race/Ethnic Identification



Total Non-Permanent/Seasonal Employees: 4,770

Distribution of Non-Permanent/Seasonal Employees by Age



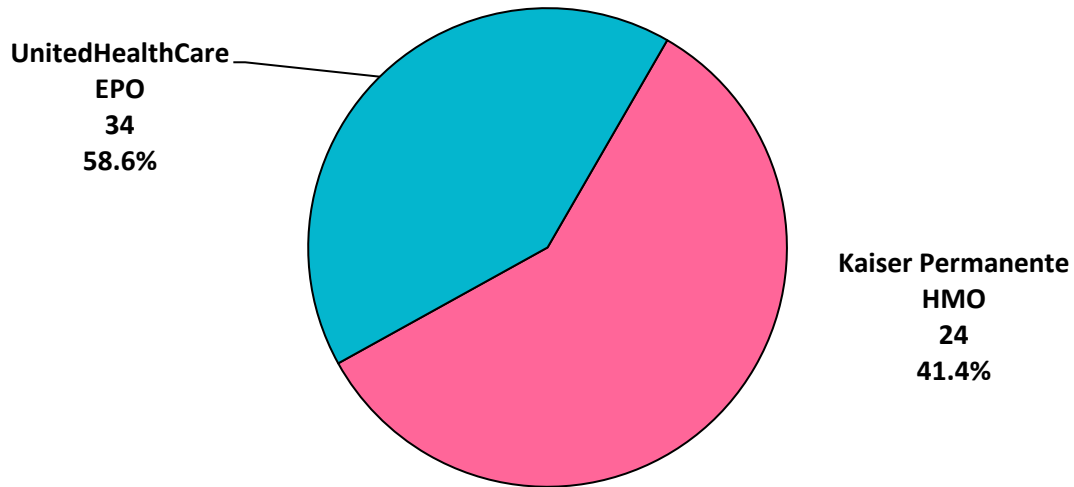
Average Age : 37 years old
Total Non-Permanent/Seasonal Employees: 4,770

- **Seasonal/Intermittent** Employees are eligible for:
 - FMLA (subject to meeting minimum service and work-hour requirements)
 - Leave without pay
 - Direct Deposit
 - Medical health benefits as long as they meet the requirements for the Affordable Care Act as they apply to M-NCPPC and the employee works, on average, a minimum of 30 hours per week over the course of a twelve (12) month period as defined by the Affordable Care Act.
 - In FY18, the passage of the Maryland Healthy Working Families Act employees who work at least 24 hours, per bi-weekly pay period, are eligible to earn up to 40 hours of sick leave each calendar year.
 - Seasonal/Intermittent employees are eligible for medical health benefits as long as they meet the requirements for the Affordable Care Act as they apply to M-NCPPC and the employee works, on average, a minimum of 30 hours per week over the course of a twelve (12) month period as defined by the Affordable Care Act.

- **Term Contract** Employees are eligible for:
 - Leave Benefits: Up to 2 weeks of paid generic leave, Paid holiday leave, Administrative leave, Holiday pay when working a holiday, FMLA (subject to meeting minimum service and work-hour requirements) and Leave without pay.
 - General Benefits: Direct deposit, Membership in Credit Union, Deferred Compensation Plan and workers' compensation benefits.
 - Medical Benefits: Medical Health Insurance, prescription plan, flexible spending accounts, and retirement programs including traditional and Roth IRA.
 - Term Contract Employees are eligible at time of hire for medical health insurance, prescription plan, flexible spending accounts, and retirement programs including Traditional and Roth IRA, Deferred Compensation IRC 457, flexible spending accounts

- **Temporary** Employees are eligible for:
 - FMLA (subject to meeting minimum service and work-hour requirements)
 - Leave without pay
 - Direct Deposit
 - In FY18, the passage of the Maryland Healthy Working Families Act employees who work at least 24 hours, per bi-weekly pay period, are eligible to earn up to 40 hours of sick leave each calendar year.
 - Temporary employees are not eligible for health benefits

Non-Permanent/Seasonal Employee Medical Health Plan Participation



Total Number of Non-Permanent/Seasonal Medical Health Plan Participants:

58 (1.22% of all Non-Permanent/Seasonal Employees)

38 Term Contract Medical Health Plan Participants

20 Seasonal/Intermittent Medical Health Plan Participants

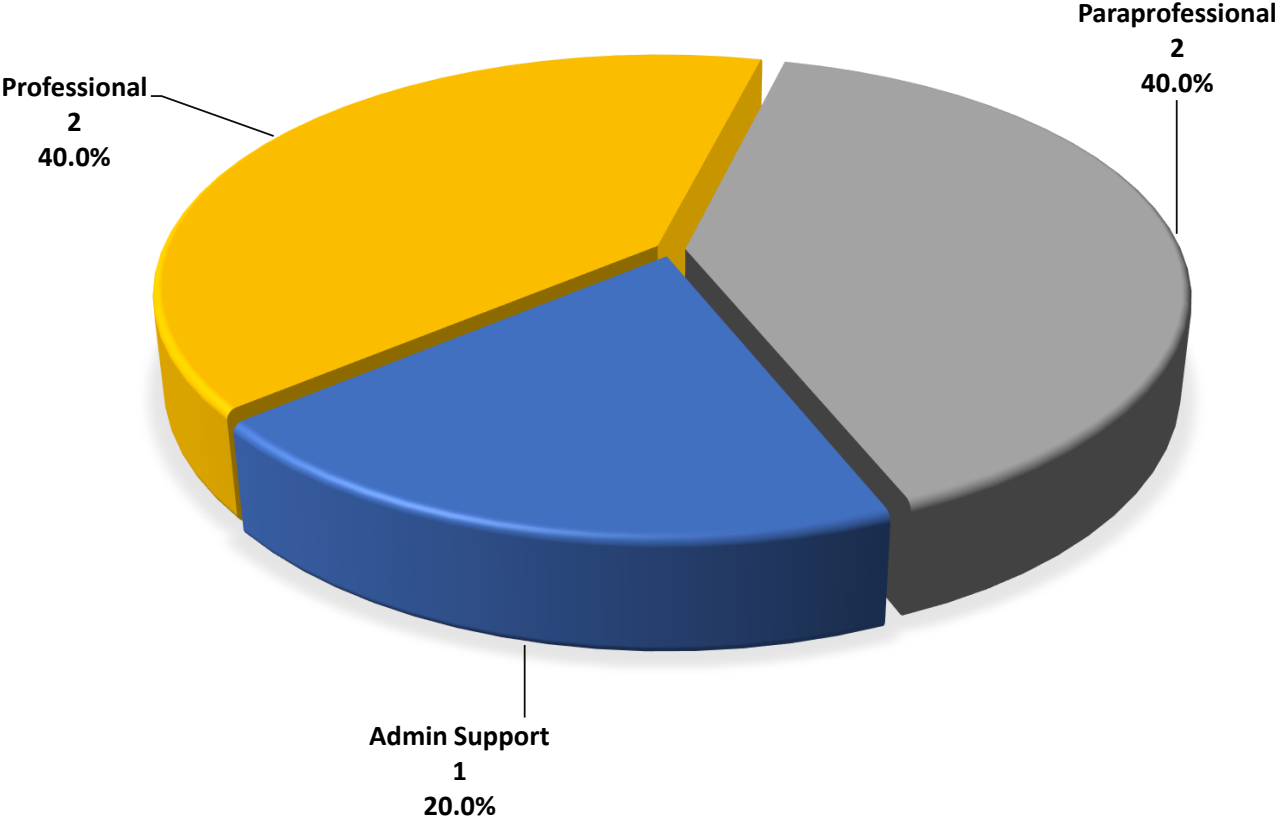
Note: In FY18 the passage of the Maryland Health Working Families Act made up to 40 hours of sick leave benefits available to Seasonal/Intermittent and Temporary Contract employees who work at least 24 hours in a bi-weekly pay period.

M-NCPPC Montgomery County

*Commissioners' Office
Department of Planning
Department of Parks*

M-NCPPC MONTGOMERY COUNTY

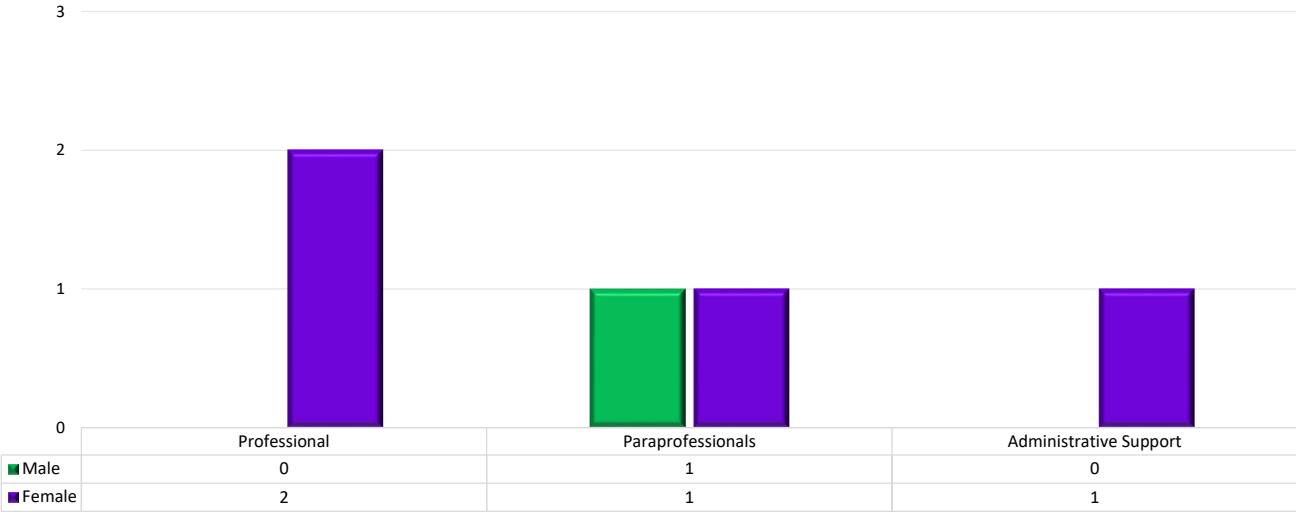
Career Employees by EEO-4 Job Category:
Montgomery County Commissioner's Office



Total Employees = 5

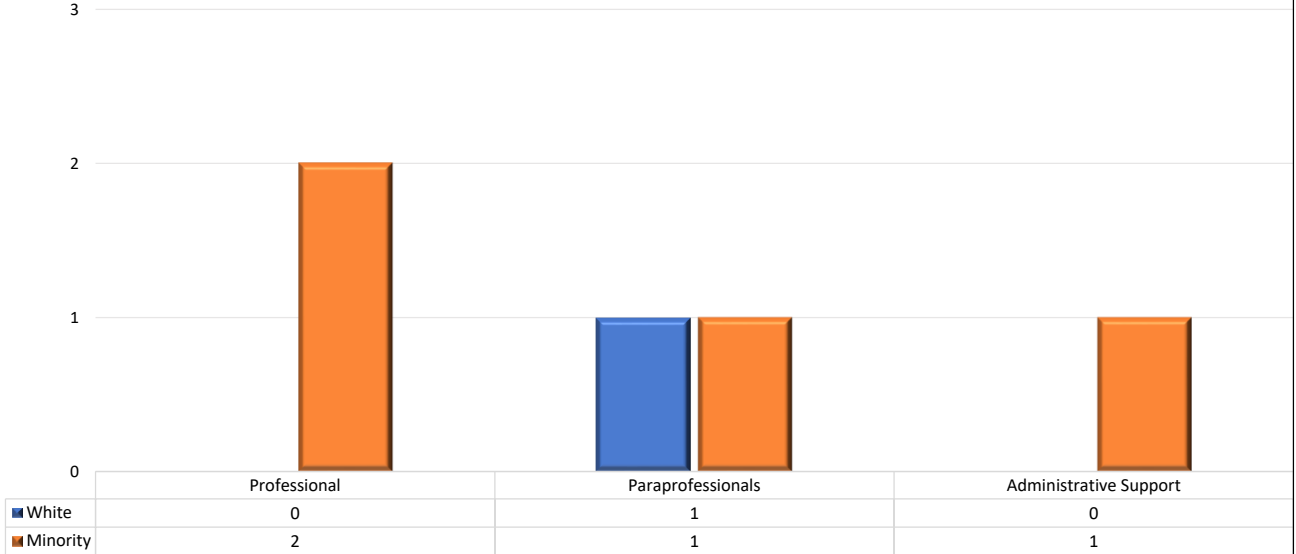
Career Employees by EEO-4 Job Category: Gender and Race/Ethnicity Montgomery County Commissioners' Office

Distribution by EEO-4 Job Category and Gender



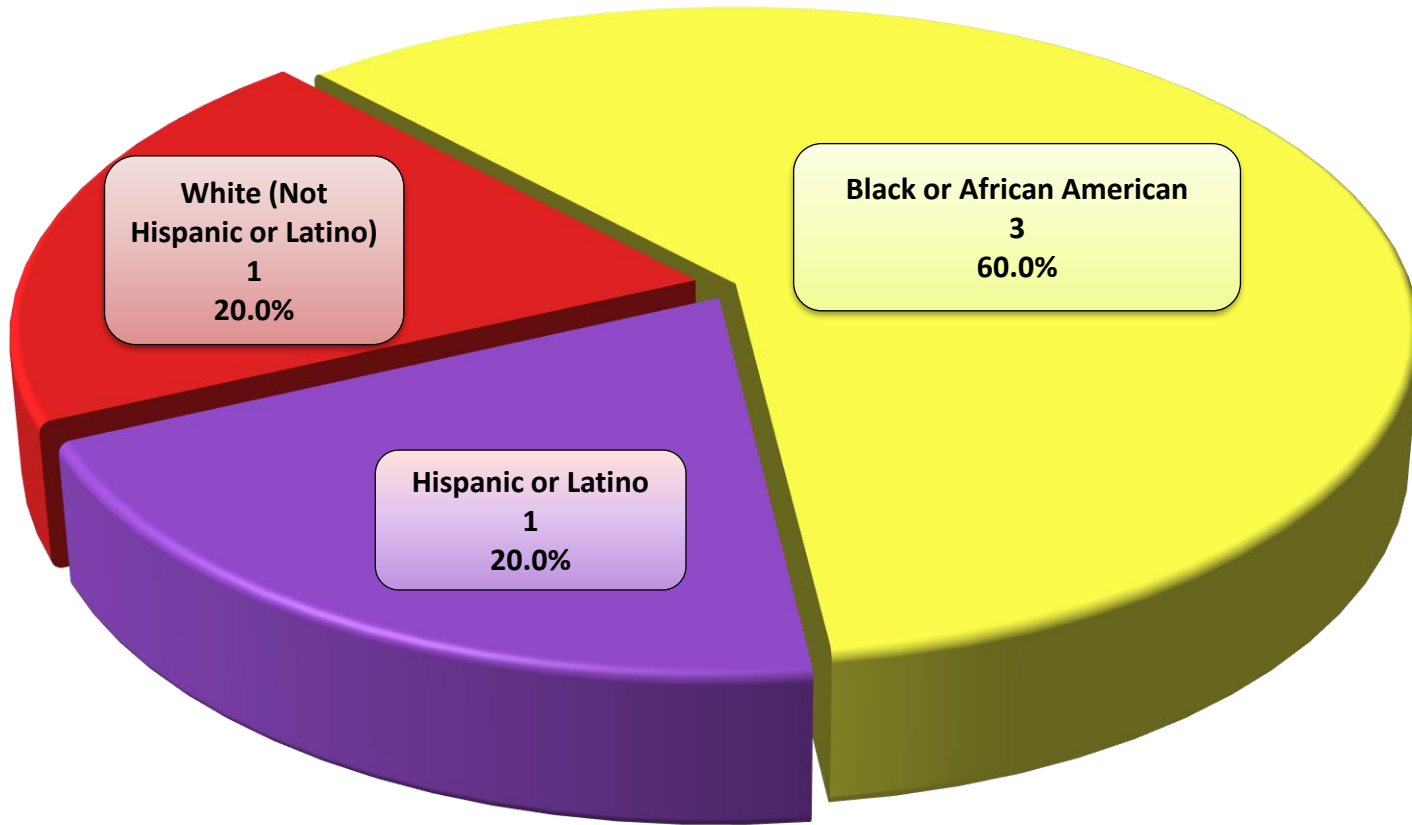
Total MCCO Employees: 5

Distribution by EEO-4 Job Category and Race/Ethnicity



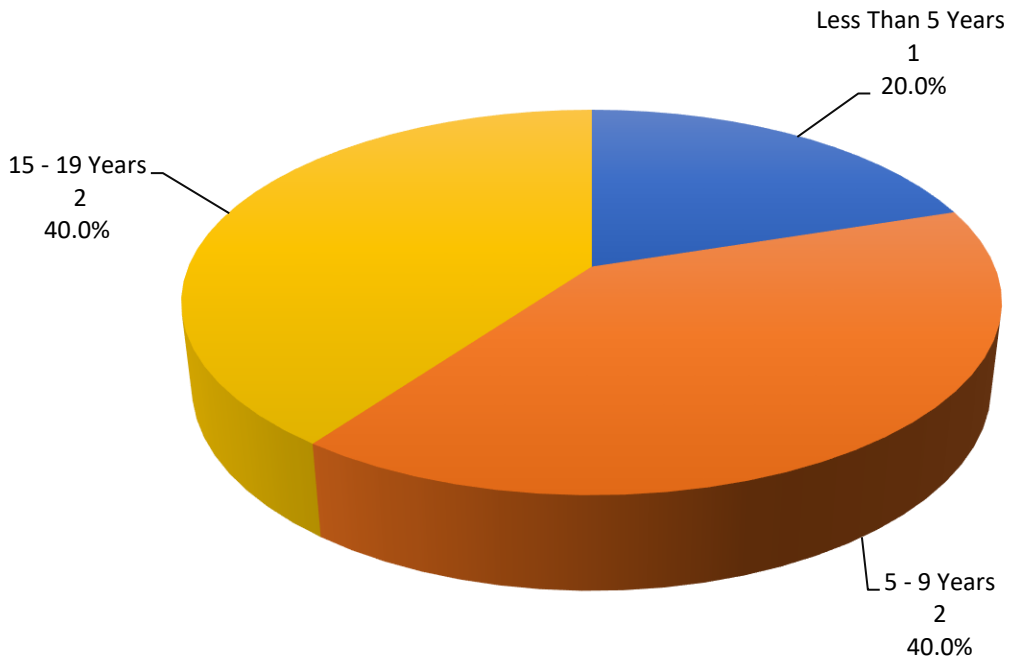
Total MCCO Employees: 5

EE0-4 Race/Ethnic Identification, Career Employees
Montgomery County Commissioners' Office



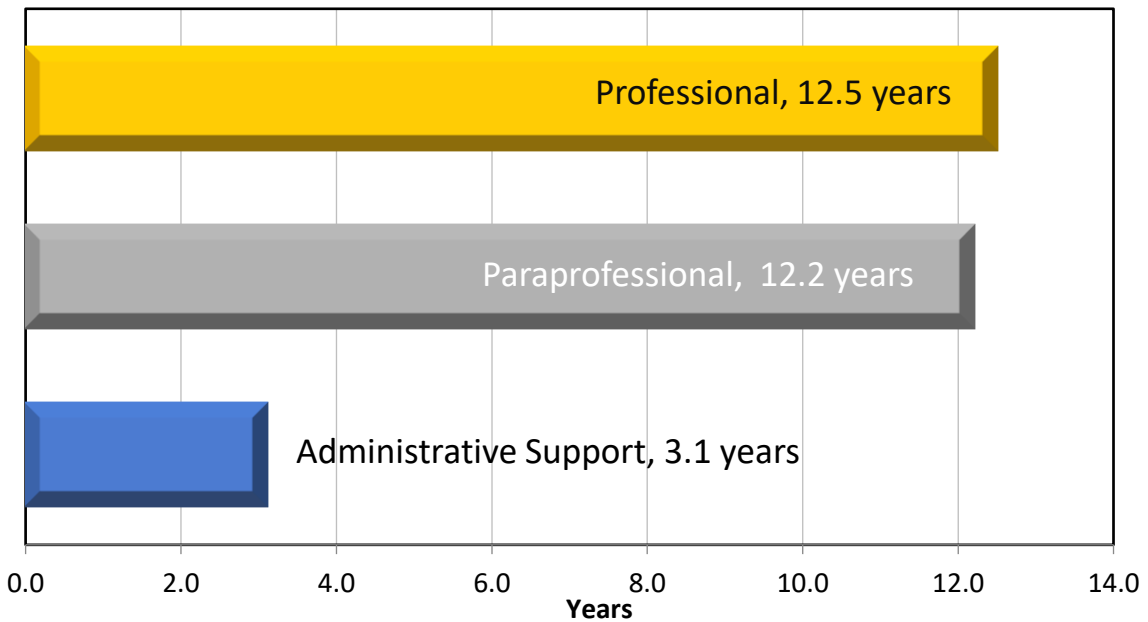
Total Career Employees: 5

Length of Service for Career Employees: Montgomery County Commissioners' Office



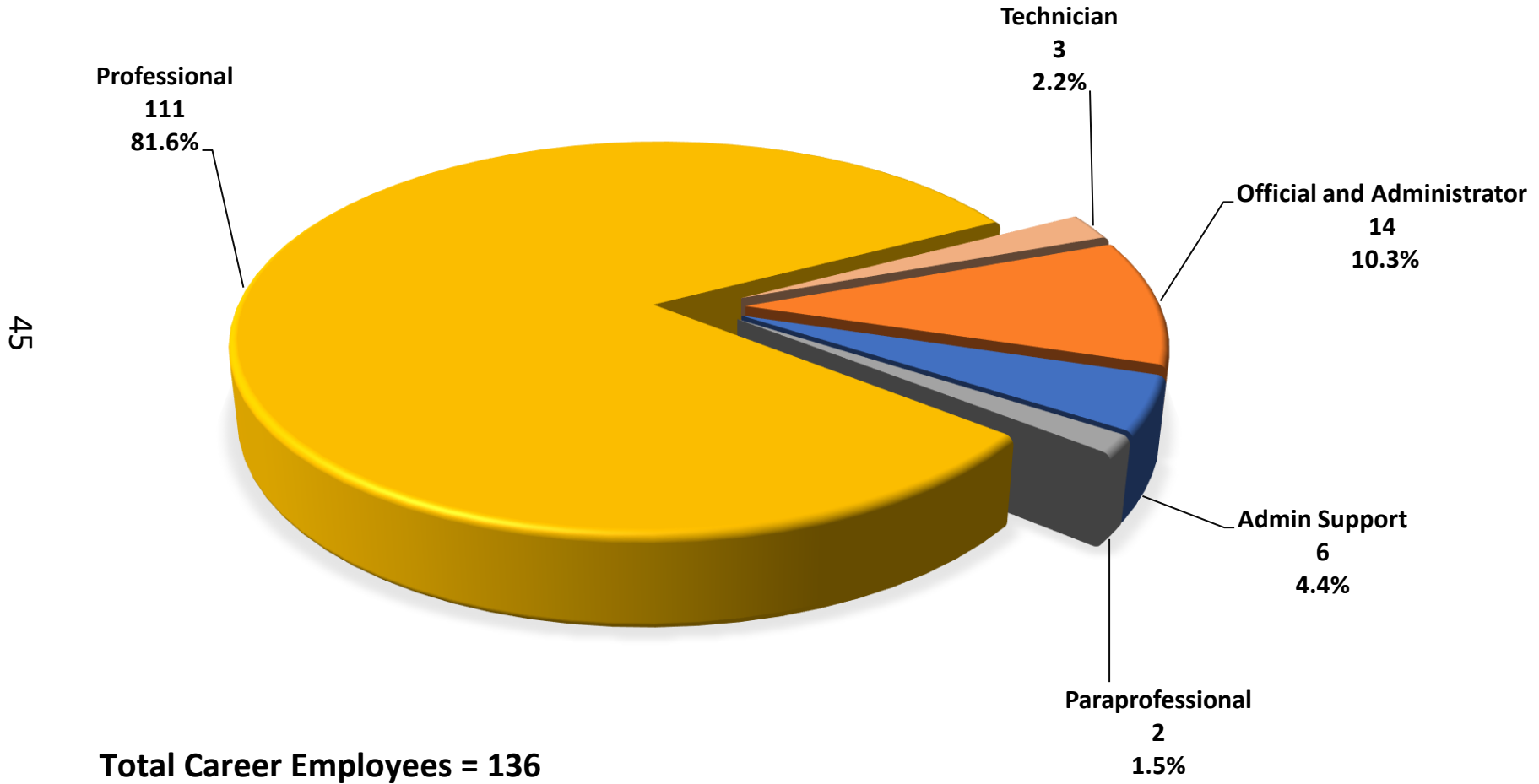
Total MCCO Employees: 5

Average Length of Service by EEO-4 Job Category: Montgomery County Commissioners' Office

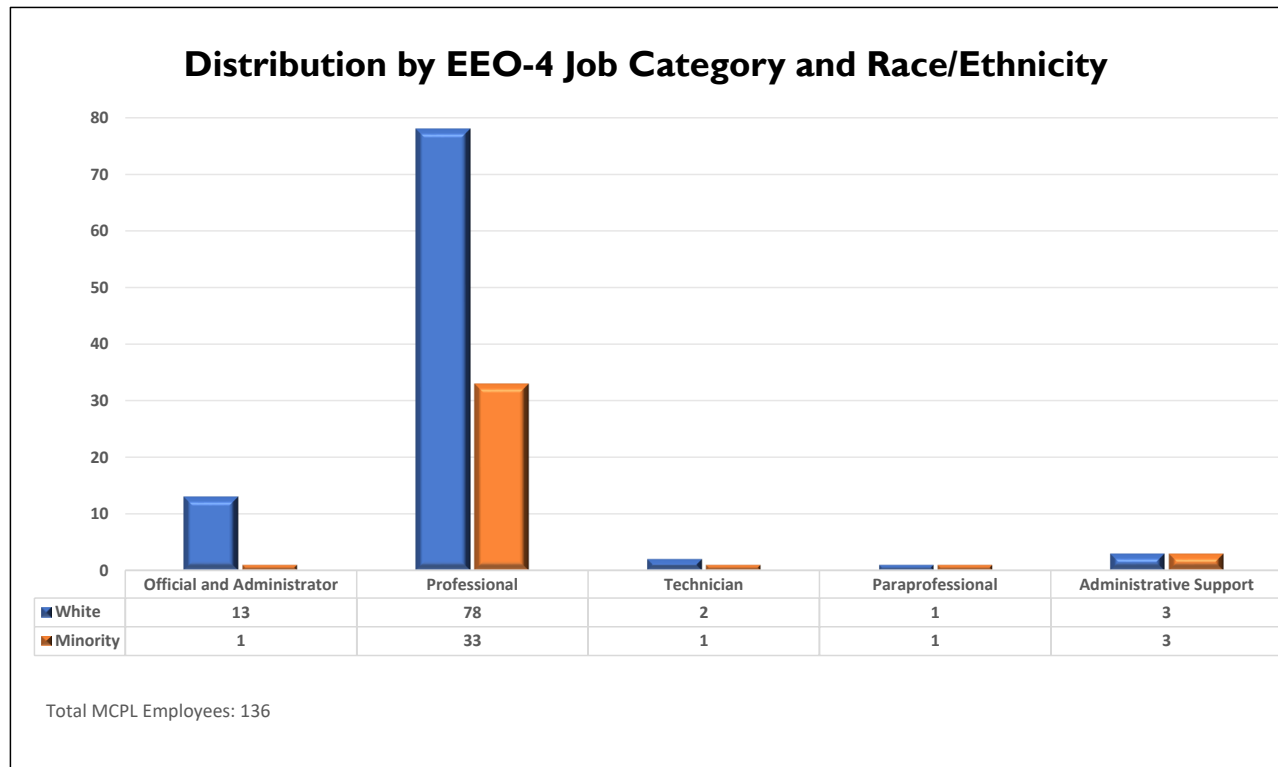
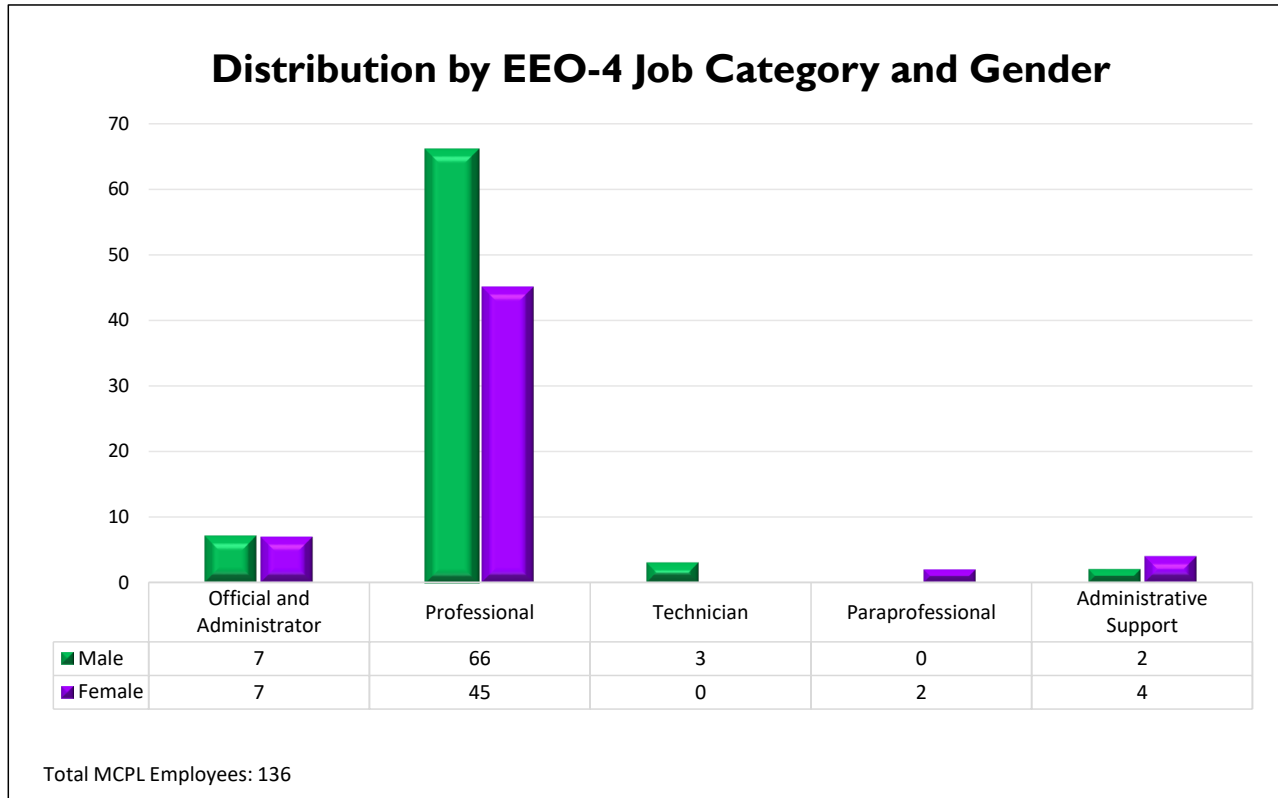


Average Length of Service for Employees: 9.3 Years

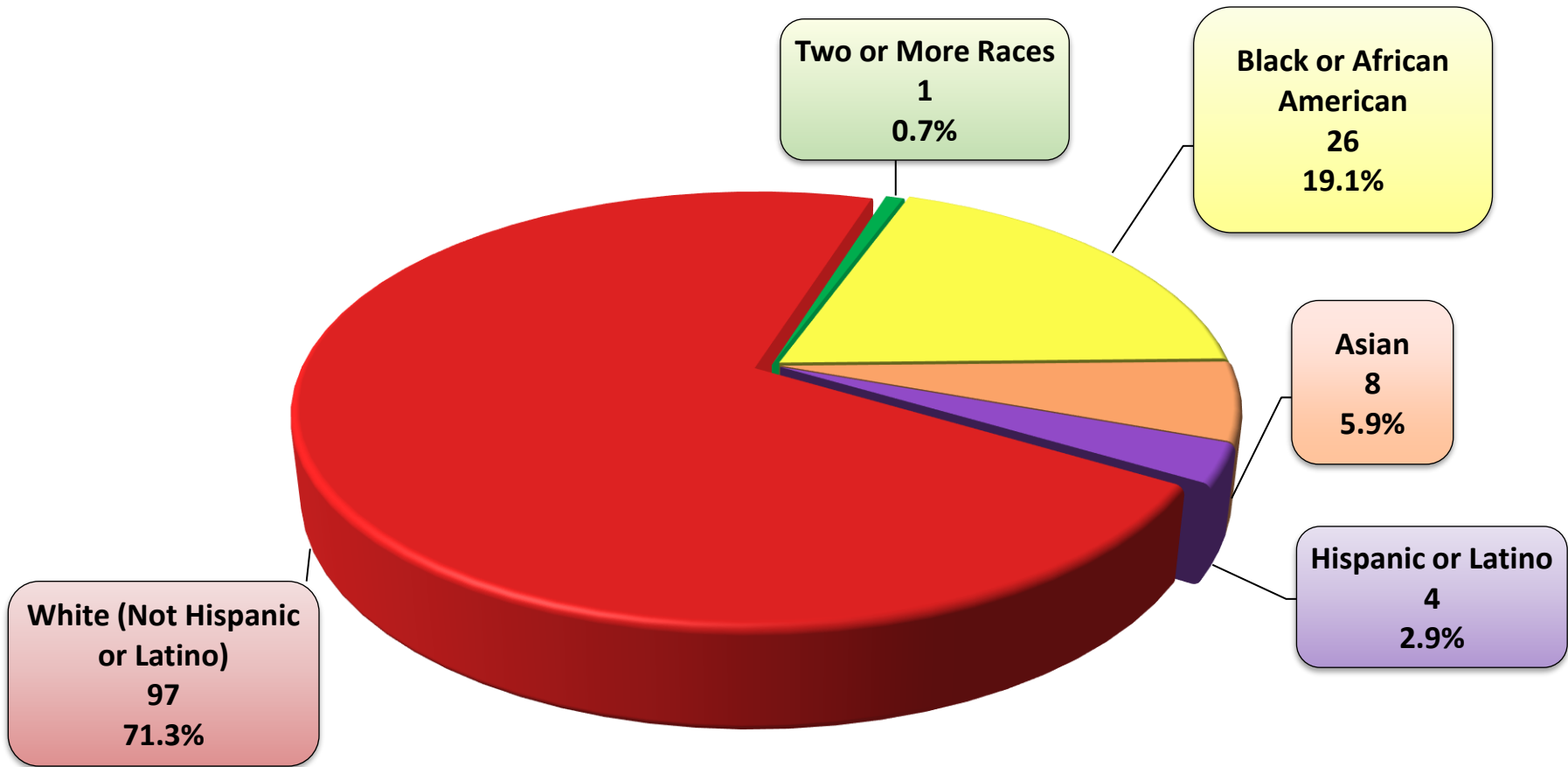
Career Employees by EEO-4 Job Category: Montgomery County Planning



Career Employees by EEO-4 Job Category: Gender and Race/Ethnicity Montgomery County Planning



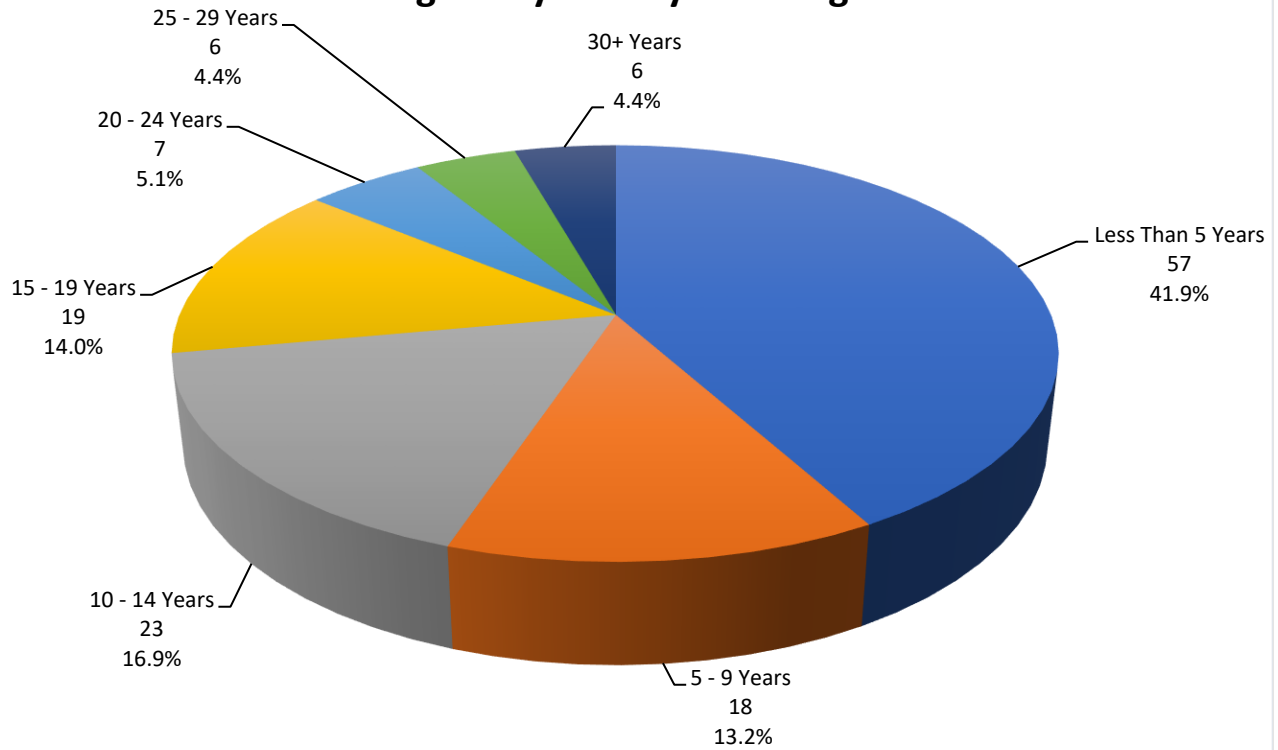
EE0-4 Race/Ethnic Identification, Career Employees
Montgomery County Planning



47

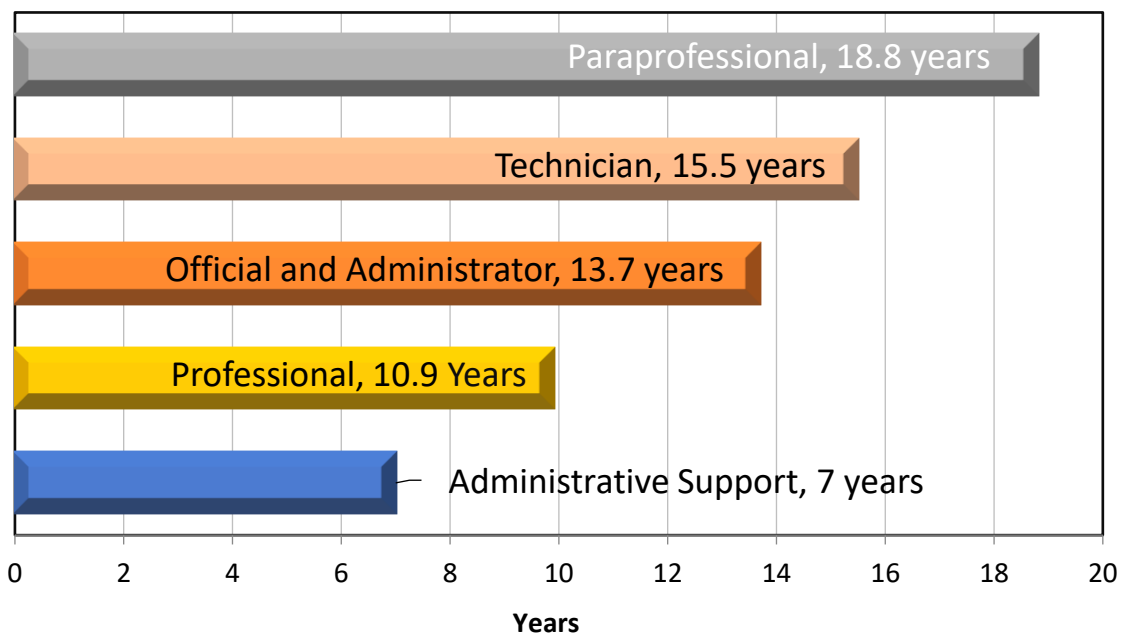
Total Career Employees: 136

Length of Service for Career Employees: Montgomery County Planning



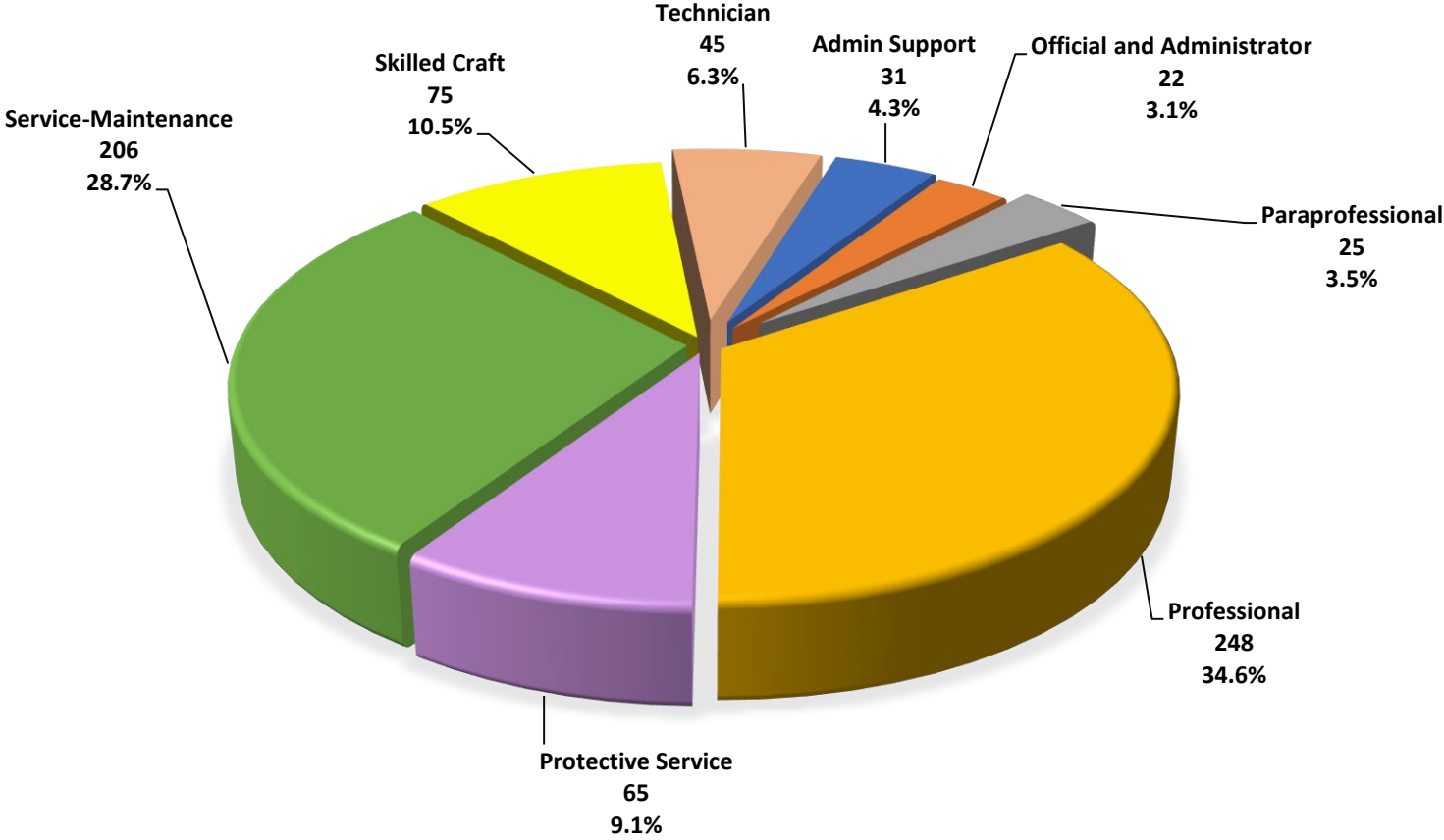
Total MCPL Employees: 136

Average Length of Service by EEO-4 Job Category: Montgomery County Planning



Average Length of Service for Employees: 13.0 Years

Career Employees by EEO-4 Job Category:
Montgomery County Parks

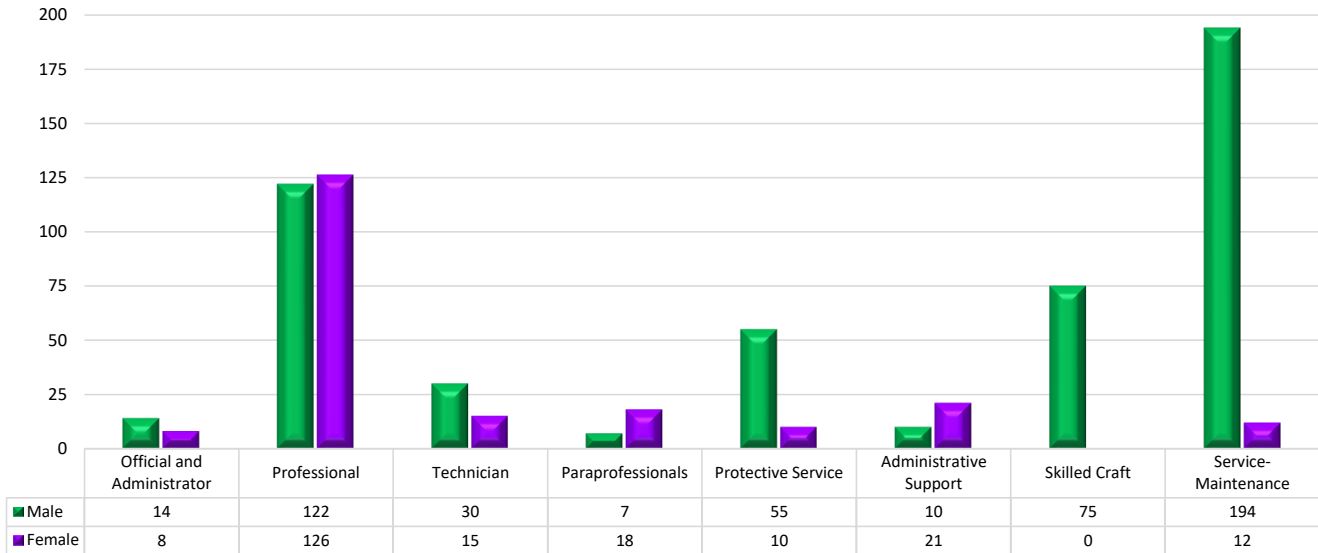


49

Total Career Employees = 717

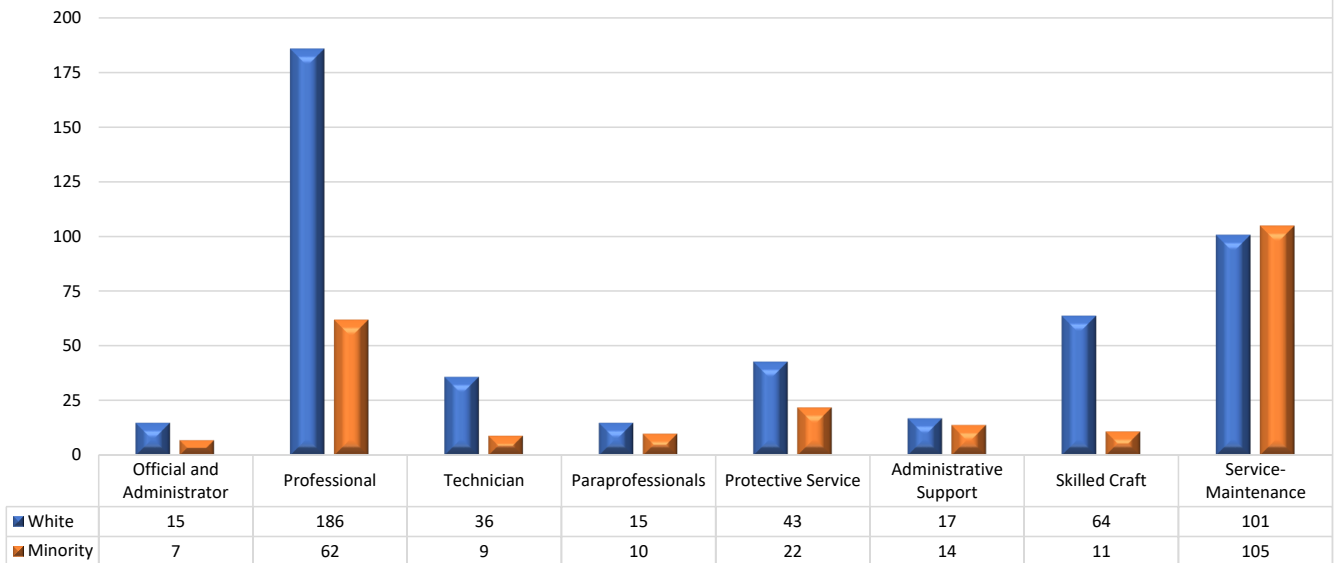
Career Employees by EEO-4 Job Category: Gender and Race/Ethnicity Montgomery County Parks

Distribution by EEO-4 Job Category and Gender



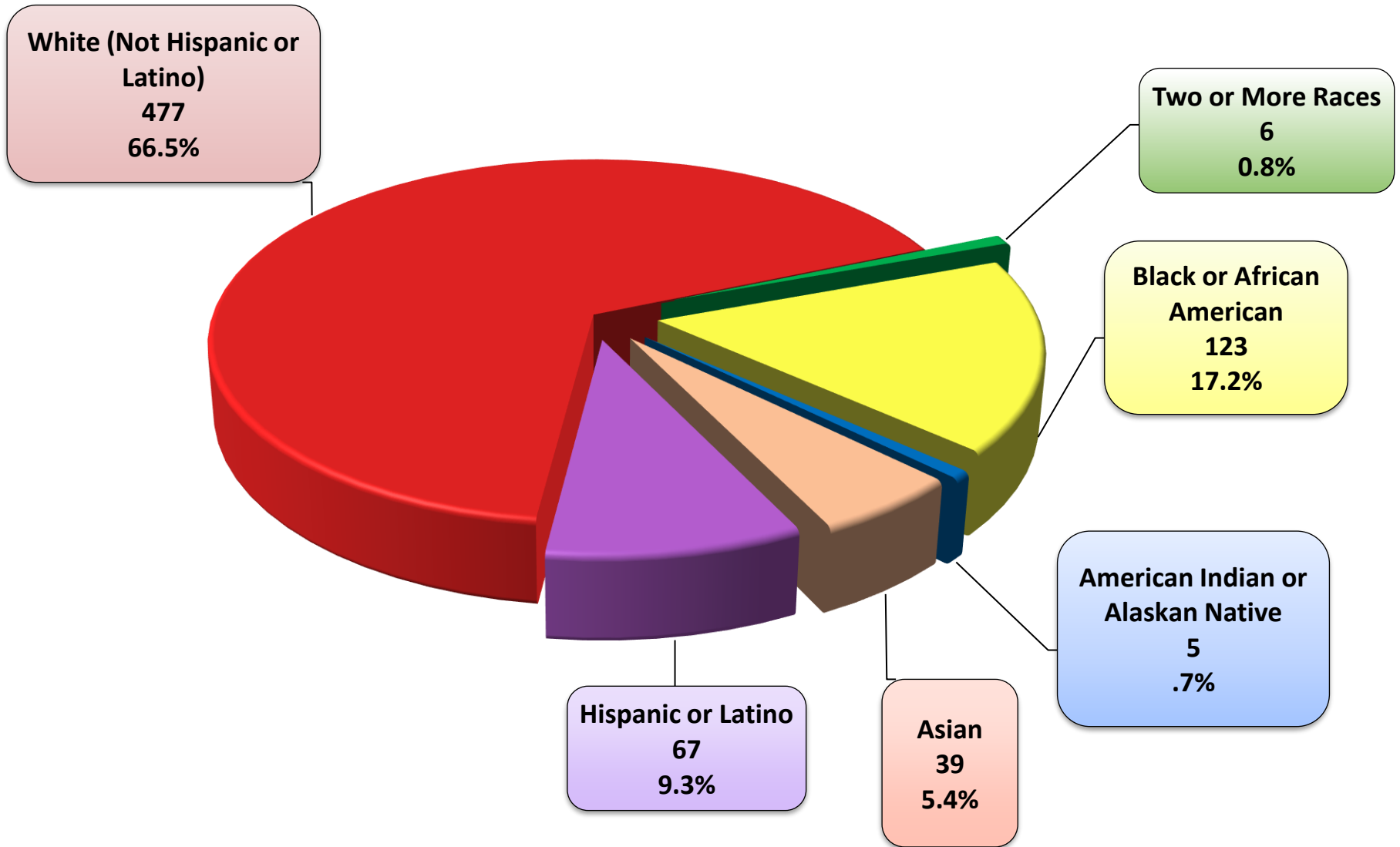
Total MCPK Employees: 717

Distribution by EEO-4 Job Category and Race/Ethnicity



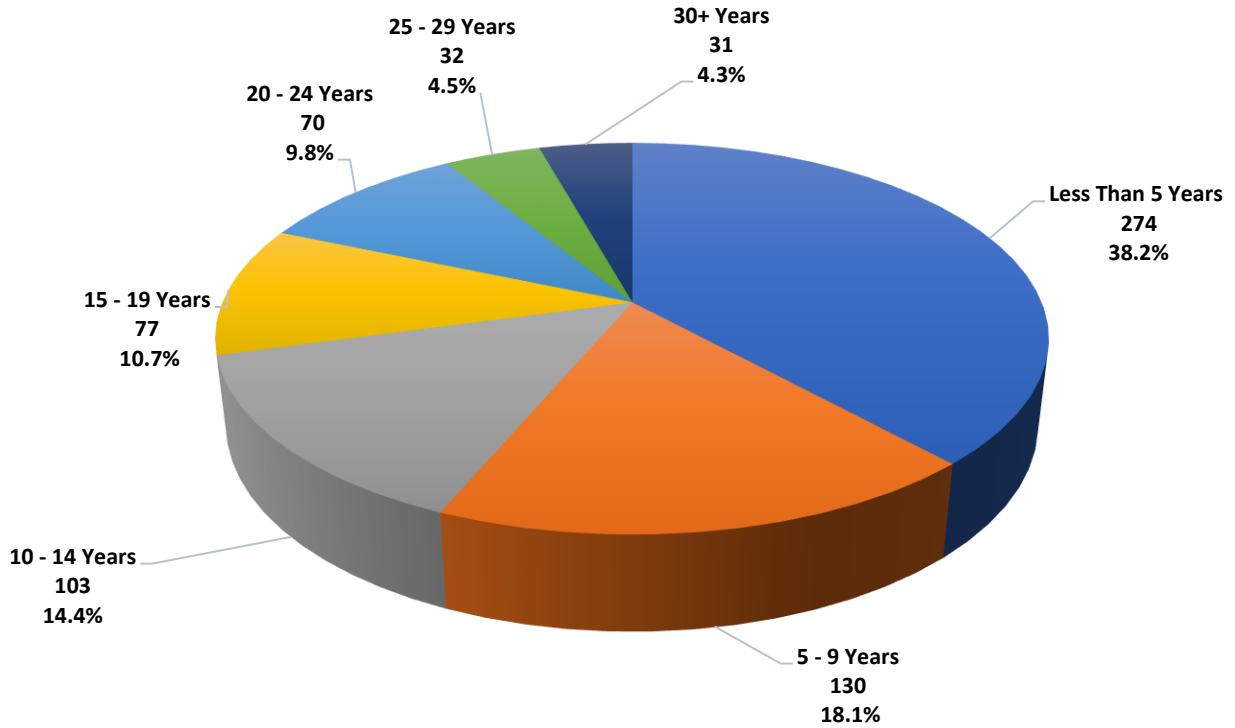
Total MCPK Employees: 717

EE0-4 Race/Ethnic Identification, Career Employees
Montgomery County Parks



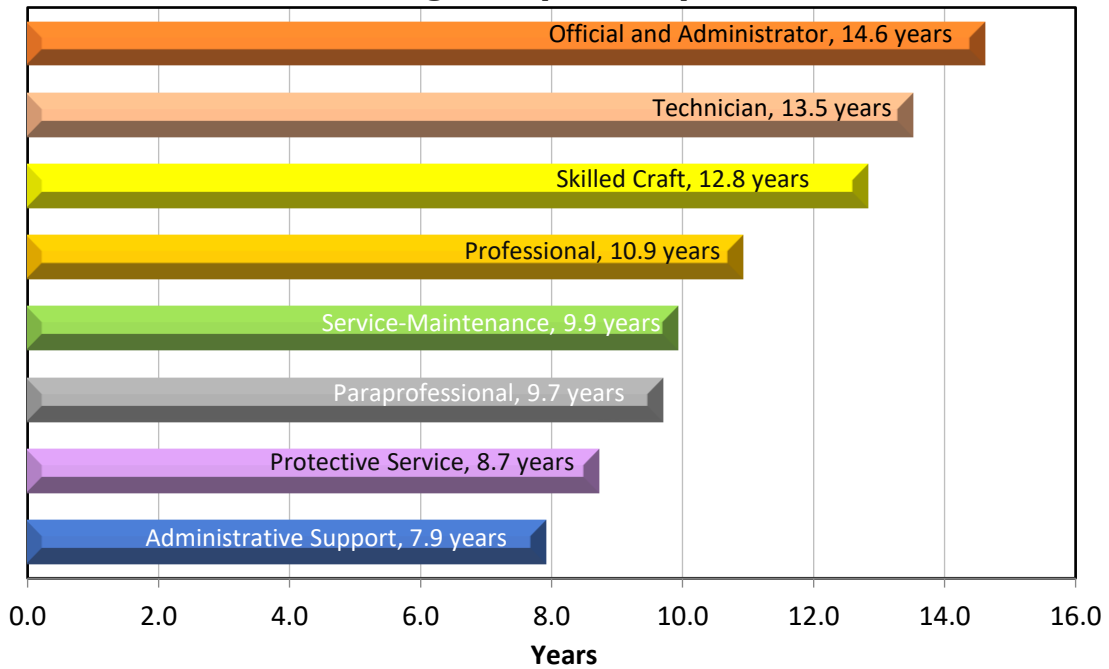
Total Career Employees = 717

Length of Service for Career Employees: Montgomery County Parks



Total MCPK Employees: 717

Average Length of Service by EEO-4 Job Category: Montgomery County Parks

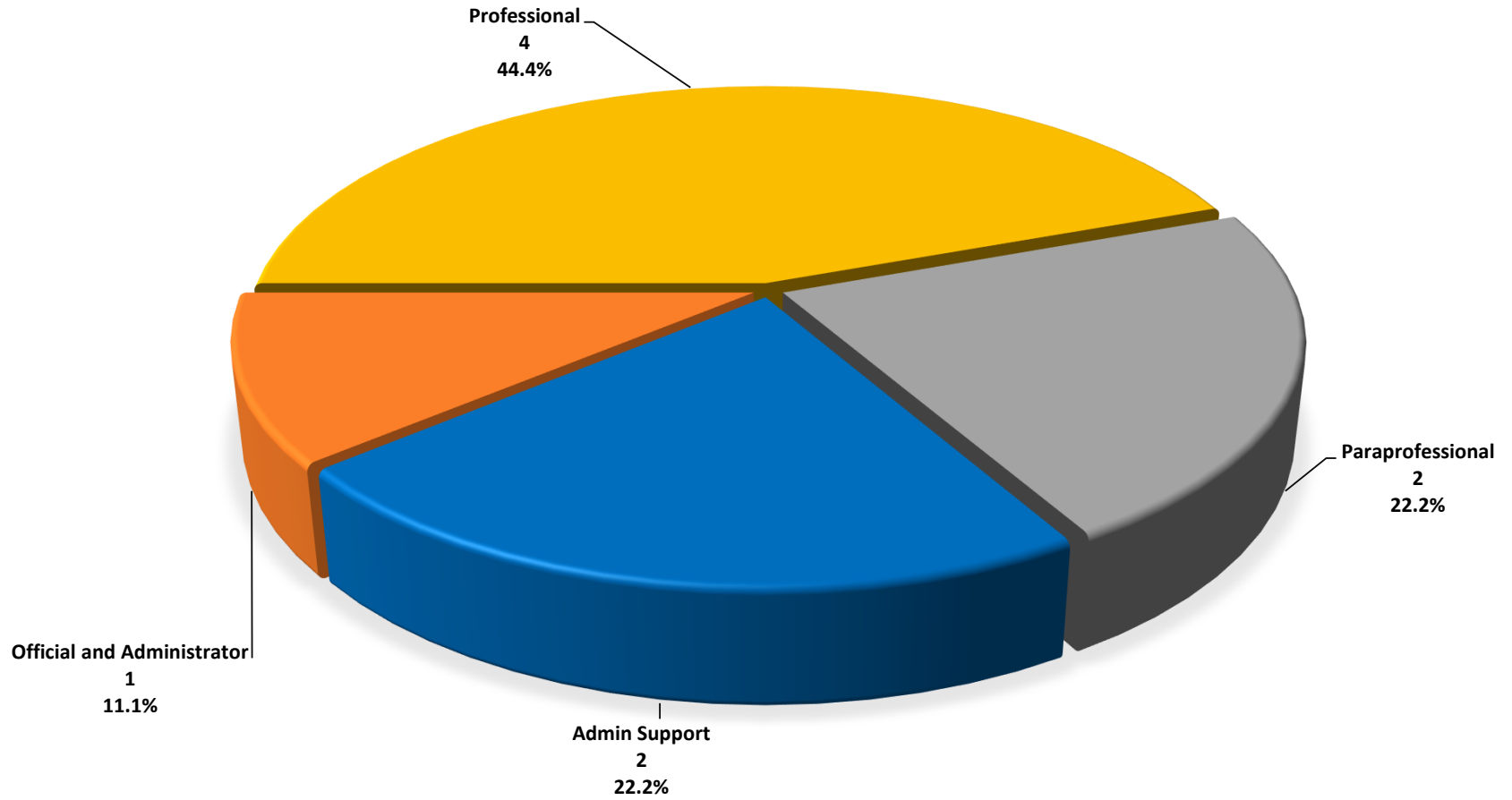


Average Length of Service for Employees: 11.1 Years

M-NCPPC Prince George's County

*Commissioners' Office
Department of Planning
Department of Parks and Recreation*

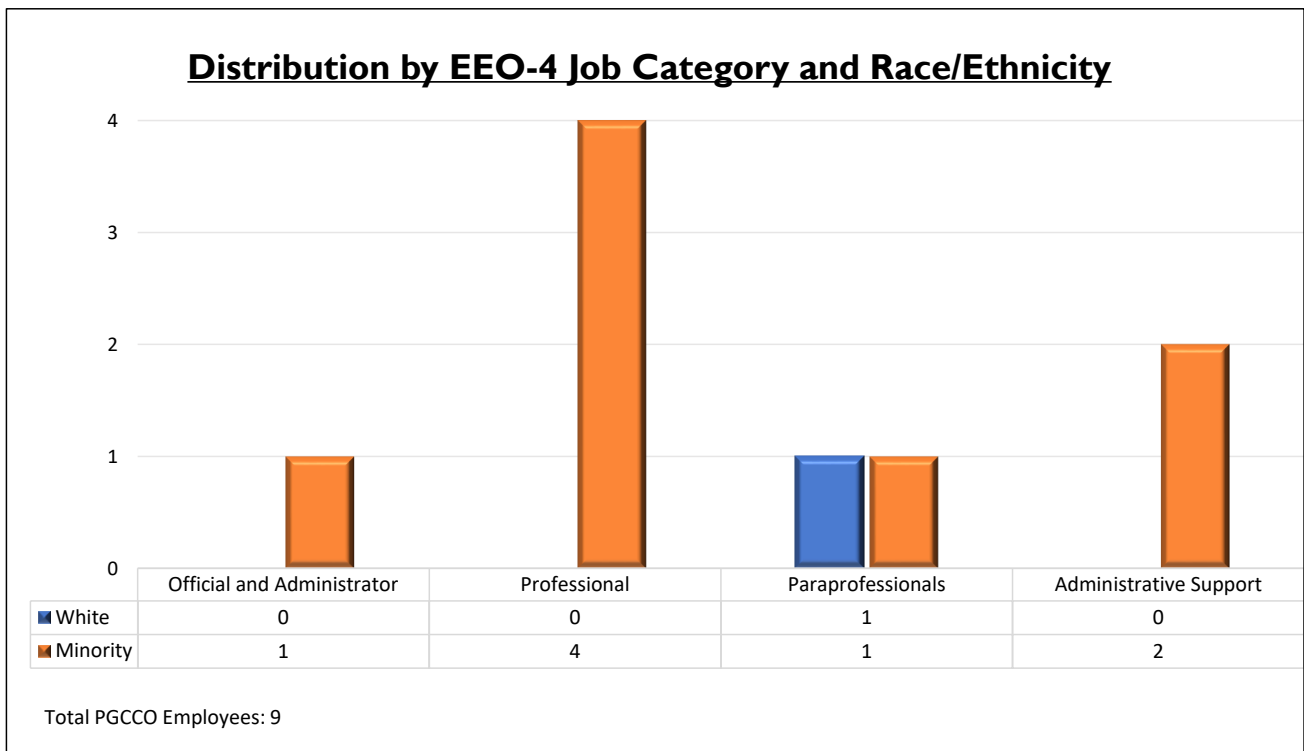
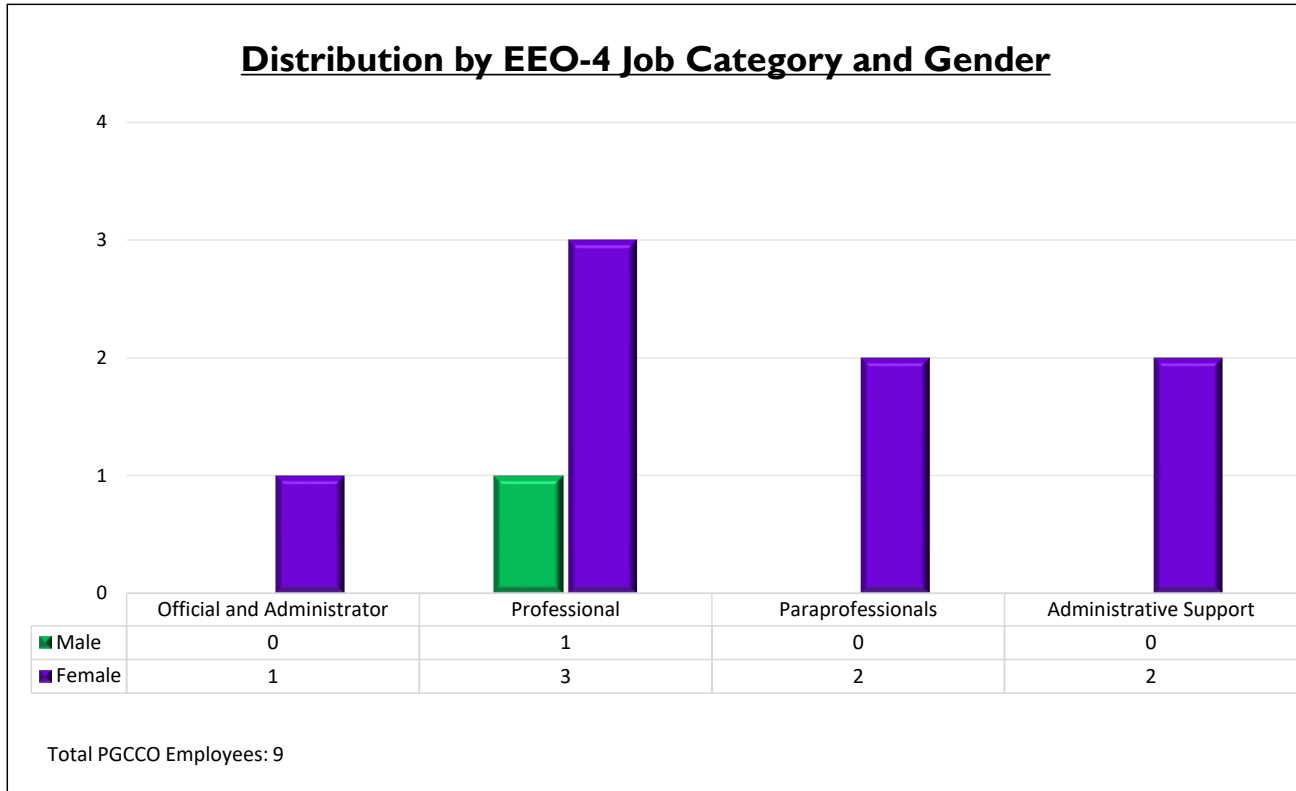
Career Employees by EEO-4 Job Category:
Prince George's County Commissioner's Office



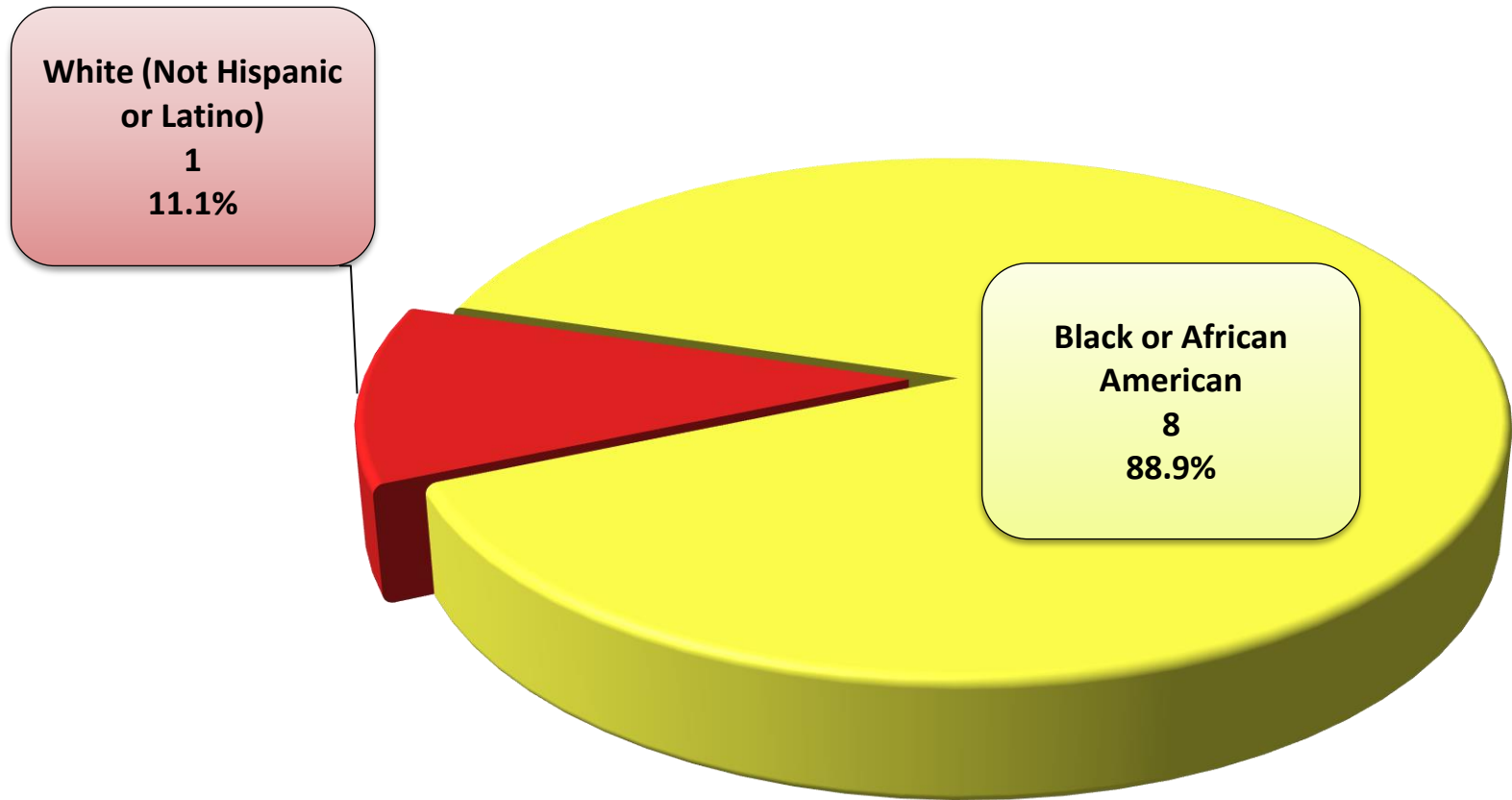
54

Total Employees = 9

Career Employees by EEO-4 Job Category: Gender and Race/Ethnicity Prince George's County Commissioners' Office



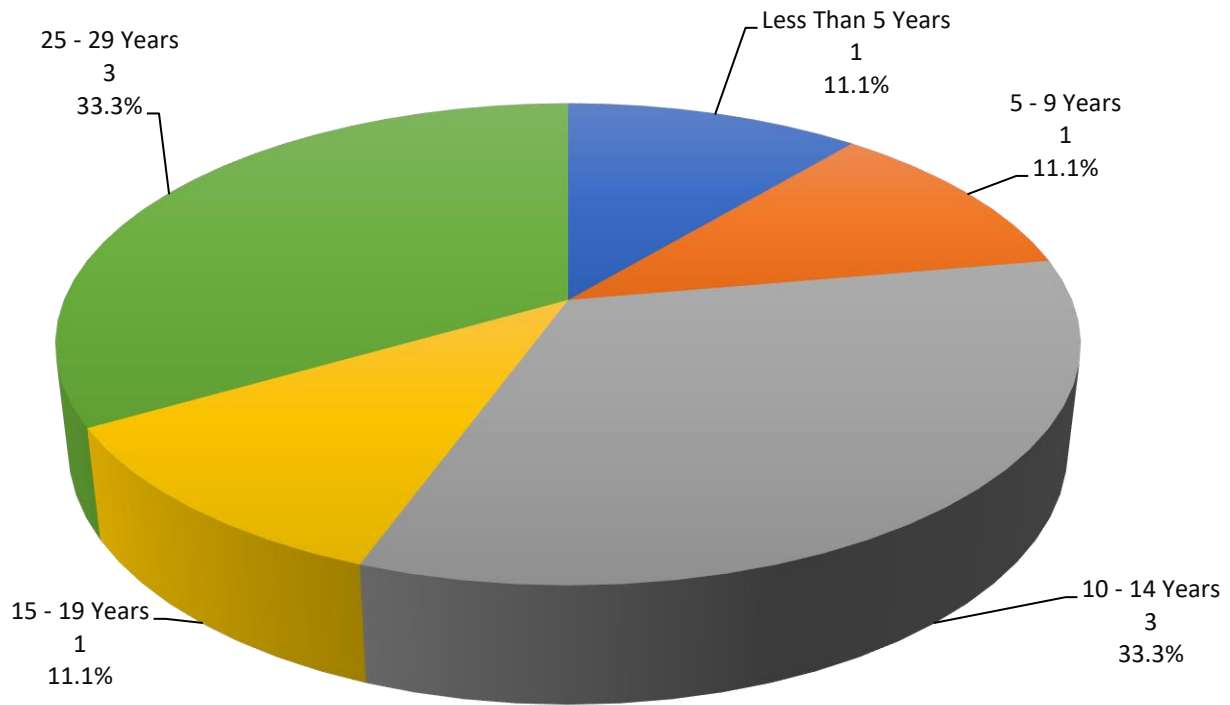
EE0-4 Race/Ethnic Identification, Career Employees
Prince George's County Commissioners' Office



56

Total Career Employees: 9

Length of Service for Career Employees: Prince George's County Commissioners' Office



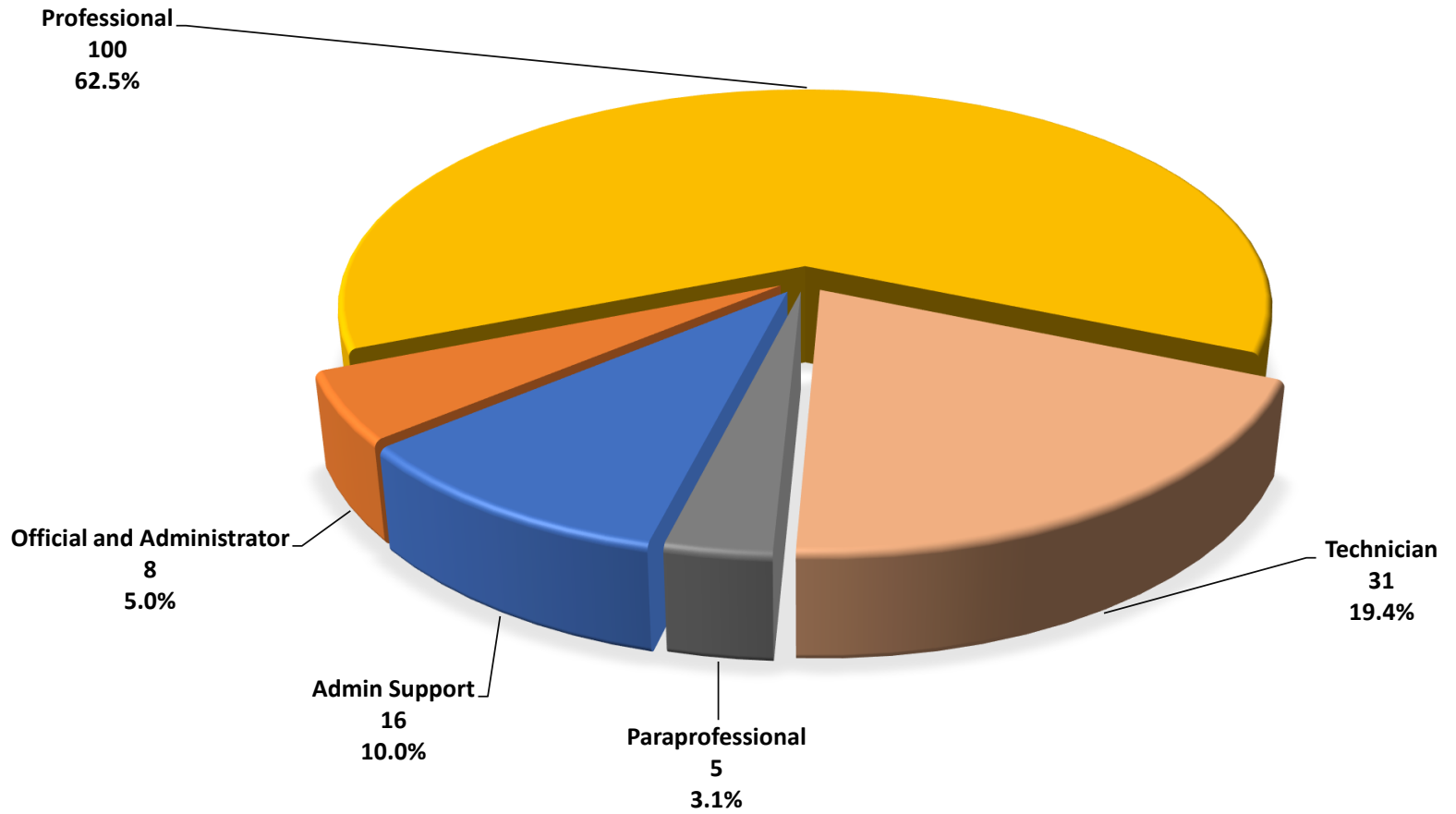
Total PGCCO Employees: 9

Average Length of Service by EEO-4 Job Category: Prince George's County Commissioners' Office



Average Length of Service for Employees: 17.3 Years

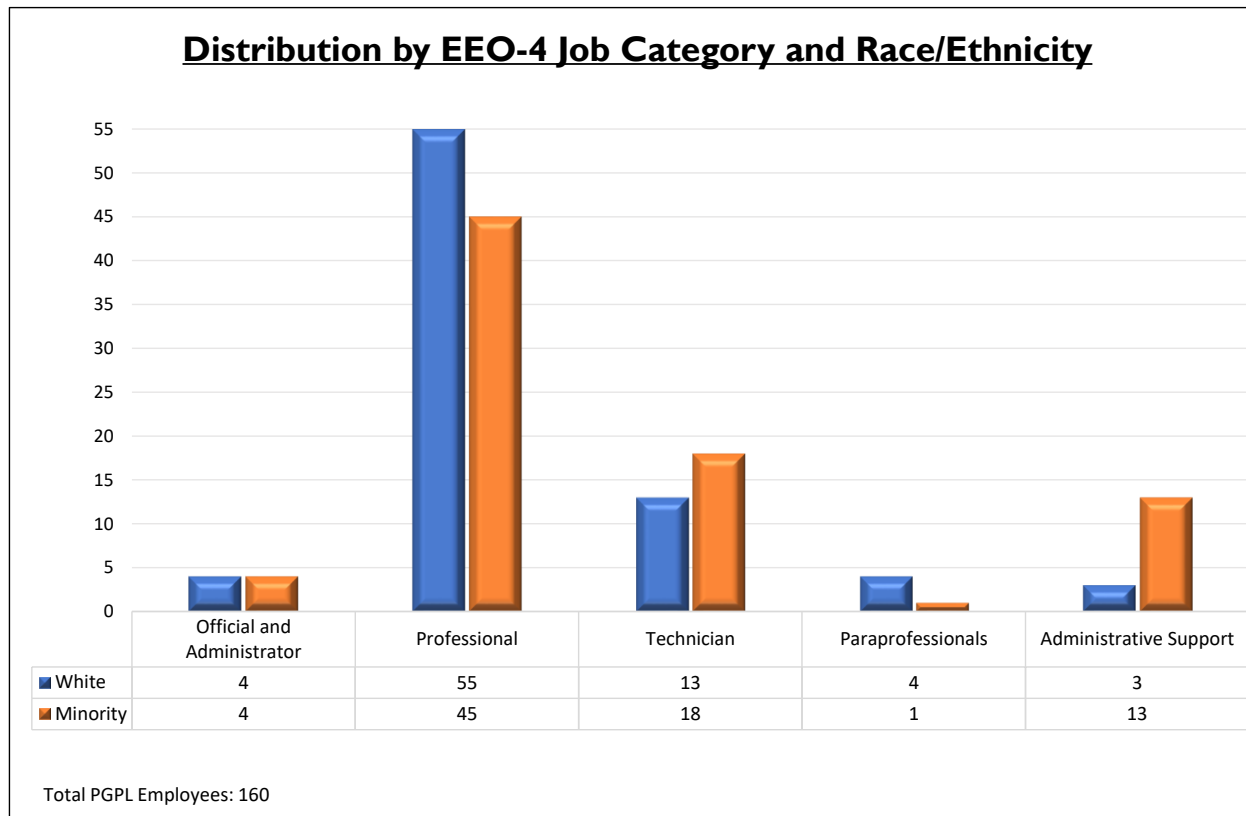
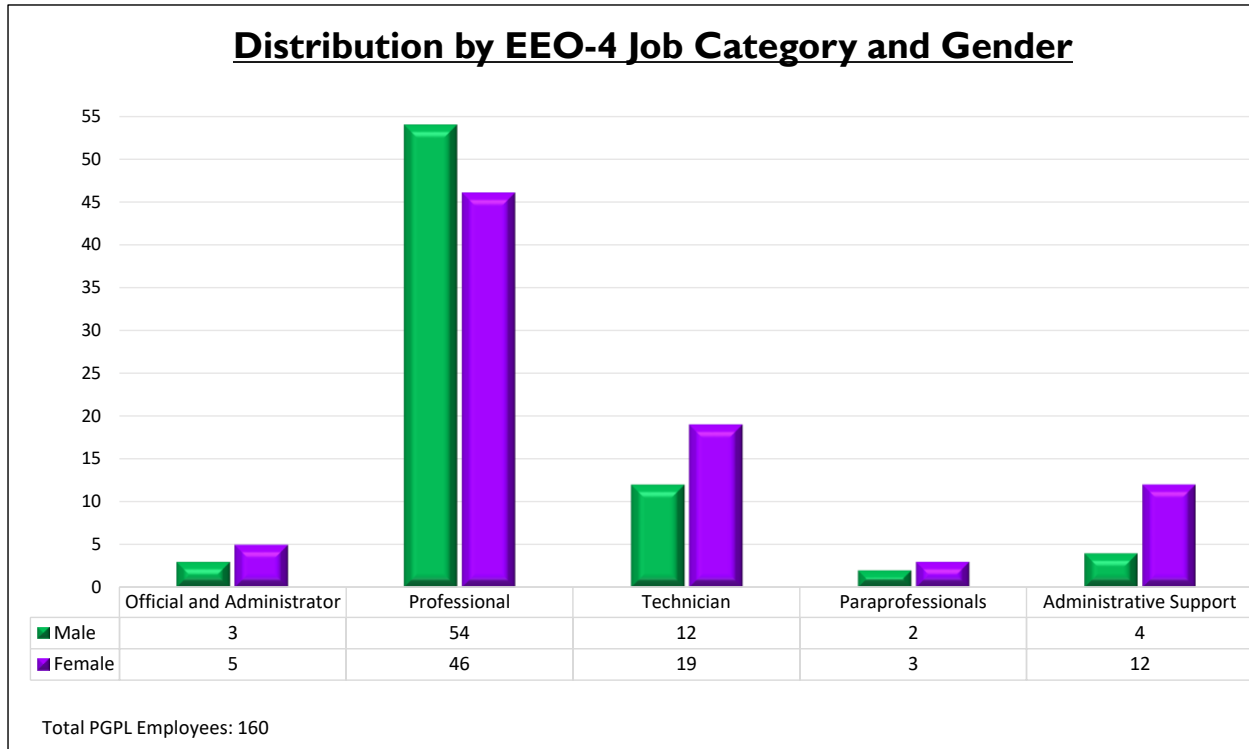
Career Employees by EEO-4 Job Category:
Prince George's County Planning



58

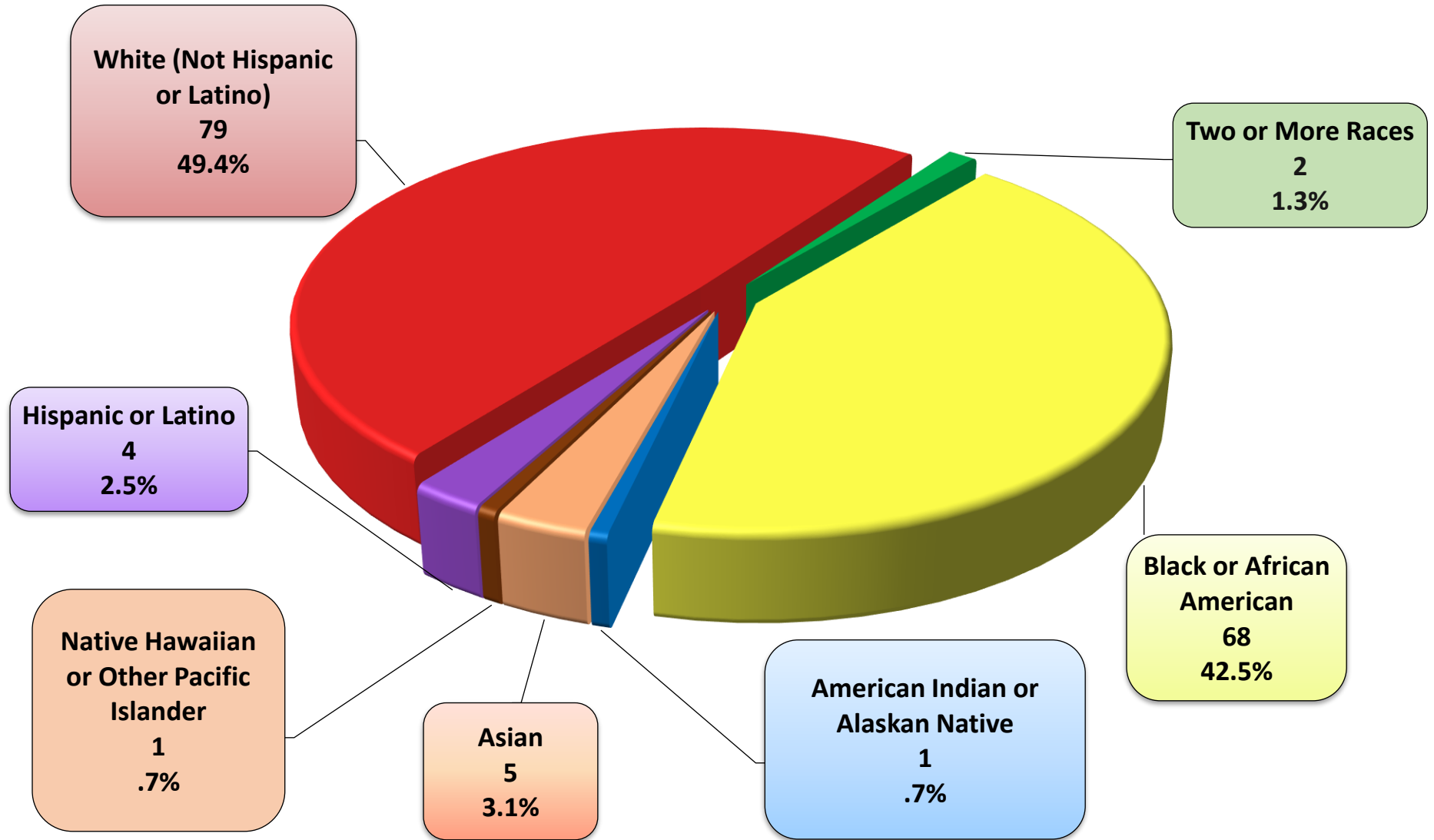
Total Employees = 160

Career Employees by EEO-4 Job Category: Gender and Race/Ethnicity Prince George's County Planning



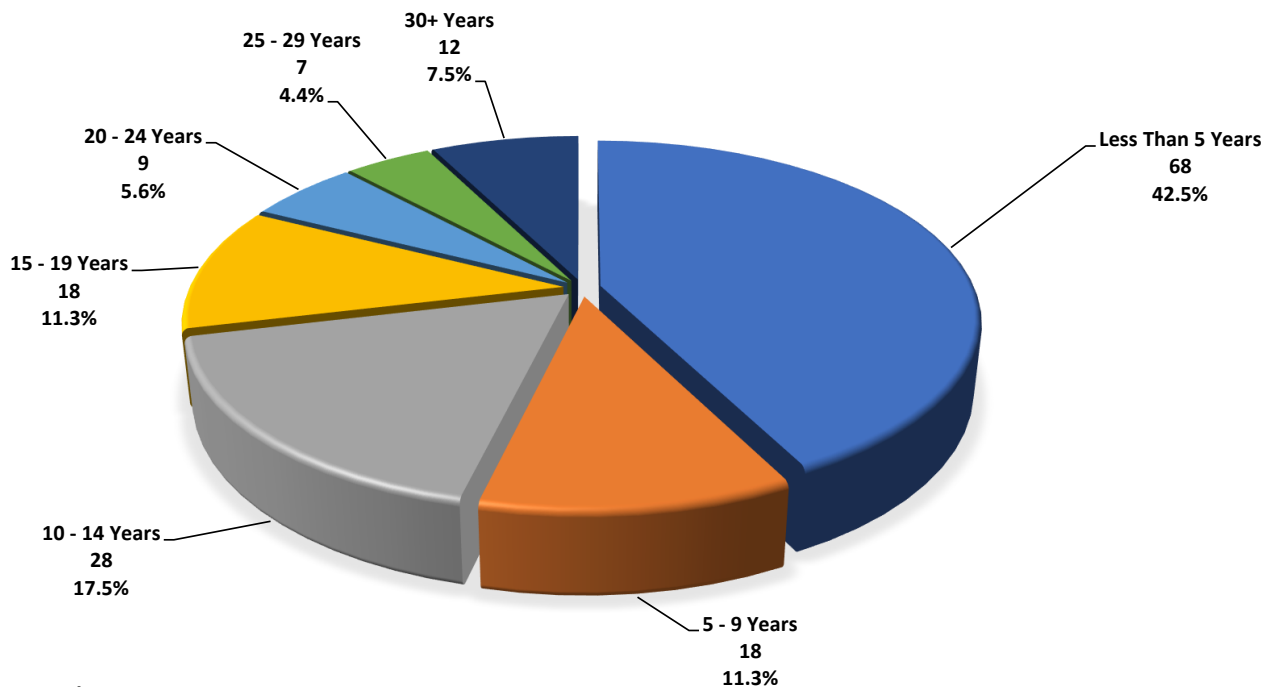
EE0-4 Race/Ethnic Identification, Career Employees Prince George's County Planning

09



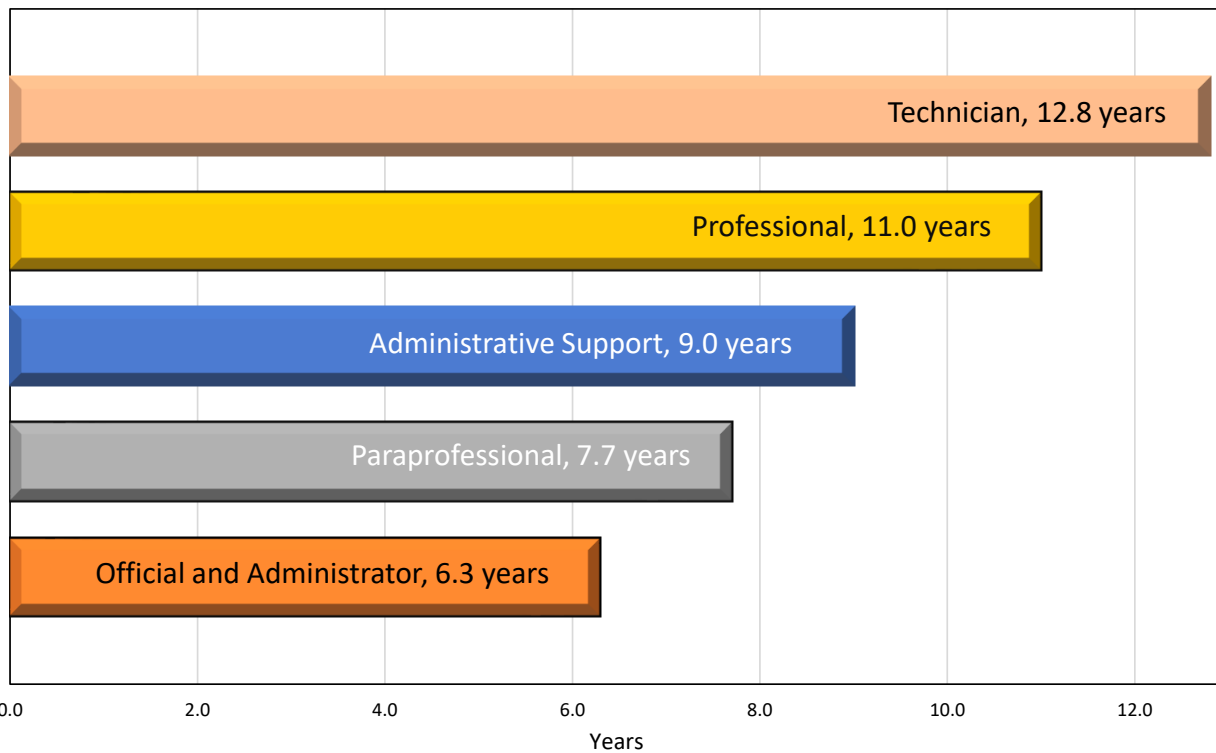
Total Career Employees = 160

Length of Service for Career Employees: Prince George's County Planning



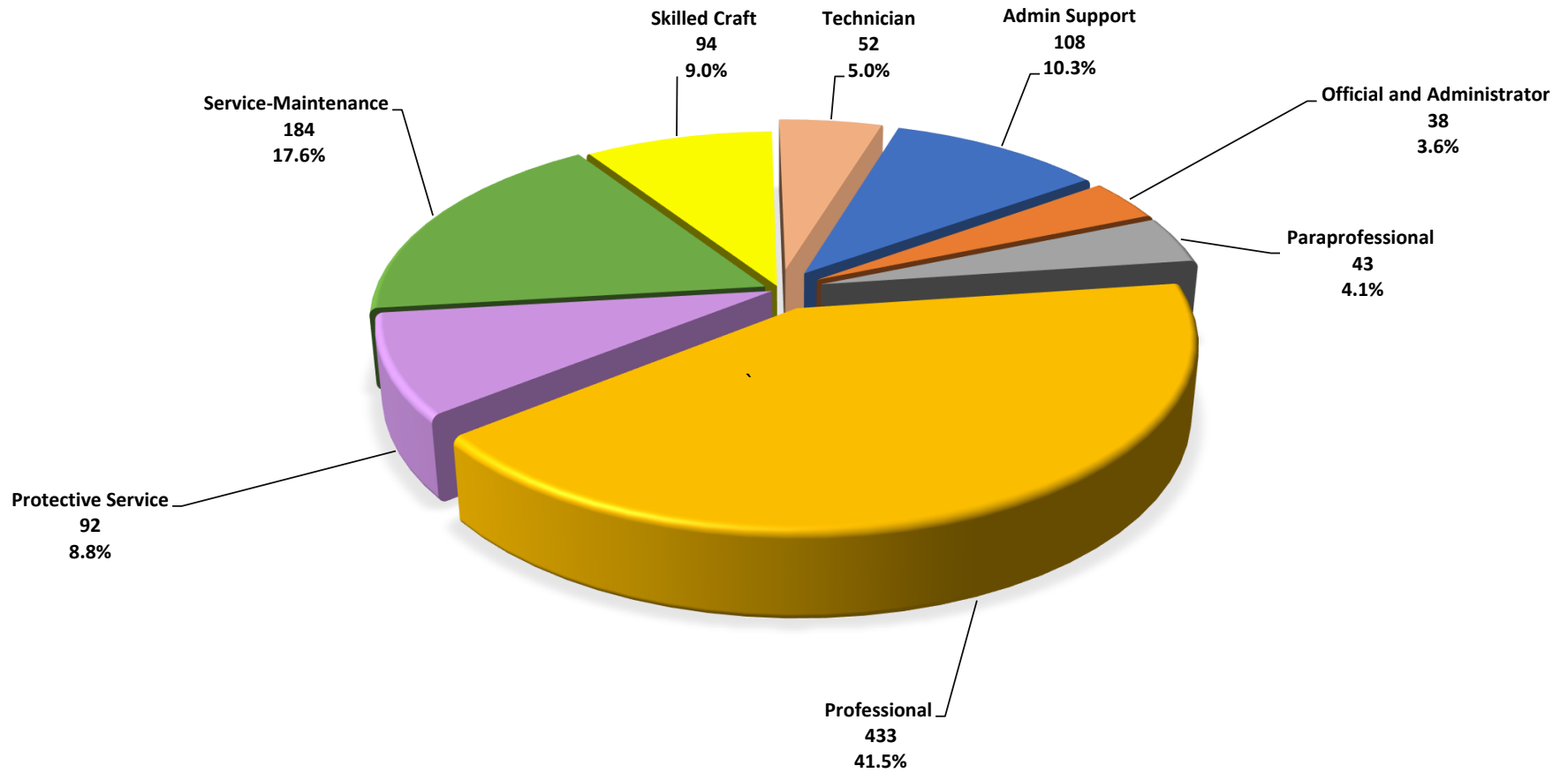
Total Career Employees: 160

Average Length of Service by EEO-4 Job Category: Prince George's County Planning



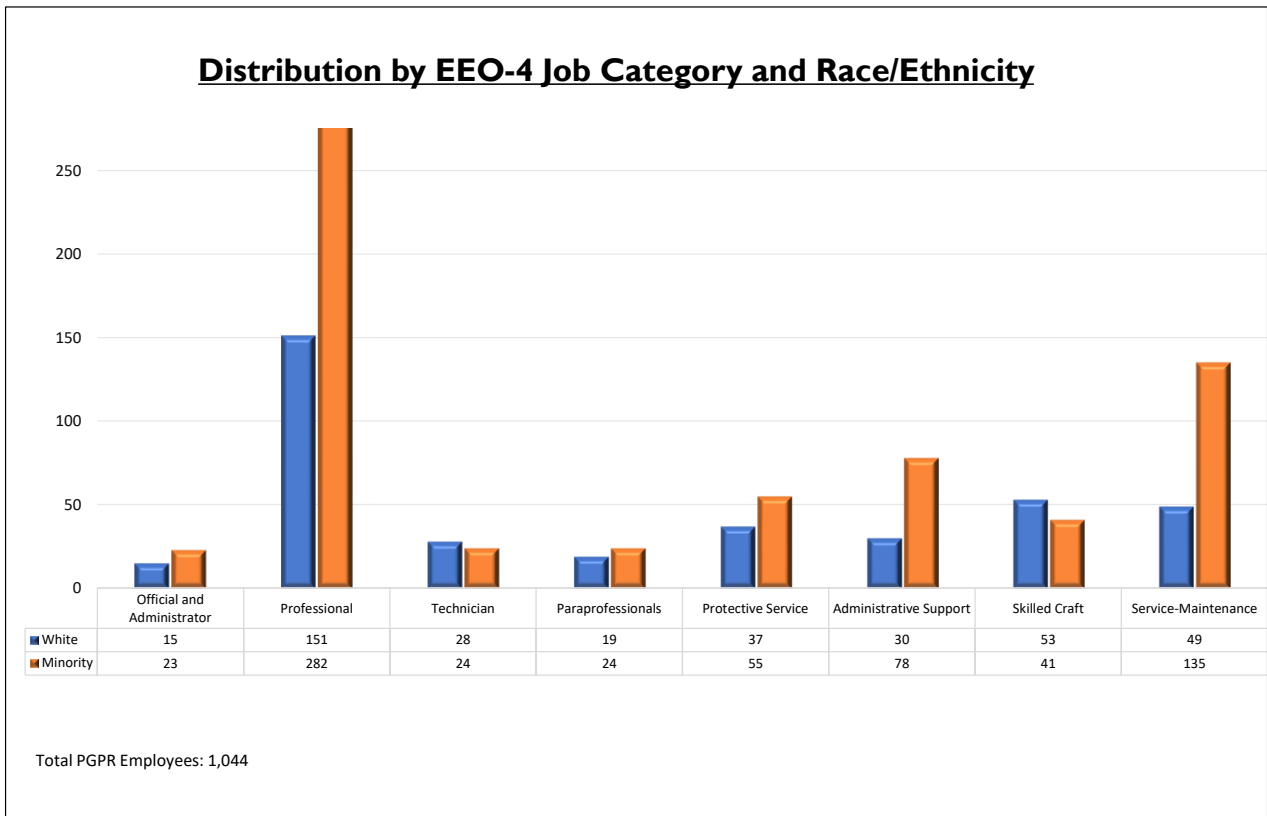
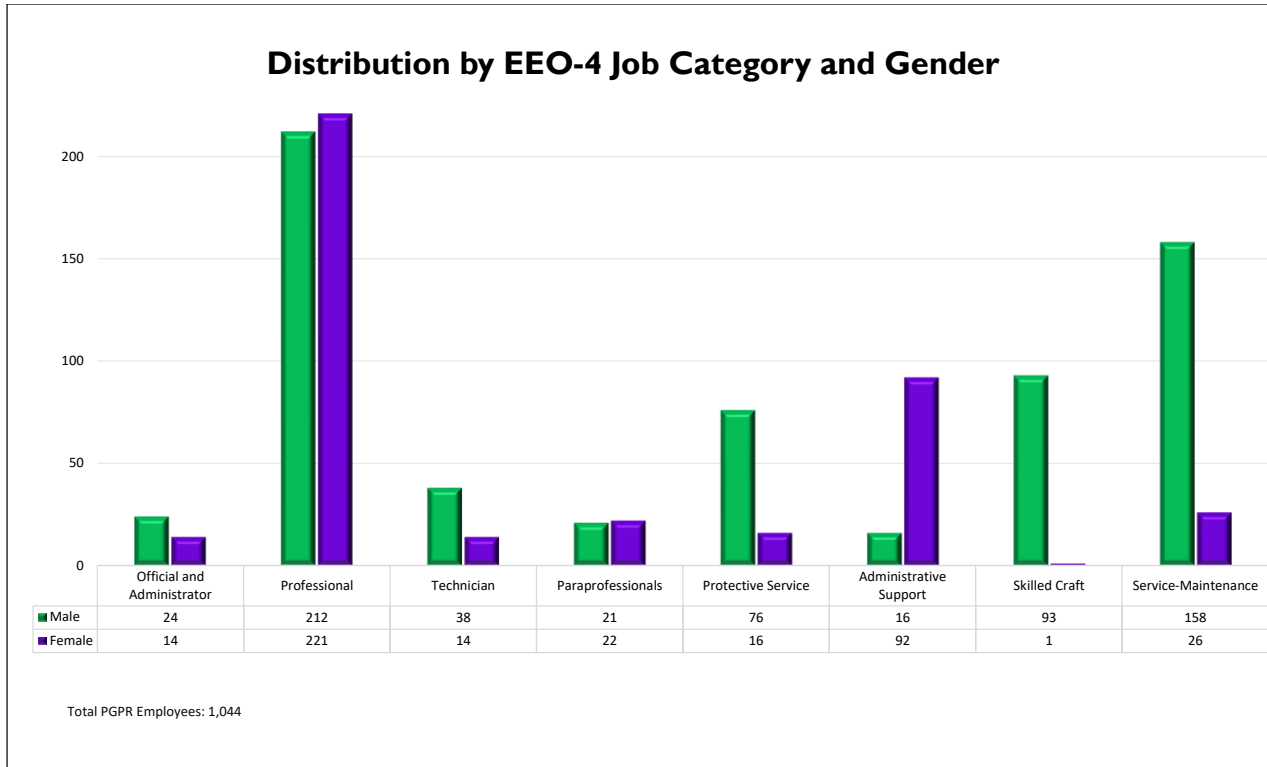
Average Length of Service for Employees: 9.3 Years

Career Employees by EEO-4 Job Category Prince George's County Parks and Recreation

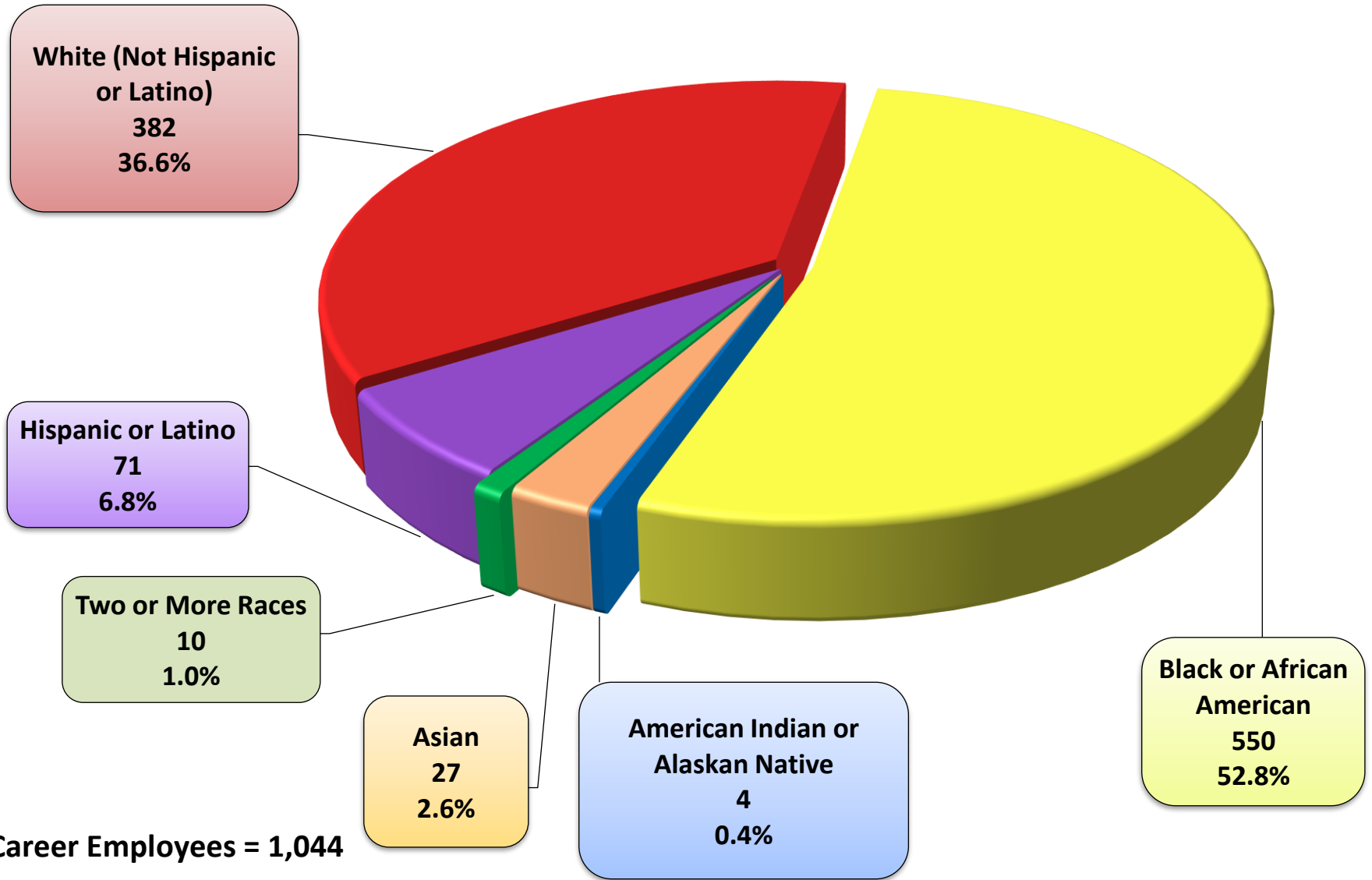


Total Career Employees = 1,044

Career Employees by EEO-4 Job Category: Gender and Race/Ethnicity Prince George's County Parks and Recreation

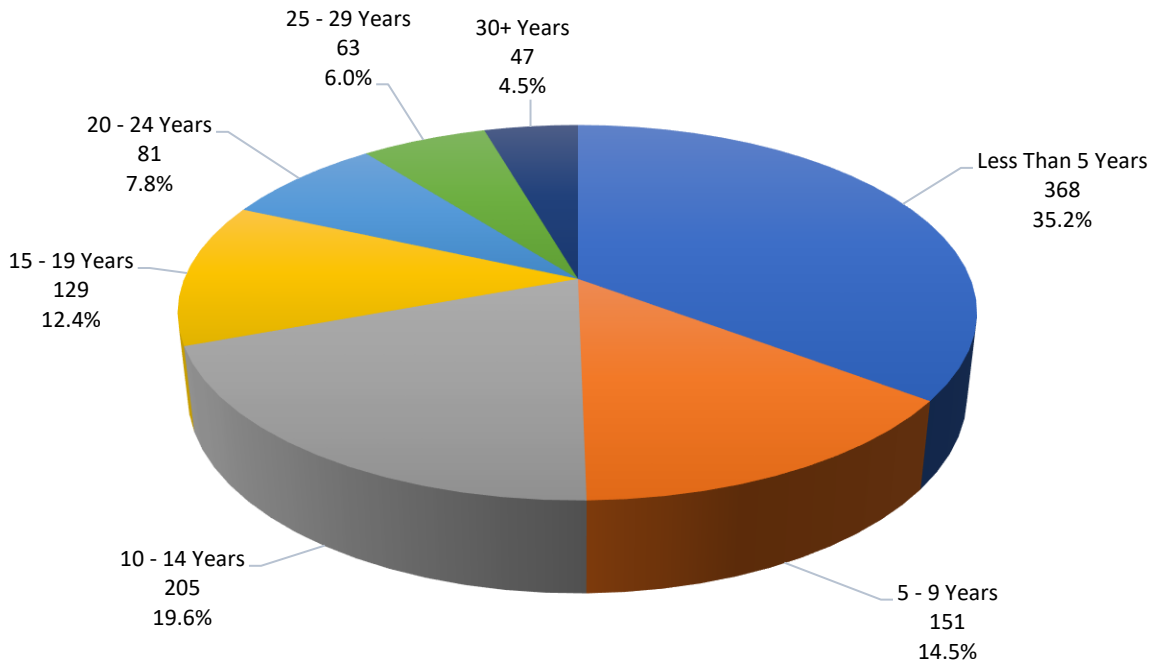


EE0-4 Race/Ethnic Identification, Career Employees Prince George's County Parks and Recreation



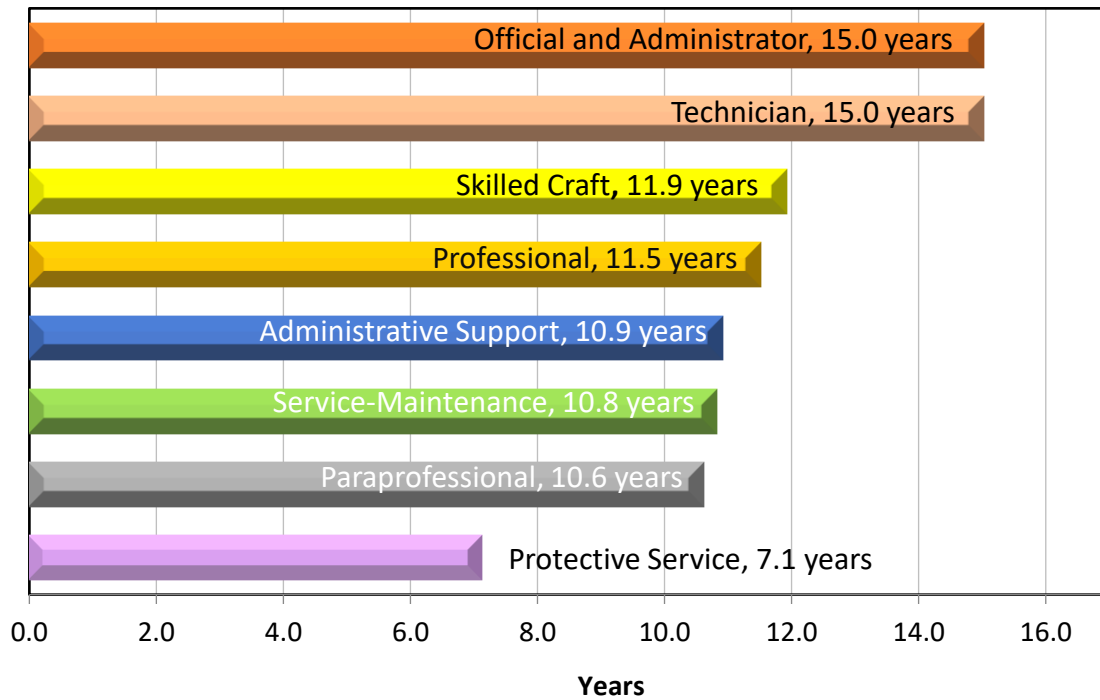
Total Career Employees = 1,044

Length of Service for Career Employees: Prince George's County Parks and Recreation



Total PGPR Employees: 1,044

Average Length of Service by EEO-4 Job Category: Prince George's County Parks and Recreation



Average Length of Service for Employees: 11.6 Years

M-NCPPC Bi-County Corporate Operations

Department of Finance

Department of Human Resources and Management

Legal Department

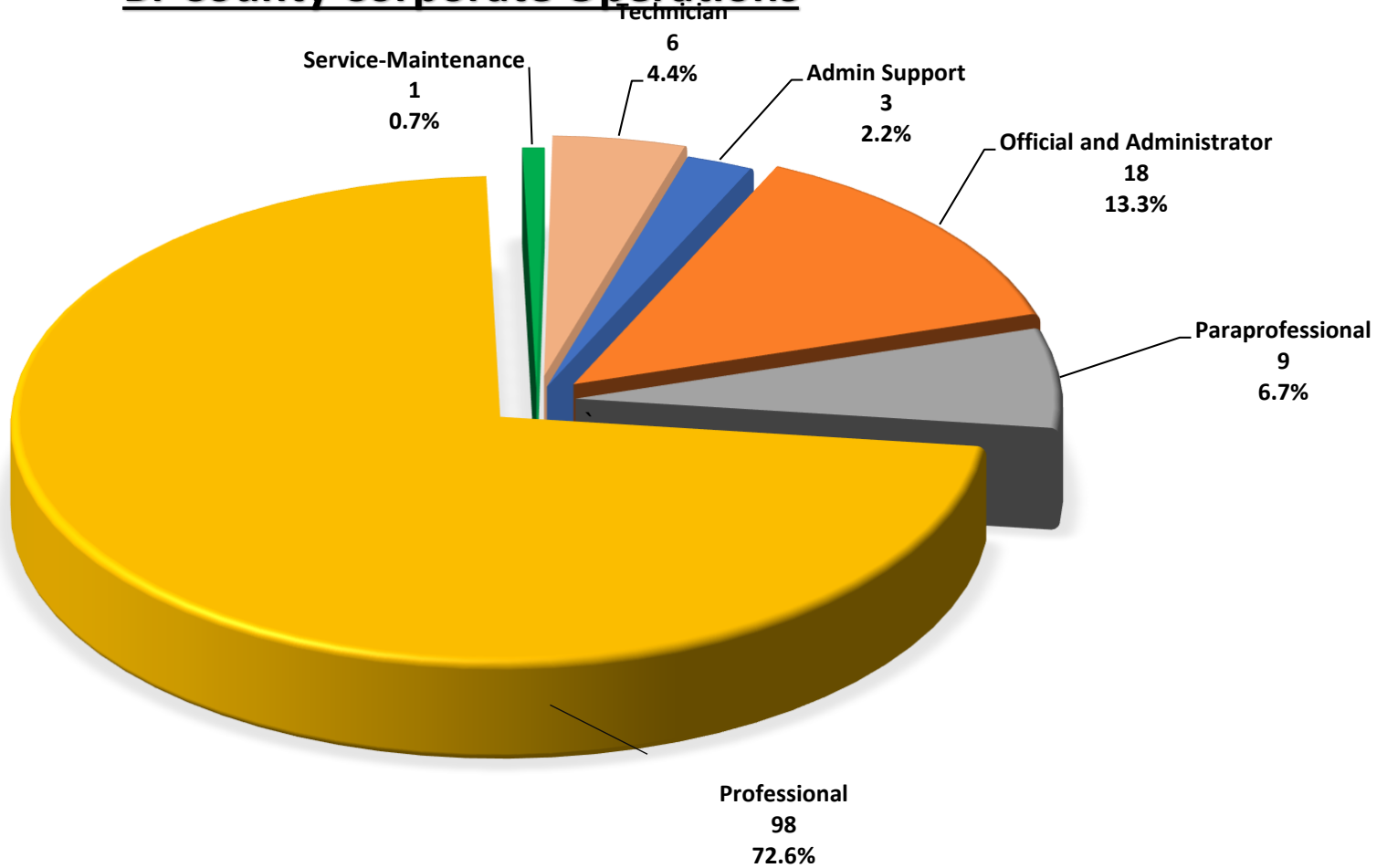
Office of the Chief Information Officer

Office of the Inspector General

Merit Board System

M-NCPPC BI-COUNTY CORPORATE OPERATIONS

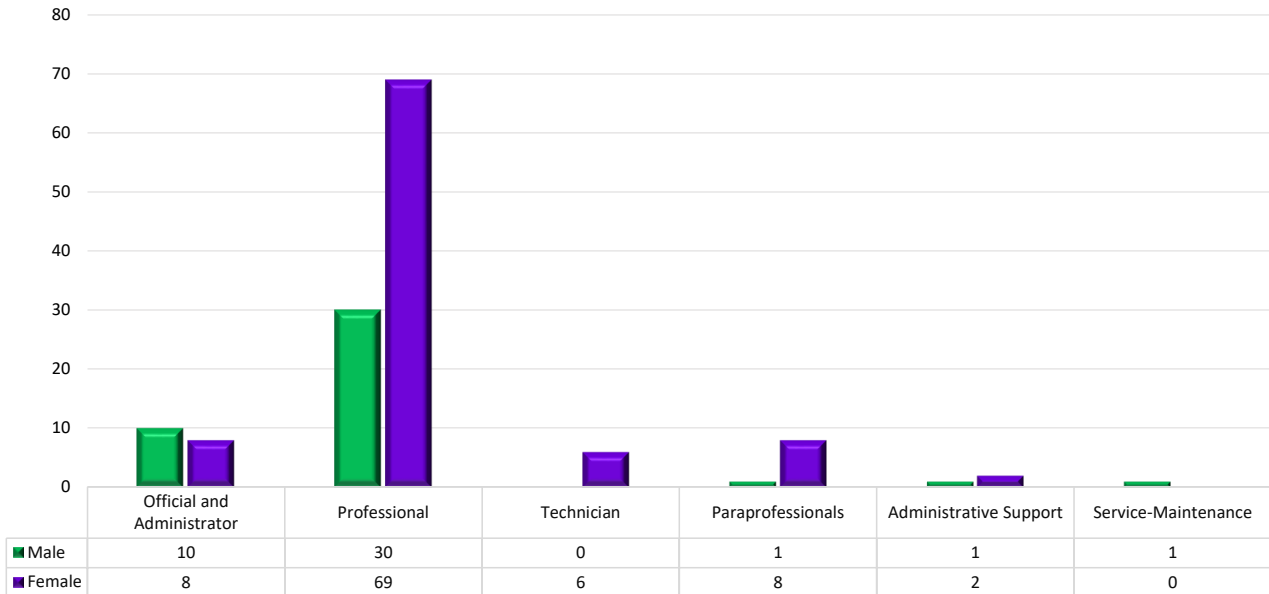
Career Employees by EEO-4 Job Category:
Bi-County Corporate Operations



Total Career Employees = 135

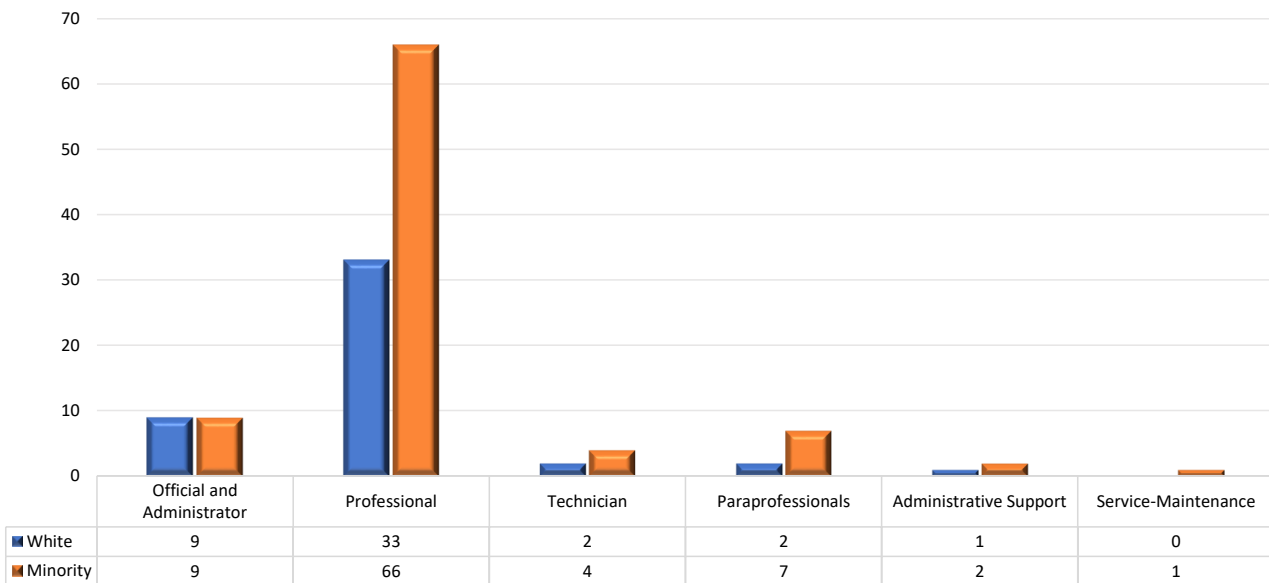
Career Employees by EEO-4 Job Category: Gender and Race/Ethnicity Bi-County Corporate Operations

Distribution by EEO-4 Job Category and Gender



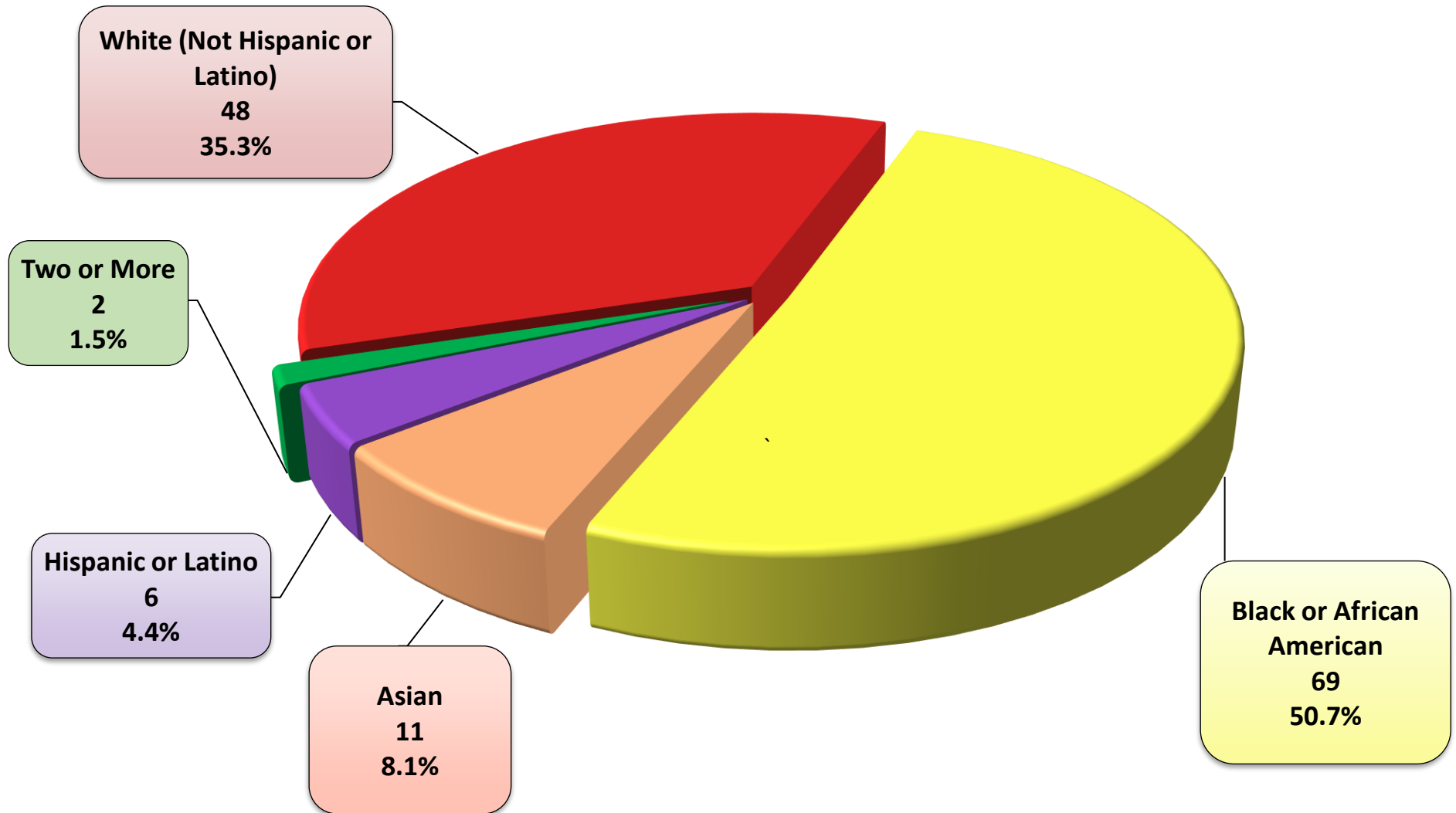
Total Bi-County Corporate Operations Employees: 136

Distribution by EEO-4 Job Category and Race/Ethnicity



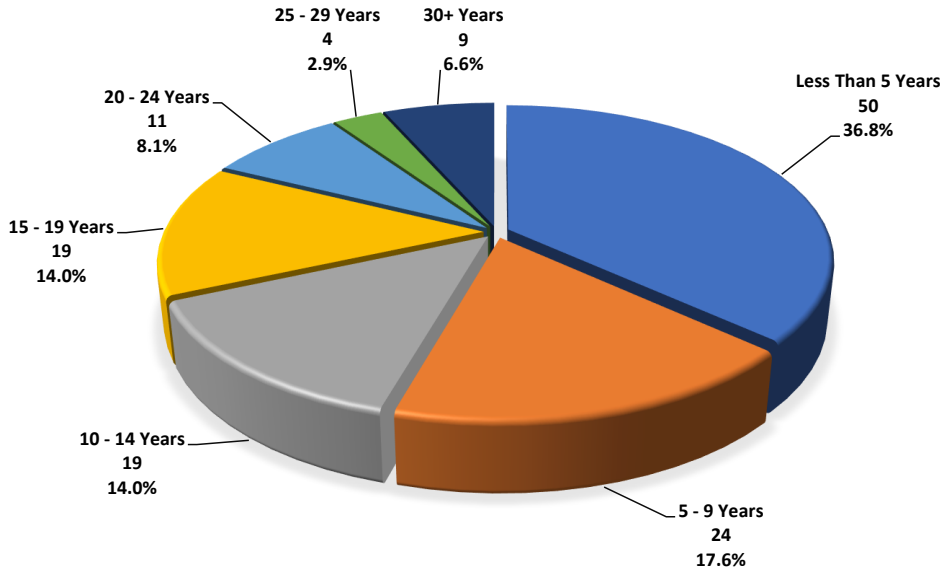
Total Bi-County Corporate Operations Employees: 136

EE0-4 Race/Ethnic Identification, Career Employees Bi-County Corporate Operations



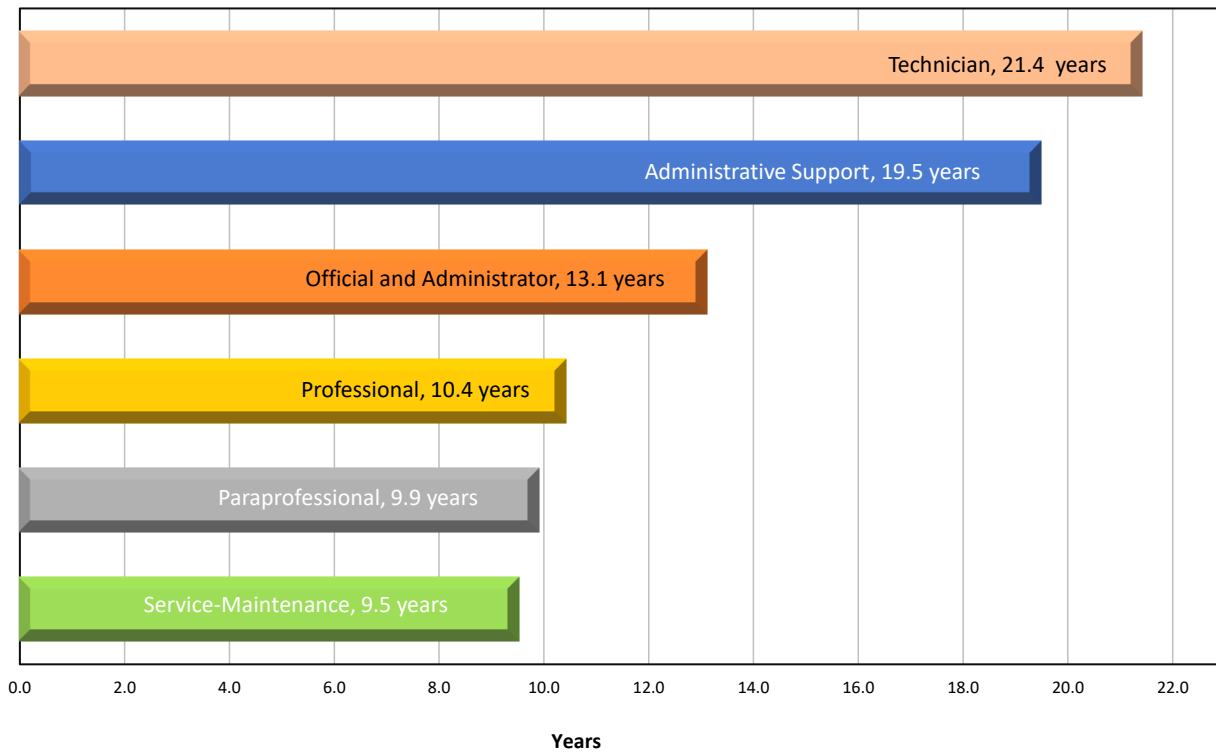
Total Bi-County Corporate Operations Employees: 136

Length of Service for Career Employees: Bi-County Corporate Operations



Total Bi-County Corporate Operations Employees: 136

Average Length of Service by EEO-4 Job Category: Bi-County Corporate Operations



Average Length of Service for Employees: 14.0

Appendix
EEOC Definitions / Pay Scales
Health Plan Premium Rates

Excerpt from U.S. Equal Employment Opportunity Commission's EEOC Form 164, State and Local Government Information (EEO-4), Instruction Booklet.

RACE/ETHNIC IDENTIFICATION

An employer may acquire the race/ethnic information necessary for this section either by visual surveys of the work force, or from post-employment records as to the identity of employees. Since visual surveys are permitted, and the fact that race/ethnic identifications are not present on agency records is not an excuse for failure to provide the data called for. However, although the Commission does not encourage direct inquiry as a method of determining racial or ethnic identity, this method is not prohibited in cases where it has been used in the past, or where other methods are not practical, provided it is not used for purposes of discrimination.

Moreover, the fact that employees may be located at different addresses does not provide an acceptable reason for failure to comply with the reporting requirements. In such cases, it is recommended that visual surveys be conducted for the employer by persons such as supervisors who are responsible for the work of the employees or to whom the employees report for instruction or otherwise.

Please note that the General Counsel of the Commission has ruled, on the basis of court decisions, that the Commission has the authority to require the racial and ethnic identification of employees, regardless of any possible conflicting state or local laws.

The concept of race as used by the Equal Employment Opportunity Commission does not denote clear cut scientific definitions of anthropological origins. For the purposes of this report, an employee may be included in the group to which he or she appears to belong, identifies with, or is regarded in the community as belonging. However, no person may be counted in more than one race/ethnic category.

NOTE: The category "HISPANIC", while not a race identification, is included as a separate race/ethnic category because of the employment discrimination often encountered by this group; for this reason do not include HISPANIC under either "white" or "black".

For the purposes of the report, the following race/ethnic categories will be used:

- a. White (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- b. Black (not or Hispanic origin): All persons having origins in any of the Black racial groups of Africa.
- c. Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
- d. Asian or Pacific Islander: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.
- e. American Indian or Alaskan Native: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

Note to the reader: Category "Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino) - A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands," has been added to EEO-1 Reporting requirements and has been elected for utilization within M-NCPPC EEO-4 reporting as of FY17.

DESCRIPTION OF JOB CATEGORIES

- a. **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and- housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.
- b. **Professionals:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dieticians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.
- c. **Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.
- d. **Protective Service Workers:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.
- e. **Paraprofessionals:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Included: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.
- f. **Administrative Support (Including Clerical and Sales):** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typist, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.
- g. **Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.
- h. **Service-Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundkeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Personnel Management Review Fiscal Year 2020

Credits

Asuntha Chiang-Smith
Executive Director

William Spencer
Human Resources Director

Boni King
PMR Project Advisor

Paulette Stewart
PMR Project Manager