



The Maryland-National Capital Park and Planning Commission

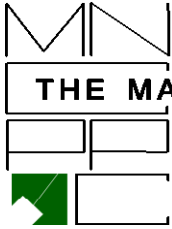


Personnel Management Review Employee Demographic Profile Fiscal Year 2019



Prepared by
The Department of Human Resources and Management
April 2020





THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

6611 Kenilworth Avenue • Riverdale, Maryland 20737

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

FROM: Asuntha Chiang-Smith, Executive Director

SUBJECT: Personnel Management Review (PMR), Fiscal Year 2019

I am pleased to submit the Commission's 26th edition of the Personnel Management Review (PMR) for fiscal year 2019. 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.

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Personnel Management Review Fiscal Year 2019

Employee Demographic Profile



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M-NCPPC Personnel Management Review Fiscal Year 2019

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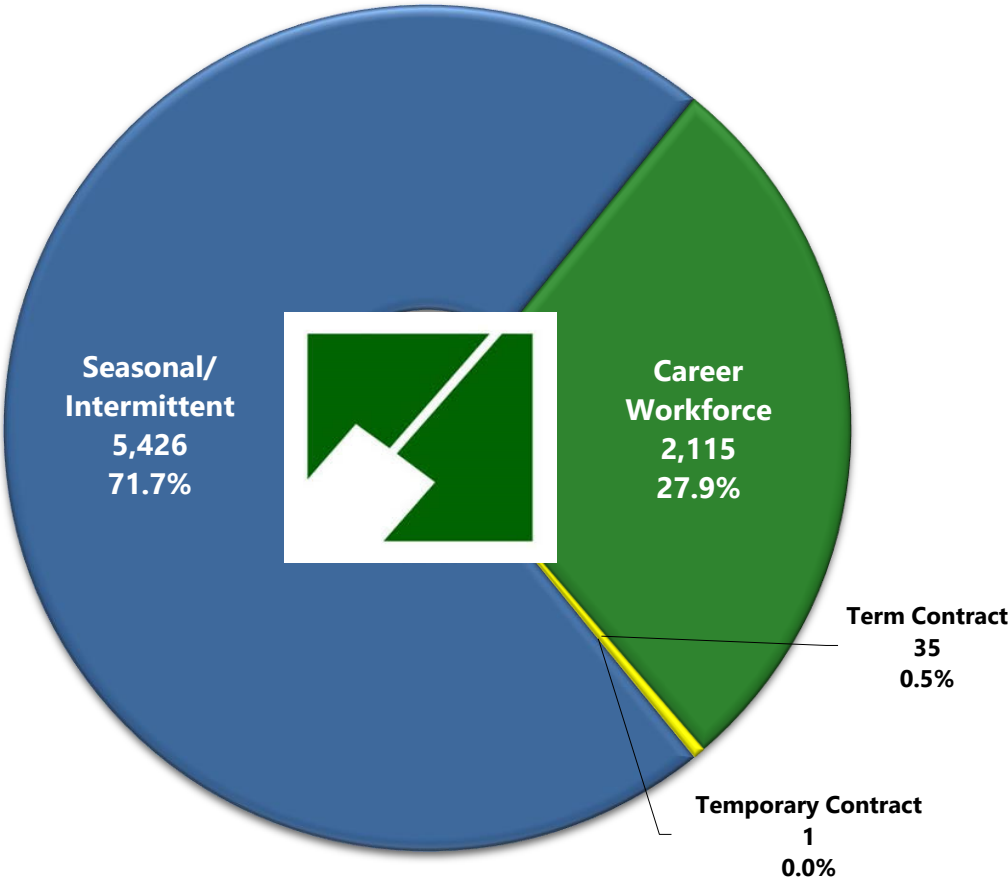
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M-NCPPC Workforce Snapshot

M-NCPPC WORKFORCE SNAPSHOT



Total Population: 7,577

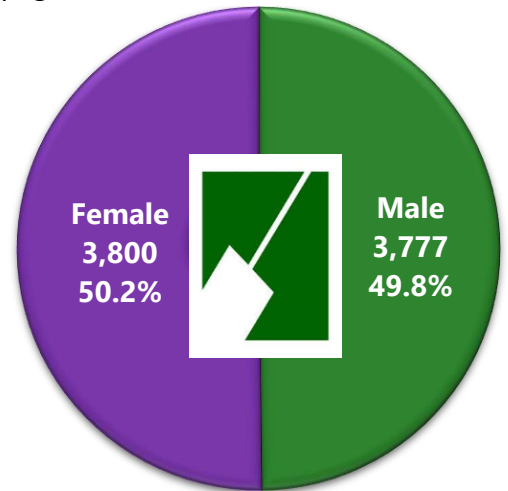


M-NCPPC WORKFORCE SNAPSHOT

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 FY19 was 50.2% female and 49.8% male



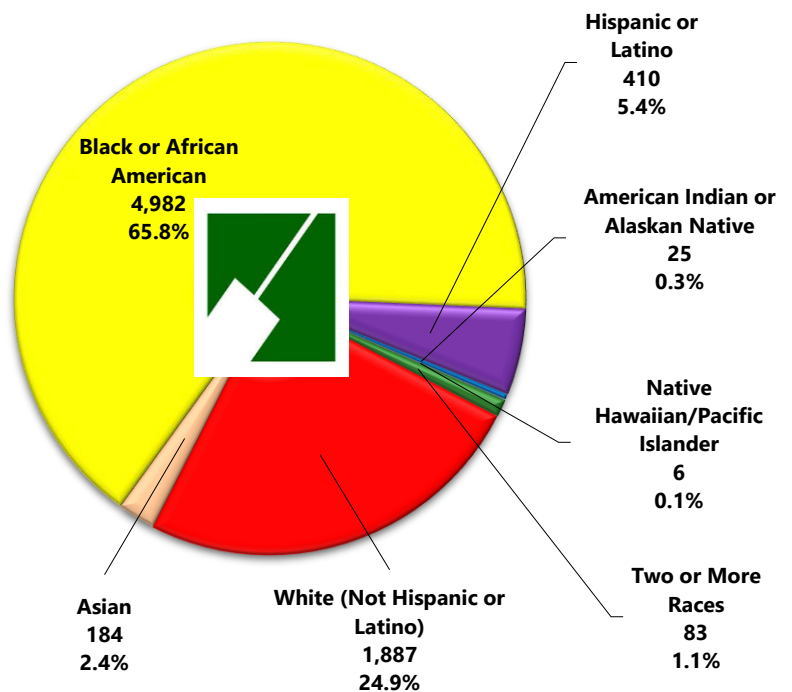
Total Population: 7,577

Distribution of All Employees by Department

Bi-County Corporate Operations	148	2.0%
Montgomery County Commissioners' Office	6	0.1%
Montgomery County Planning	138	1.8%
Montgomery County Parks	1,231	16.2%
Prince George's County Commissioners' Office	9	0.1%
Prince George's County Planning	171	2.3%
Prince George's County Parks and Recreation	5,874	77.5%
M-NCPPC Career Employees Total	7,577	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.

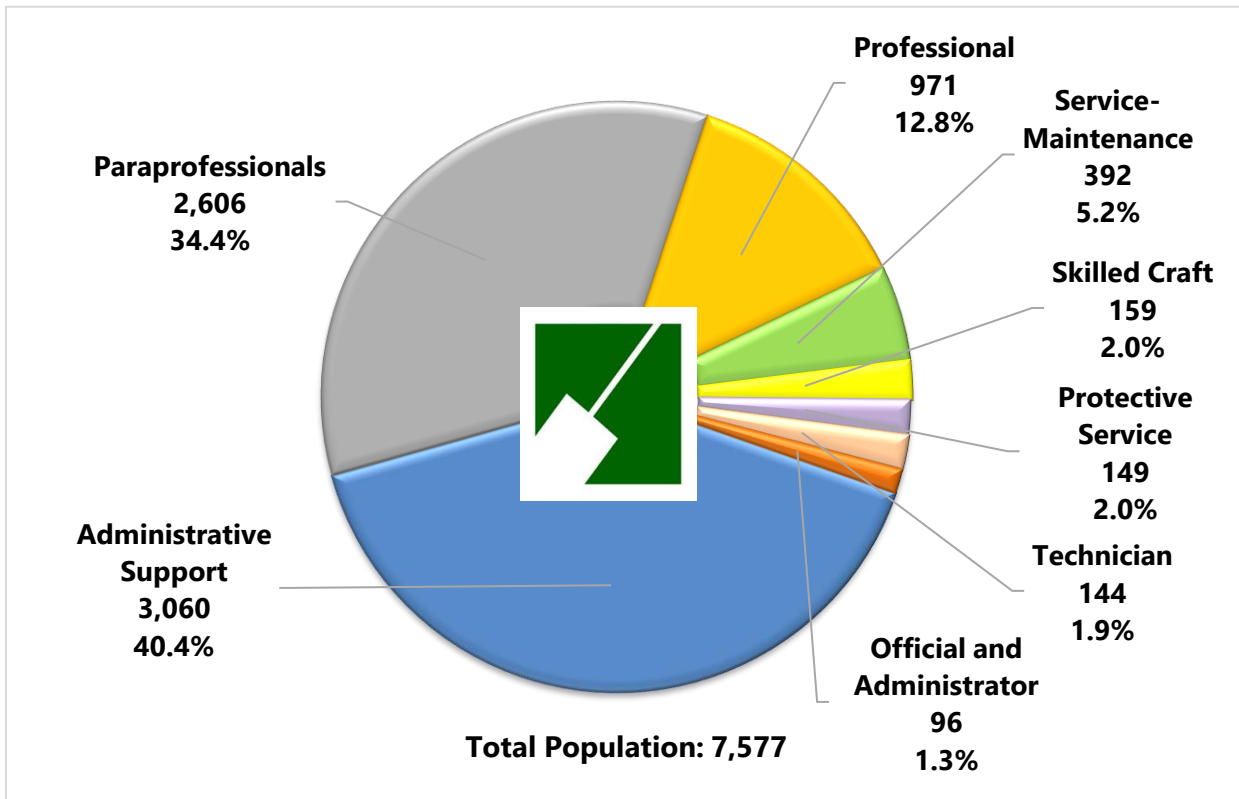
- The racial/ethnic composition of the entire workforce in FY19 was as follows:



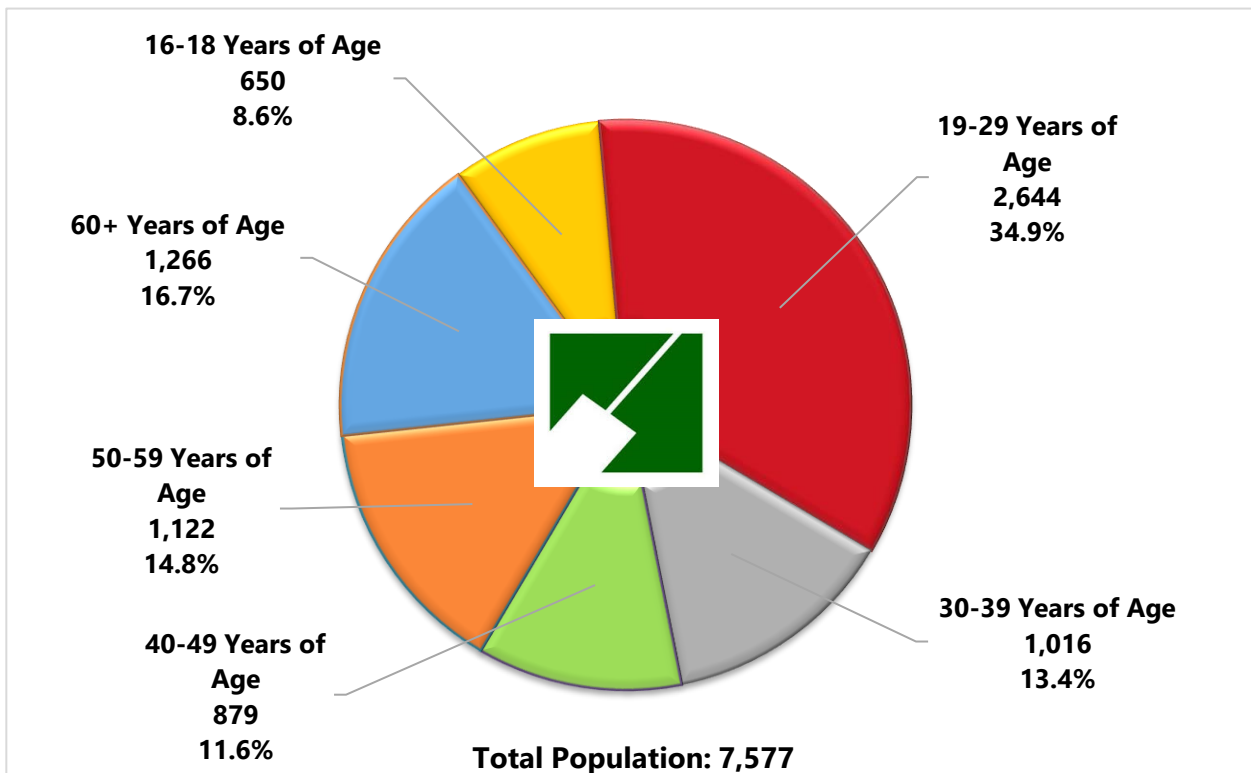
Total Population: 7,577

M-NCPPC WORKFORCE SNAPSHOT

- The EEO-4 Job Category composition of the entire workforce in FY19 was as follows:



- The age composition of the entire workforce in FY19 was as follows:



Career Workforce Highlights

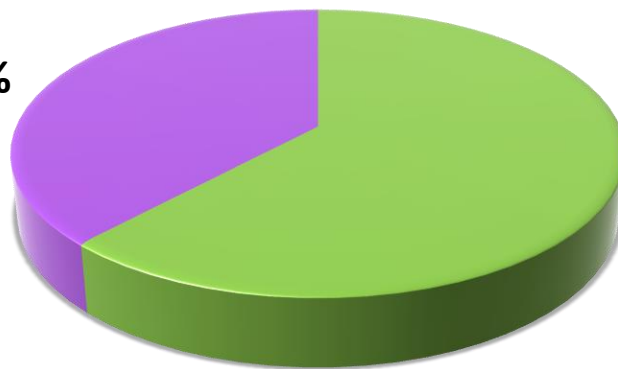
CAREER WORKFORCE HIGHLIGHTS:

Highlighting Career Employee Workforce Information and Statistics

Career Workforce Demographics

Career Employees by Gender

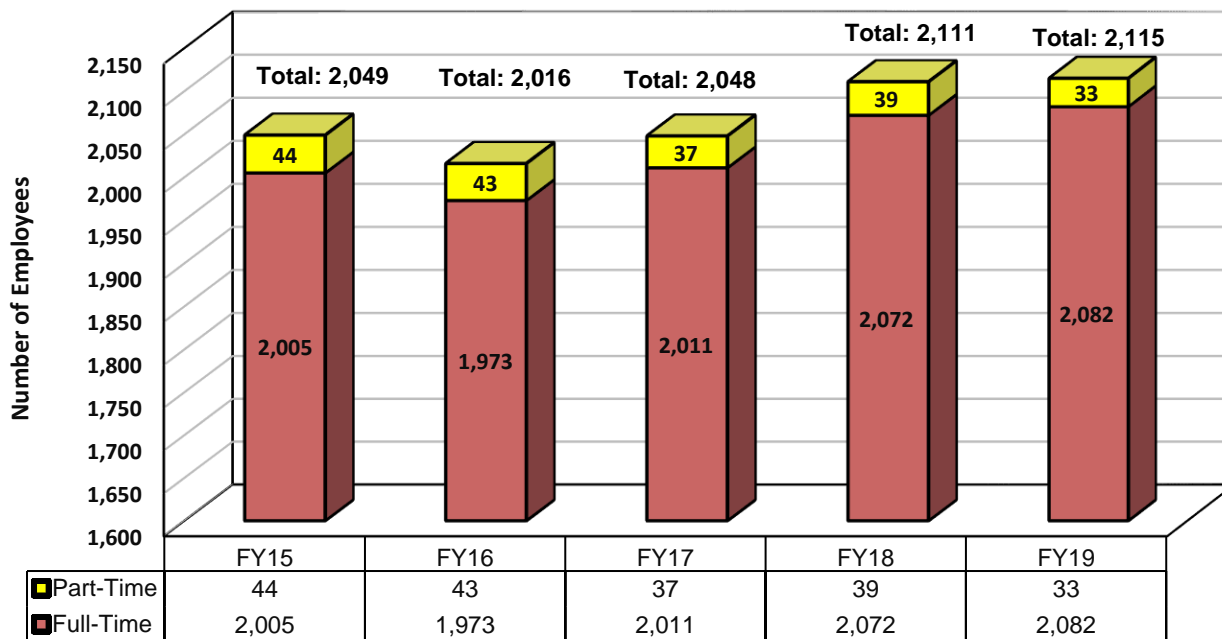
Female
805
38.1%



Male
1,310
61.9%

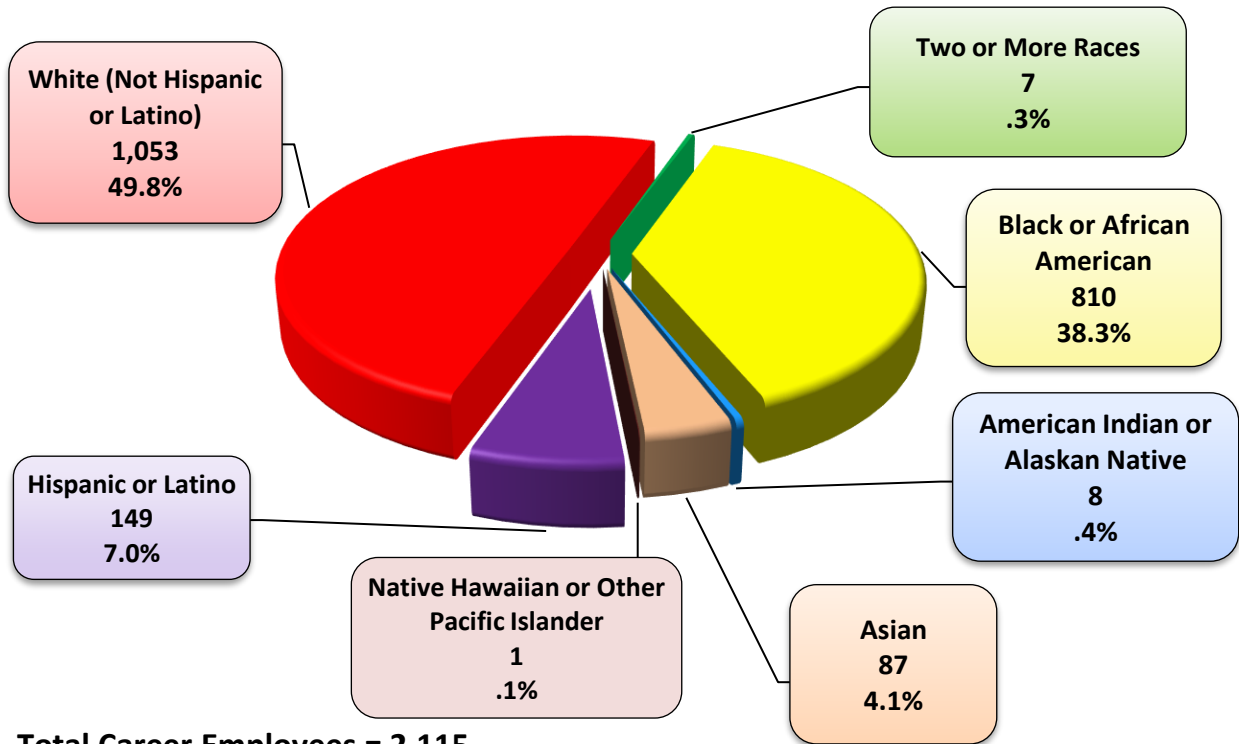
Total Career Employees: 2,115

Full-Time & Part-Time Career Employees



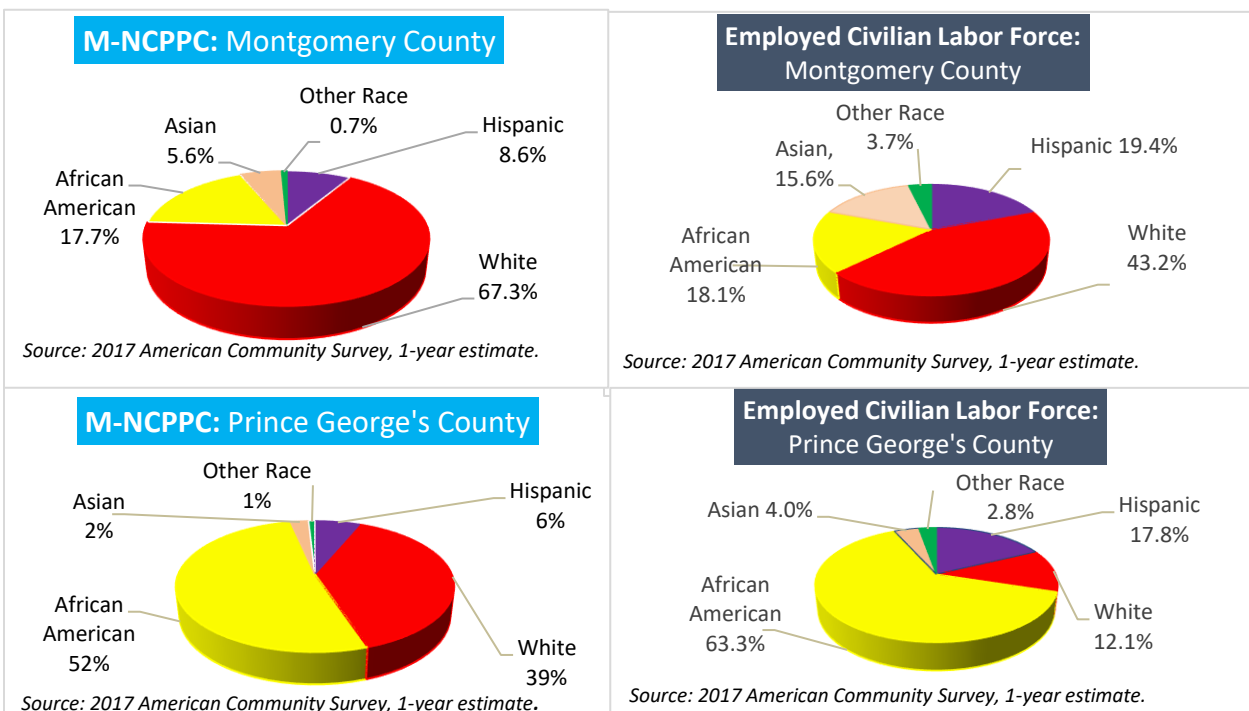
Total Employees: 2,115

Career Employees by EEO-4 Race/Ethnic Identification



Total Career Employees = 2,115

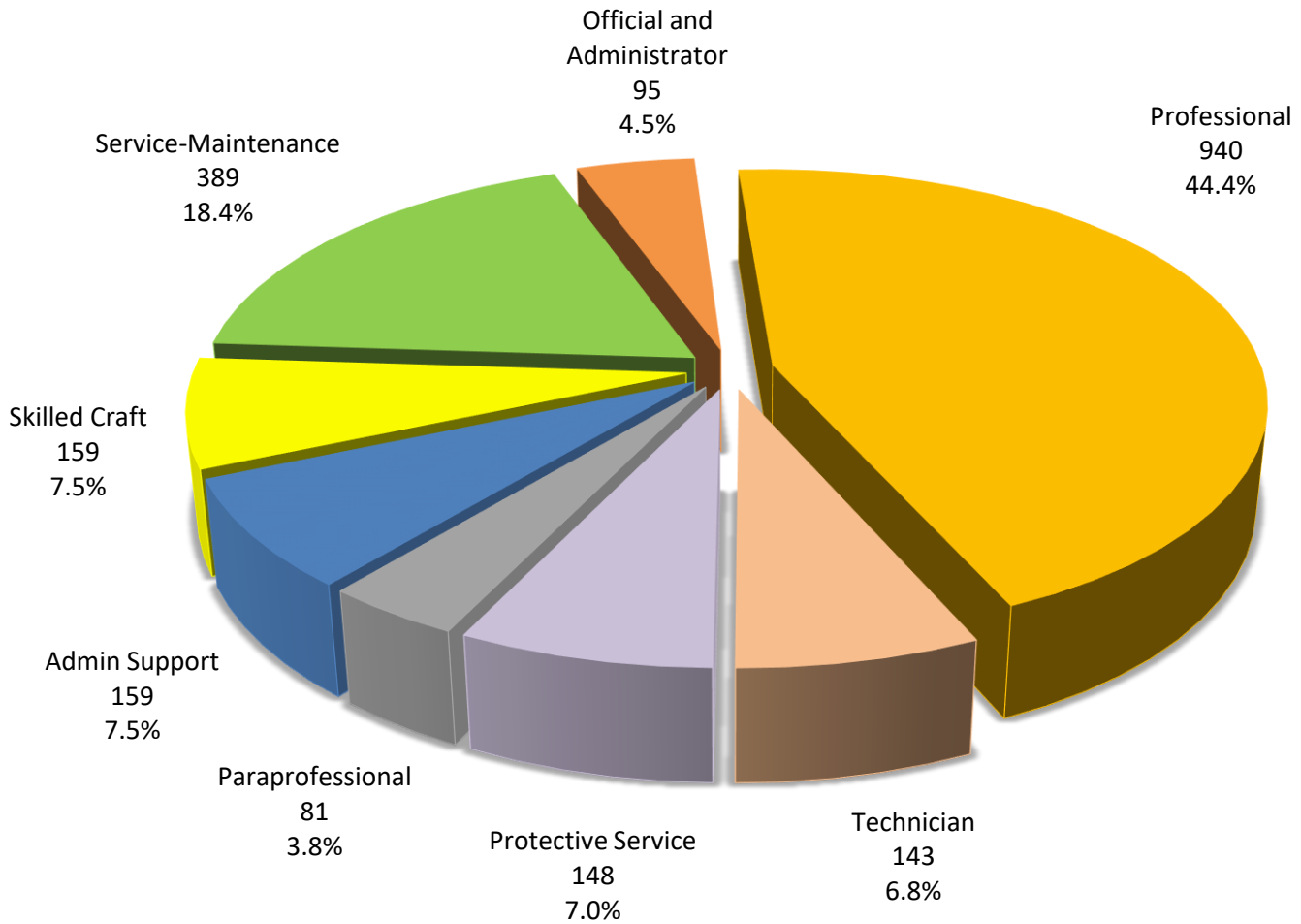
- The charts below reflect M-NCPPC career workforce distribution by race/ethnicity in Montgomery County and Prince George's County, compared to the broader employed civilian labor force within the region.



Source for County Demographics: 2017 American Community Survey 1-year estimates. Tables S0201 and S2301 U.S. Census Bureau; Research & Special Projects, Montgomery County Planning Department (2/25/19). The charts represent the employed civilian labor by race and Hispanic origin, 2017. Prince George's County includes CAS Departments.

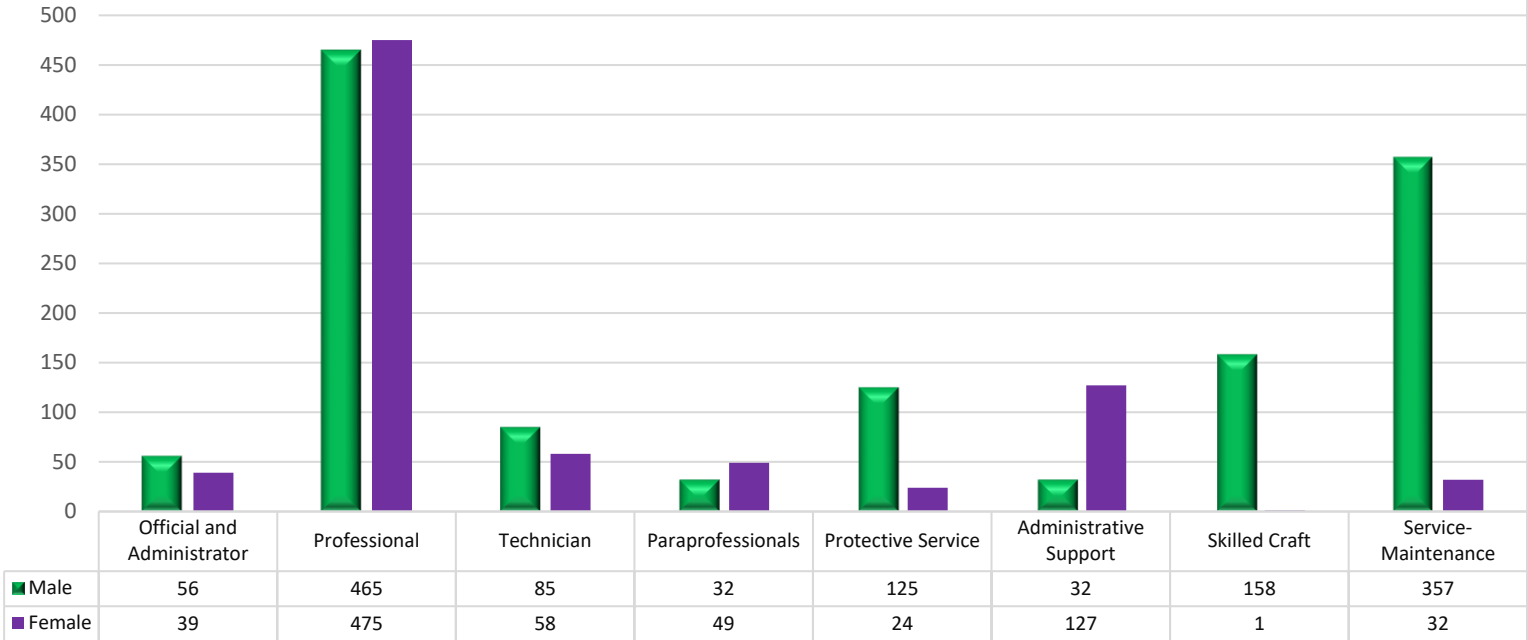
- In FY19 the largest number and percent of employees at M-NCPPC fell into the Professional category with 936 employees or 44.4% of the workforce followed by the Service-Maintenance category with 389 employees or 18.4% of the workforce.

Career Employees by EEO-4 Job Category



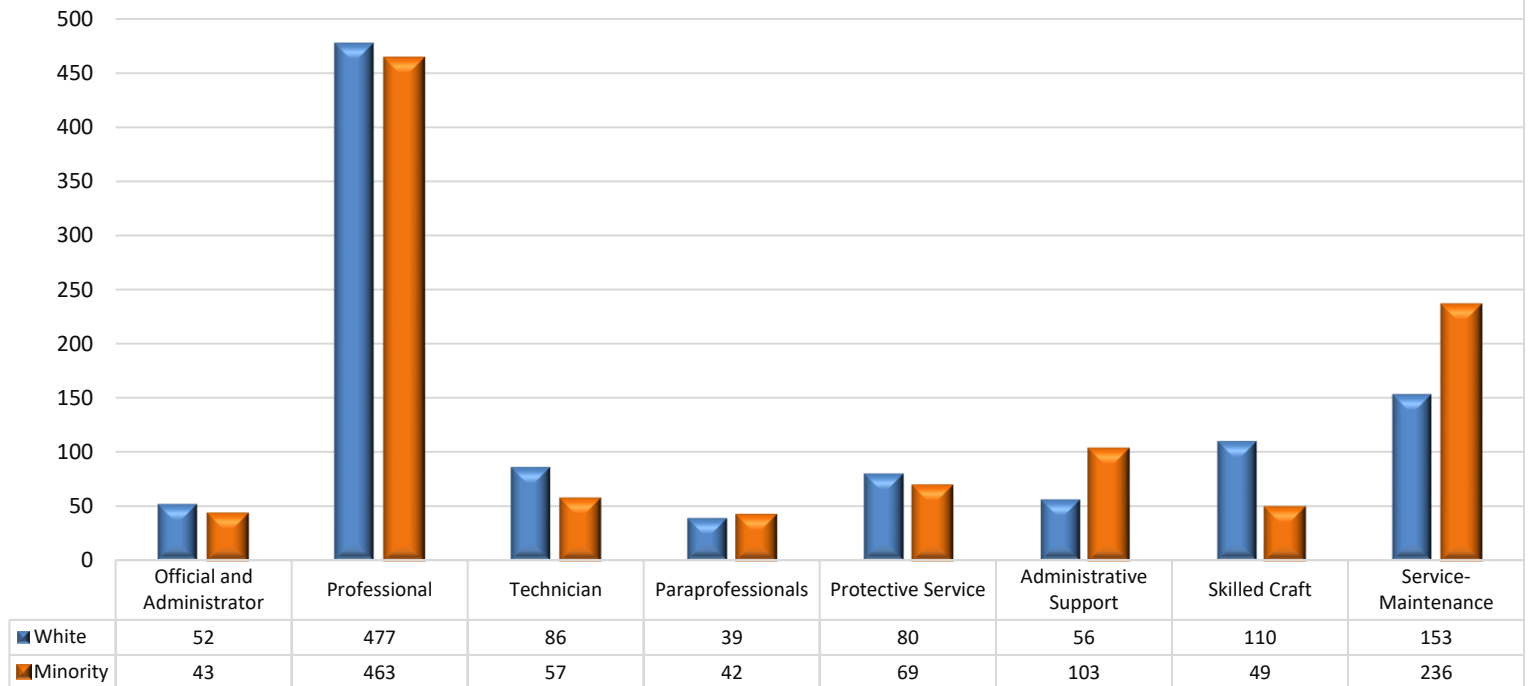
Total Career Employees: 2,115

Career Employees by EEO-4 Job Category and Gender



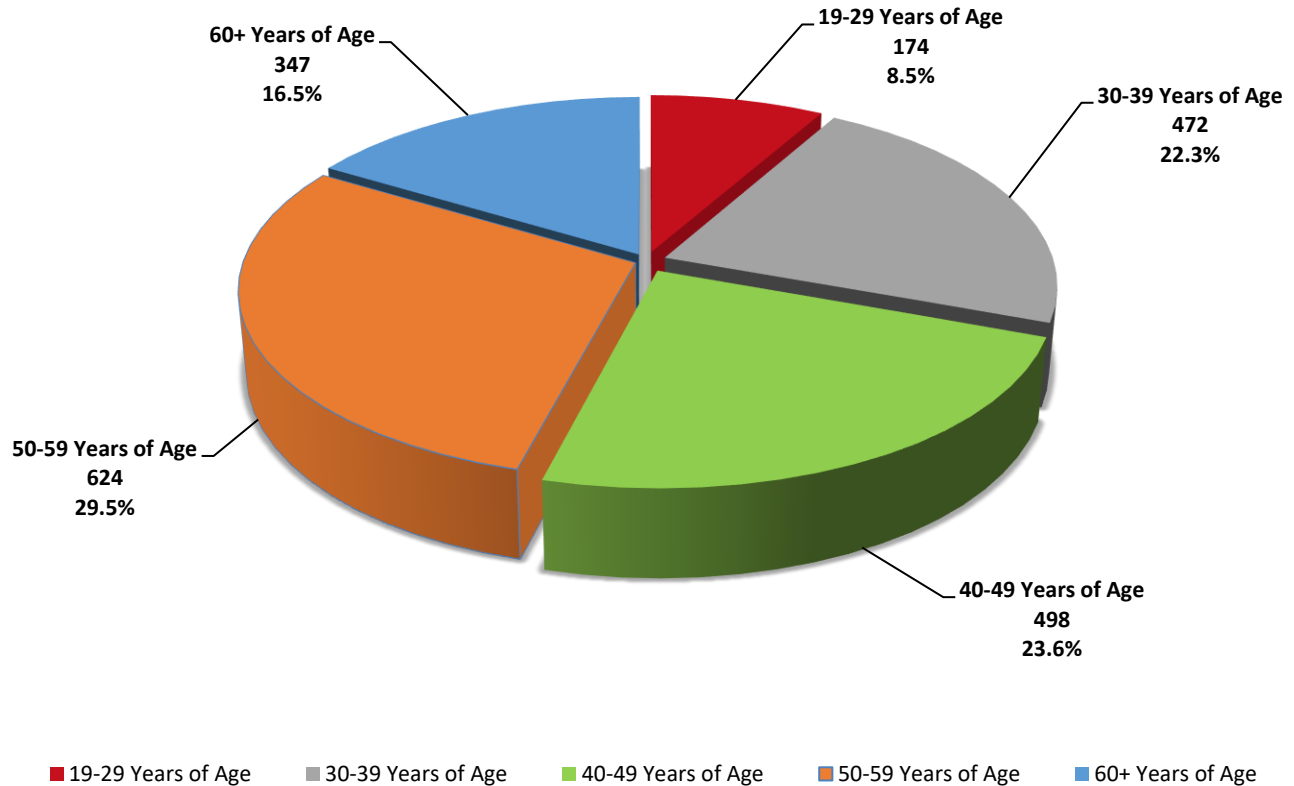
Total Career Employees: 2,115

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



Total Career Employees: 2,115

Distribution of Career Employees by Age



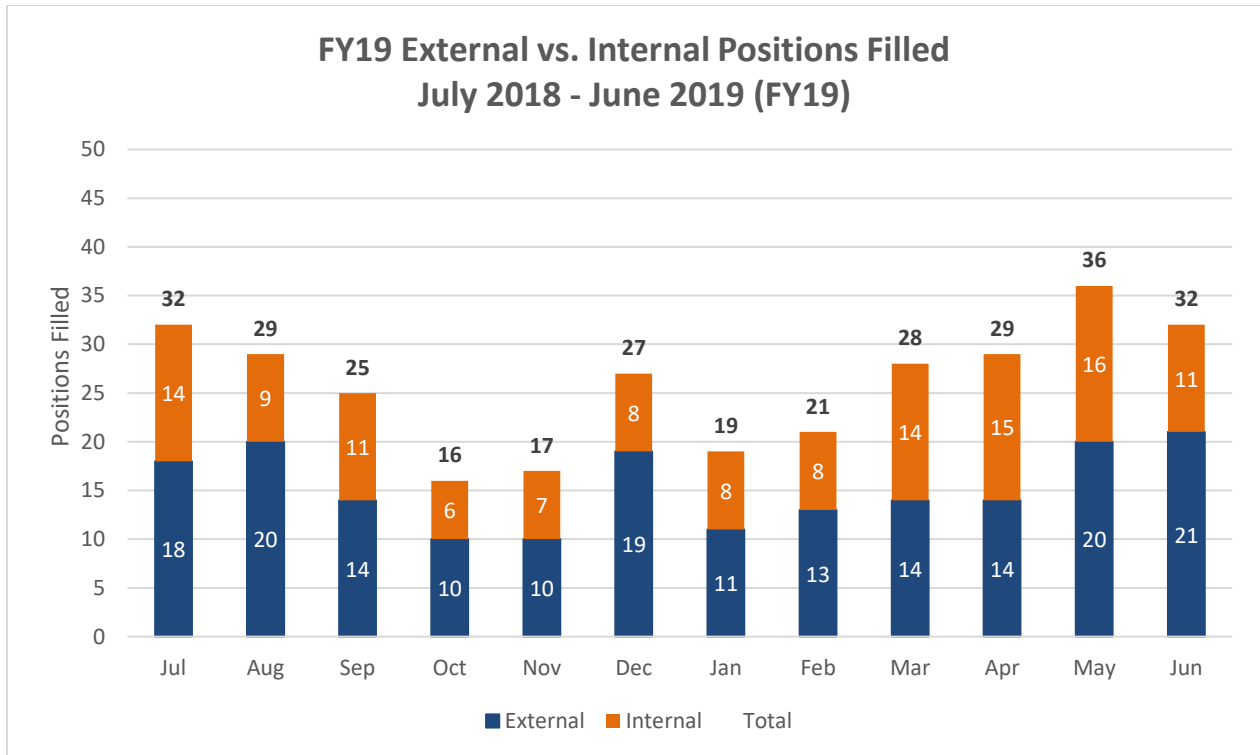
Distribution of Career Employees by Department

Bi-County Corporate Operations	131	6.2%
Montgomery County Commissioners' Office	5	0.2%
Montgomery County Planning	130	6.1%
Montgomery County Parks	699	33.0%
Prince George's County Commissioners' Office	9	0.4%
Prince George's County Planning	159	7.5%
Prince George's County Parks and Recreation	982	46.4%
M-NCPPC Career Employees Total	2,115	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.

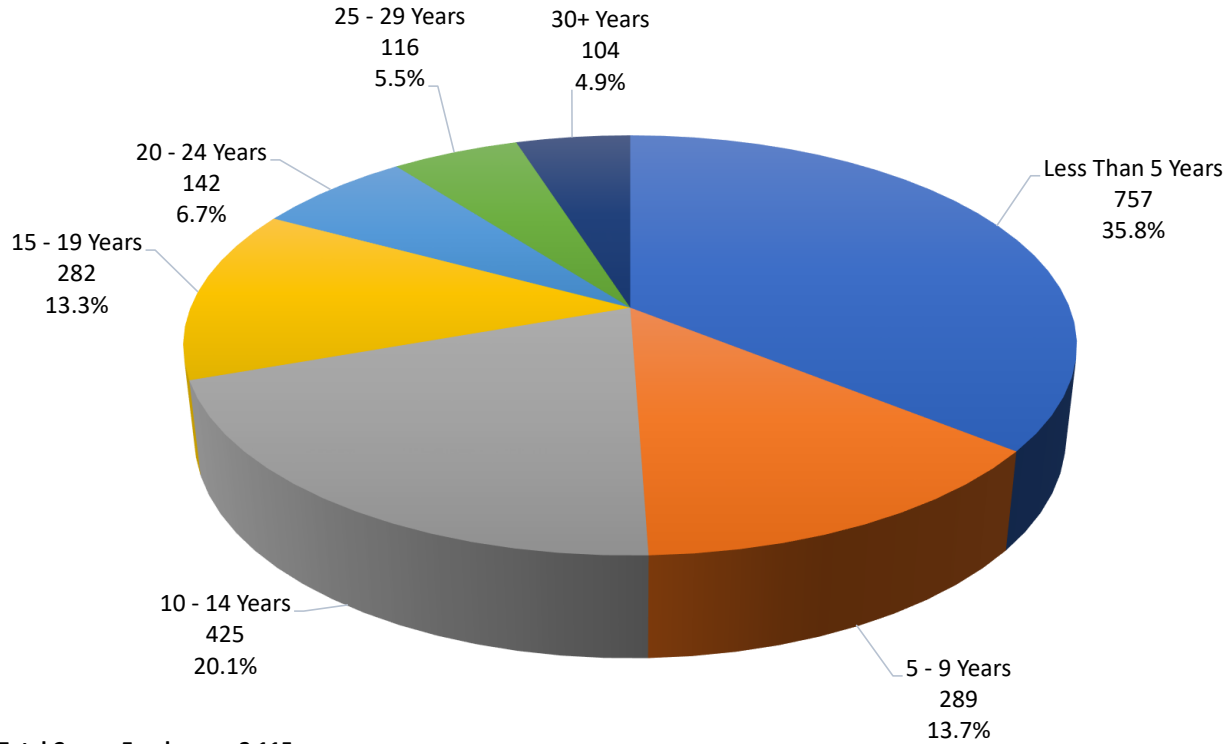
Recruitment of Career Employees

In FY19, the Recruitment and Selection Services Division filled 311 career positions. Of these 311 positions, 184 were filled by external candidates, and 127 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).



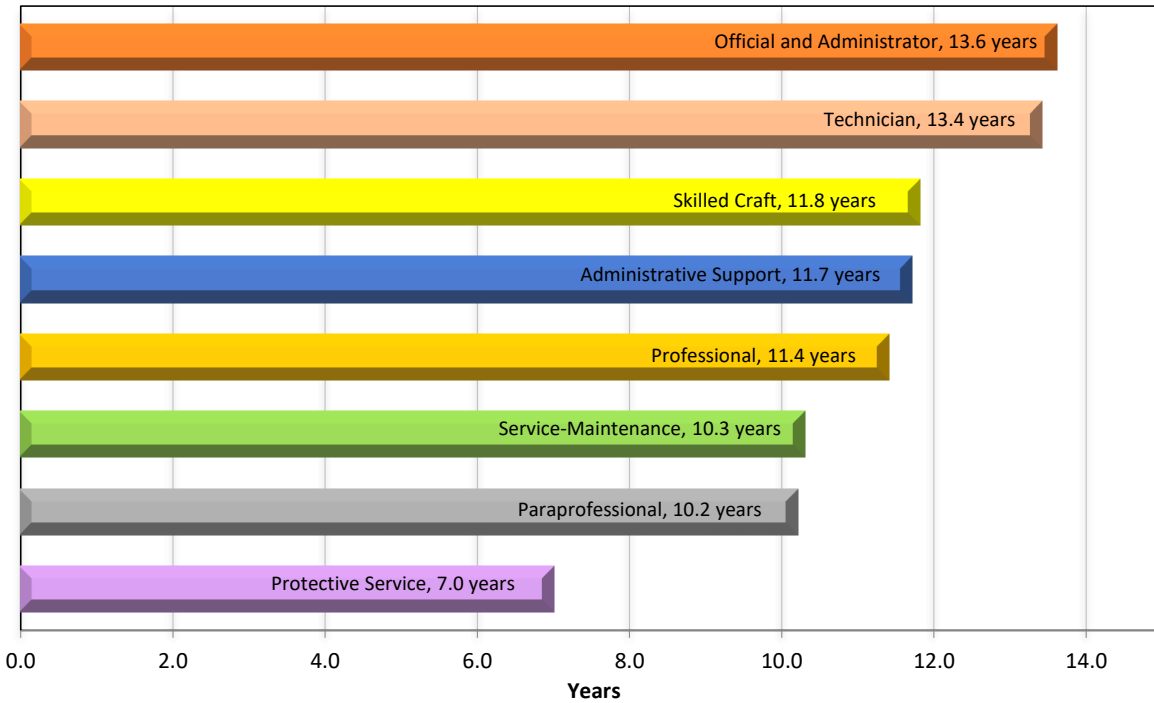
The average salary for a FY19 external career new hire was \$64,039, compared to a FY18 average of \$60,532.

Career Employee Length of Service



Total Career Employees: 2,115

Average Length of Service by EEO-4 Job Category

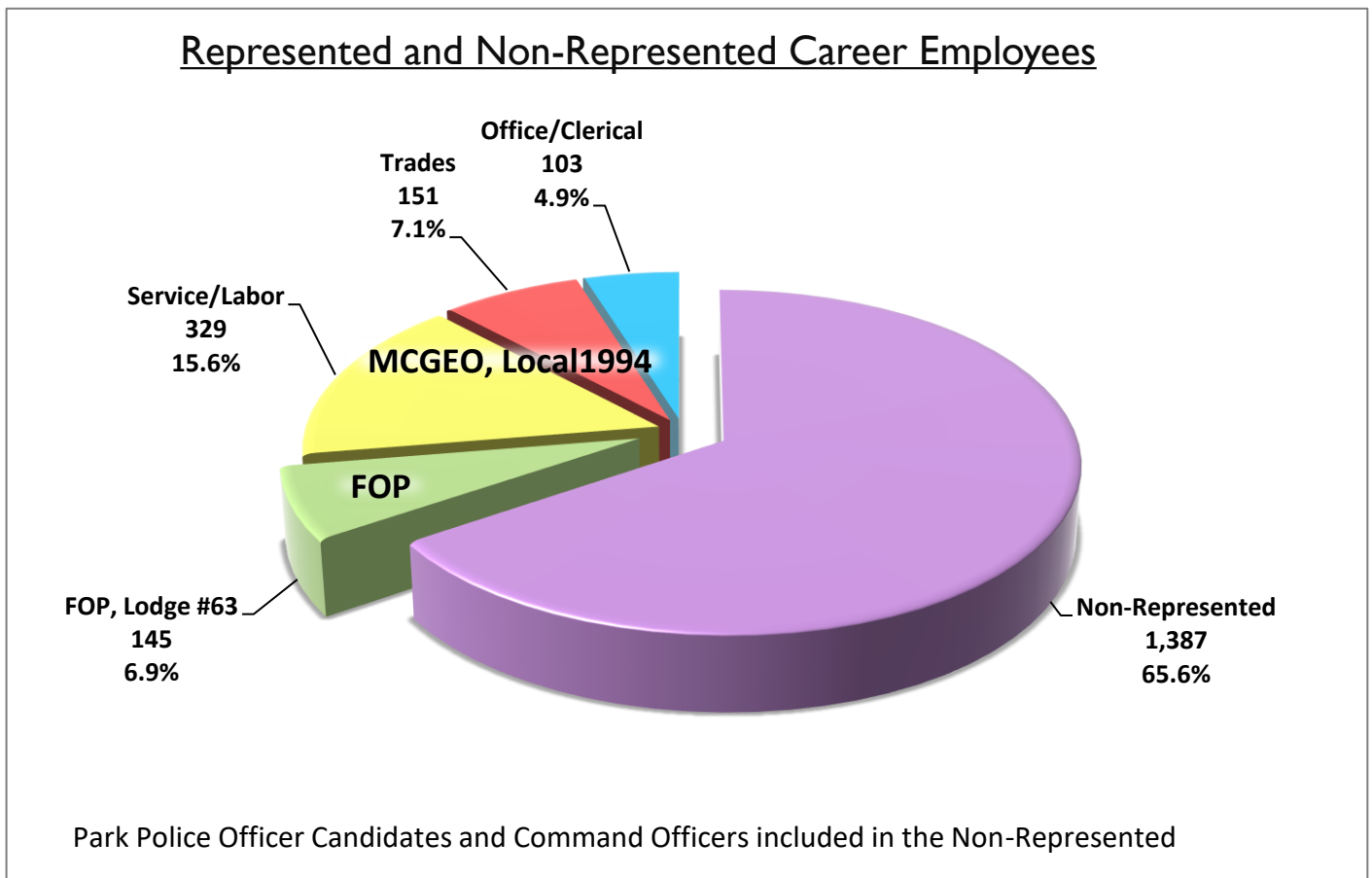


Average Length of Service for all Career Employees: 11.1 years

Collective Bargaining

In FY19, 34.4% of the Commission's career workforce was represented by a union.

Union	Number of Members FY18	% 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	583	27.6%
Fraternal Order of Police. Lodge #63 (FOP) representing police ranked sergeant and below	145	6.9%

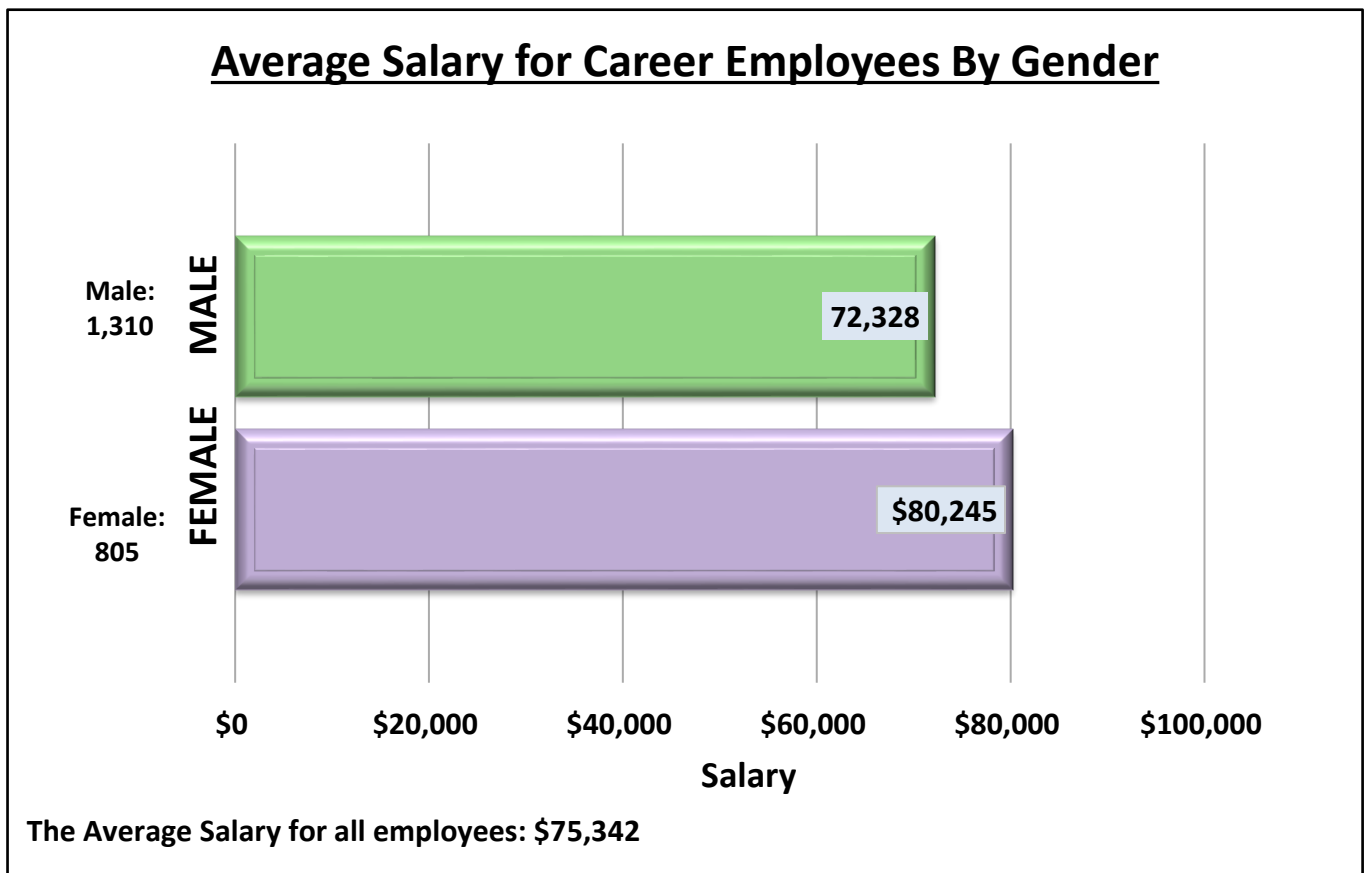


According to the Bureau of Labor Statistics (BLS), 12.8% of employed workers in Maryland were in positions represented by unions. Additionally, BLS reports that 39.4% of state government workers are unionized. The higher numbers for union membership attributed to local government workers is the result 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, 2018-2019 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 \$75,342. The average salary for male employees was \$72,328; female employees was \$80,245.



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

Official and Administrator

Race/Ethnicity

Gender	American Indian/ Alaskan Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non-Hispanic/Latino)	Two or More Races
Female	\$134,851	\$148,557	\$137,573	\$129,140	N/A	\$139,995	N/A
Male	N/A	\$153,307	\$135,632	\$139,846	N/A	\$136,125	\$105,053

Average Salary Official and Administrator: \$136,547

Average Official and Administrator New Hire Salary: \$132,965

Professional

Race/Ethnicity

Gender	American Indian/ Alaskan Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non-Hispanic/Latino)	Two or More Races
Female	\$71,070	\$91,286	\$83,019	\$78,725	\$64,009	\$88,213	\$86,143
Male	\$91,396	\$100,812	\$82,847	\$81,990	N/A	\$88,085	\$63,000

Average Salary Professional: \$86,224

Average Professional New Hire Salary: \$74,818

Technician

Race/Ethnicity

Gender	American Indian/ Alaskan Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non-Hispanic/Latino)	Two or More Races
Female	N/A	\$73,162	\$68,019	\$84,948	N/A	\$68,641	\$56,500
Male	\$93,365	\$80,302	\$72,418	\$69,489	N/A	\$77,252	N/A

Average Salary Technician: \$73,560

Average Technician New Hire Salary: \$57,639

Protective Service

Race/Ethnicity

Gender	American Indian/ Alaskan Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non-Hispanic/Latino)	Two or More Races
Female	N/A	\$41,490	\$56,467	\$66,039	N/A	\$72,834	\$50,924
Male	\$79,006	\$76,584	\$71,931	N/A	N/A	\$75,324	N/A

Average Salary Protective Service: \$72,917

Average Protective Service New Hire Salary: \$56,582

Paraprofessional

Race/Ethnicity

Gender	American Indian/ Alaskan Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non-Hispanic/Latino)	Two or More Races
Female	N/A	\$63,939	\$72,688	\$79,896	N/A	\$68,053	N/A
Male	N/A	\$42,942	\$59,477	\$49,618	N/A	\$62,203	N/A

Average Salary Paraprofessional: \$66,399

Average Paraprofessional New Hire Salary: \$51,625

Percentages are based on total number of employees: 2,115

Average Commission Career Salary (includes full-time and part-time annualized salaries): \$75,342

Admin Support

Race/Ethnicity

Gender	American Indian/ Alaskan Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non-Hispanic/Latino)	Two or More Races
Female	N/A	\$67,485	\$60,477	\$56,027	N/A	\$59,949	\$40,600
Male	N/A	N/A	\$55,390	\$54,504	N/A	\$56,041	N/A

Average Salary Admin Support: \$59,111

Average Admin Support New Hire Salary: \$49,486

Skilled Craft

Race/Ethnicity

Gender	American Indian/ Alaskan 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	N/A	N/A
Male	\$65,000	\$65,505	\$60,230	\$66,129	N/A	\$64,134	N/A

Average Salary Skilled Craft: \$63,244

Average Skilled Craft New Hire Salary: \$54,505

Service-Maintenance

Race/Ethnicity

Gender	American Indian/ Alaskan Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non-Hispanic/Latino)	Two or More Races
Female	N/A	N/A	\$50,622	\$42,411	N/A	\$48,250	N/A
Male	\$51,472	\$53,011	\$47,132	\$48,515	N/A	\$49,871	\$39,920

Average Salary Service-Maintenance: \$48,512

Average Service-Maintenance New Hire Salary: \$37,490

Total Population

Race/Ethnicity

Gender	American Indian/ Alaskan Native	Asian	Black/African American	Hispanic/ Latino	Native Hawaiian/Other	White (Non-Hispanic/Latino)	Two or More Races
Female	\$102,960	\$92,163	\$78,134	\$69,262	\$64,009	\$82,347	\$58,542
Male	\$70,339	\$82,787	\$68,907	\$60,965	N/A	\$75,561	\$69,324

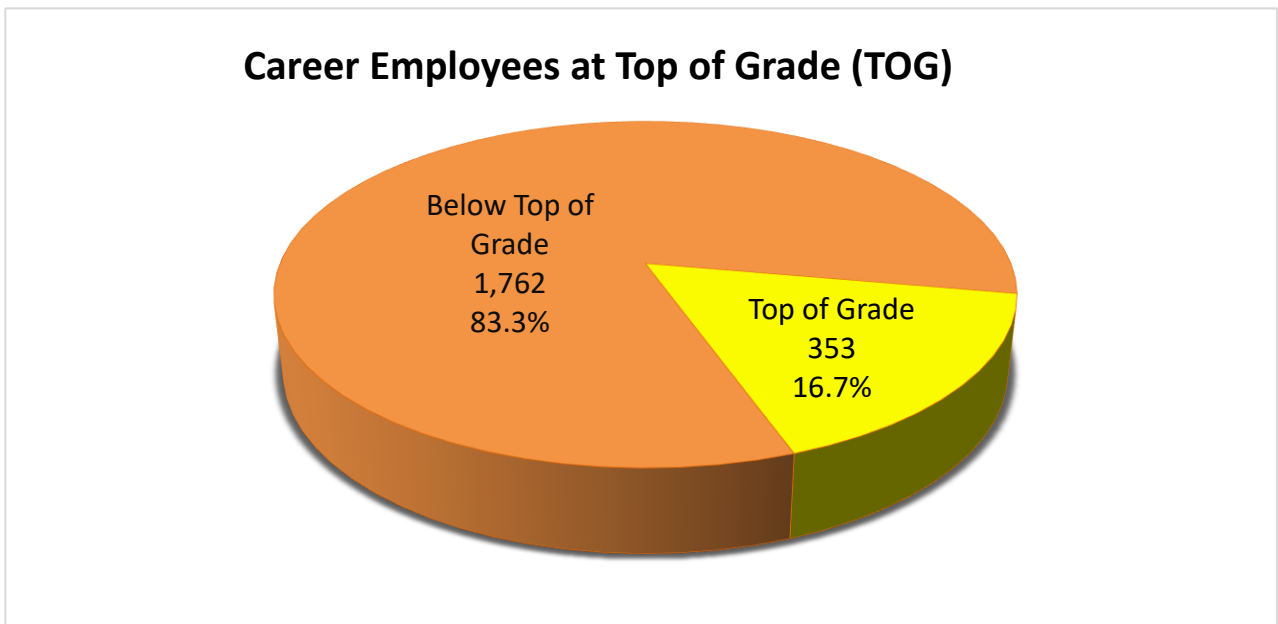
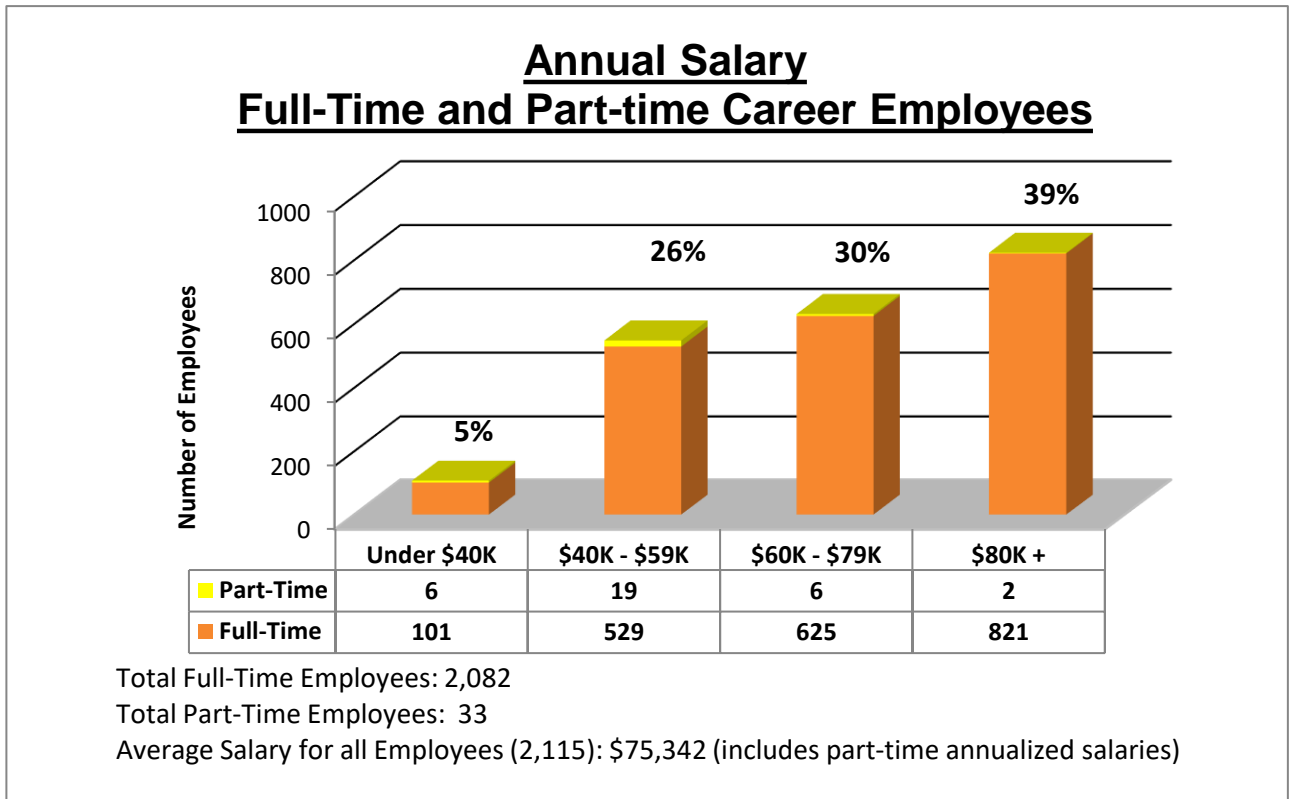
Average Salary: \$75,282

Average New Hire Salary: \$63,768

Percentages are based on total number of employees: 2,115

Average Commission Career Salary (includes full-time and part-time annualized salaries): \$75,342

- 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 70.2% of the FY19 adopted budget expenditures.



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 FY19, **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, Park Police Command Staff** and **Candidates** received a 1.5% COLA. These career employees received a 3.5% Merit increase.

For COLA adjustments and county comparisons, see page19.

Comparison of Cost-of-Living Adjustments FY11 - FY20 (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
2011	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
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) 1.50 (w3) 1.50 (w3)	2.10	3.25	3.25	0.00 (x)	2.50 (y)	2.50 (z)
2015	1.75 (w1)	2.00 (w4)	2.00 (w4) (w5)	2.10	3.25	3.25	0.00	2.50 (yy)	2.50 (zz)
2016	1.75	1.75	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
Cumulative Impact on Salary (10 years)	14.0%	11.8%	12.1%	11.7%	14.3%	14.3%	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

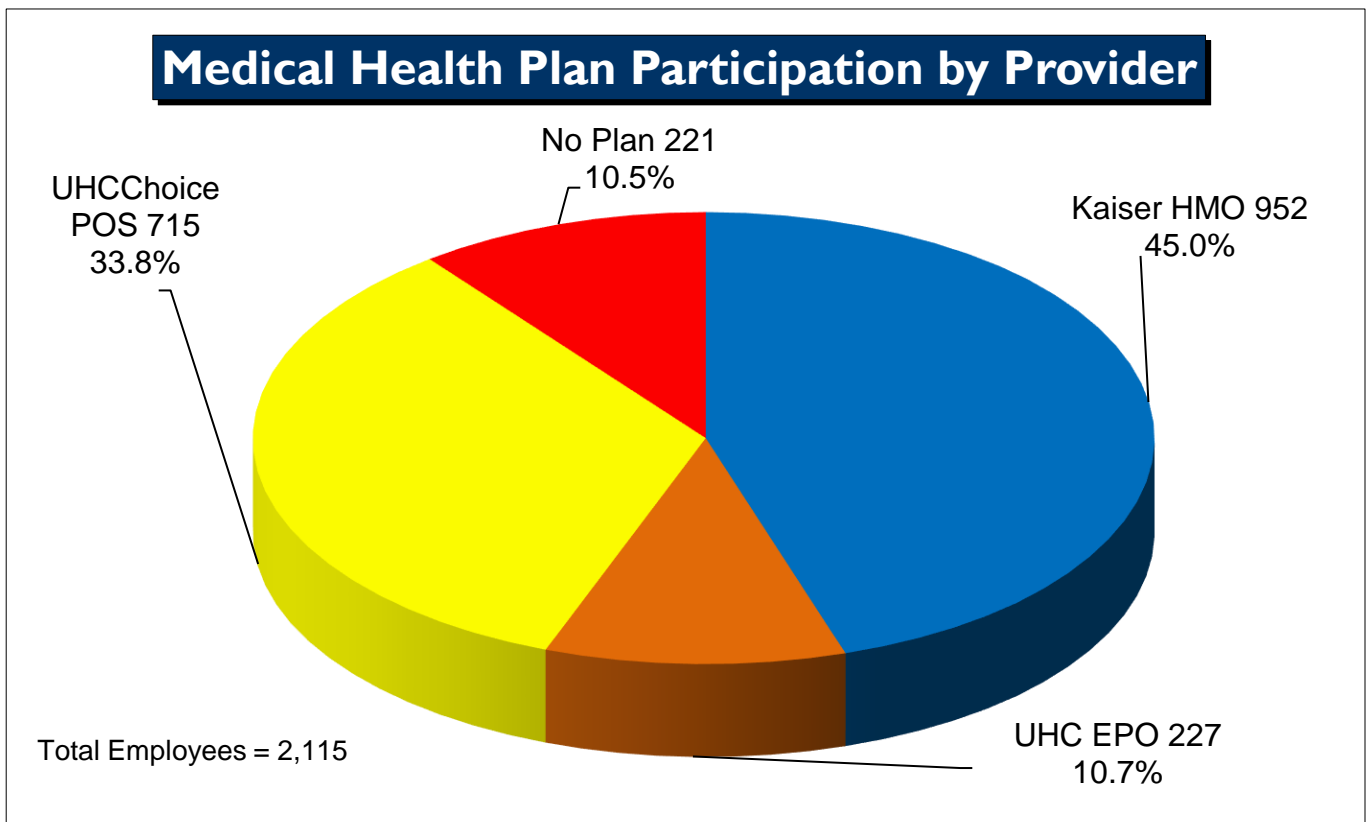
(zz) FY14 2.5% COLA, effective 3/9/14

(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

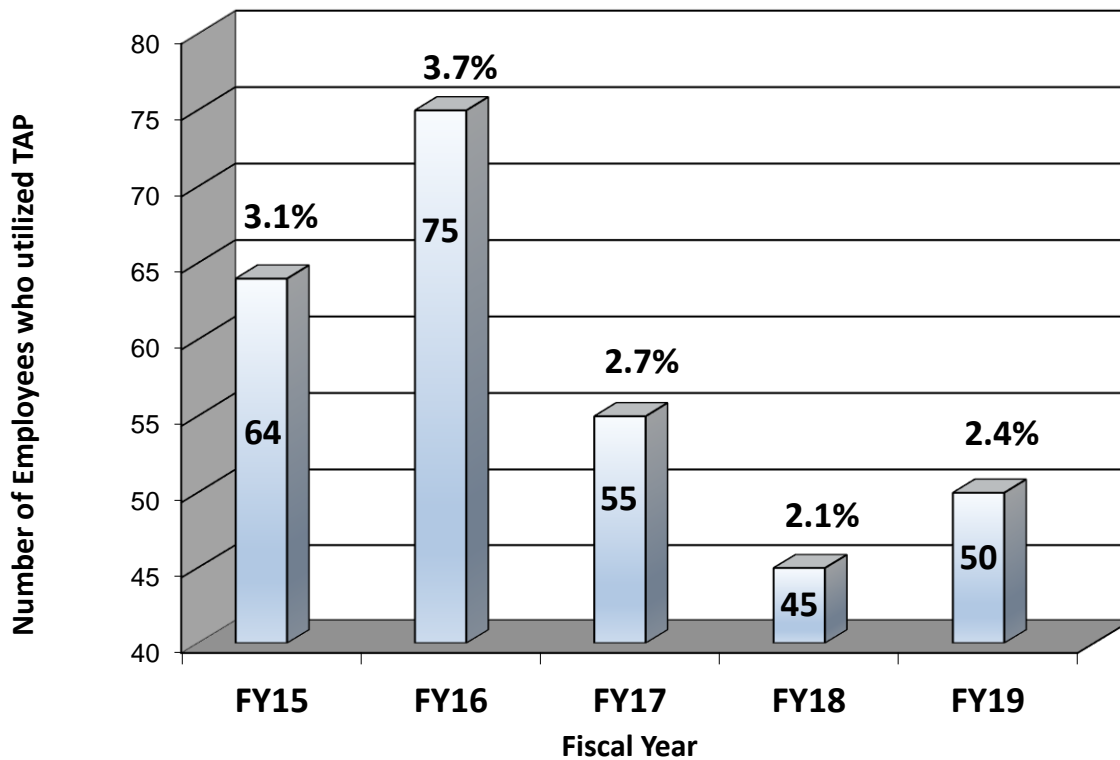
- The Commission offered career employees medical, vision, prescription, and dental plans; basic life and accidental death and dismemberment (AD&D) insurance, long term disability insurance (LTD), and employee assistance program (EAP); as well as fully employee-funded benefits such as spouse and dependent 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 FY19, 50 career employees utilized the Tuition Assistance Program.

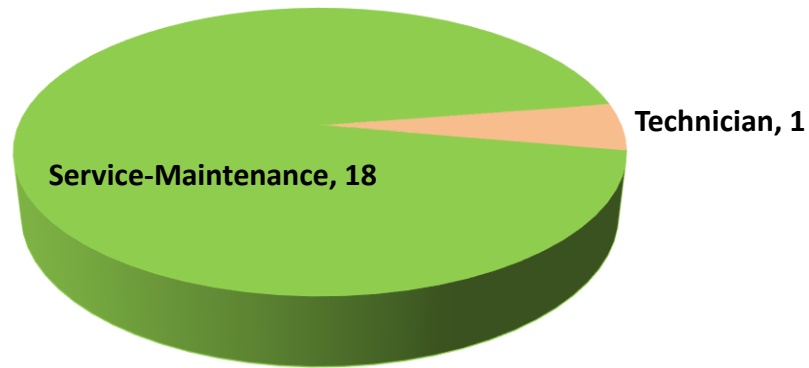
Tuition Assistance Program (TAP) Commission-Wide Participation



FY17, FY18 and FY19 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 FY19, 19 employees utilized the Literacy and Language Proficiency Program of which 32% received promotions.

Literacy Program Participants by Job Category



Department	Number of Participants
Montgomery County Parks	8
Prince George's County Parks and Recreation	10
Bi-County Corporate Operations	1
Total	19

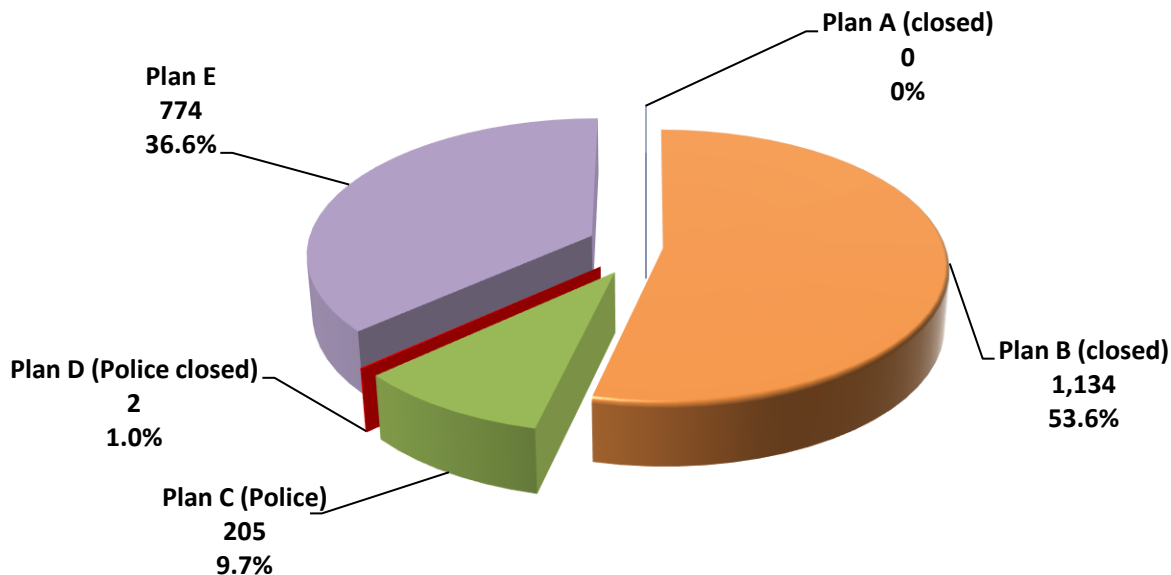
Retirement Benefits – Career

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; 53.6% of the workforce, or 1,134 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 205 members and Plan D has less than 1% 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 36.6% of the career workforce, or 774 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: 2,115

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

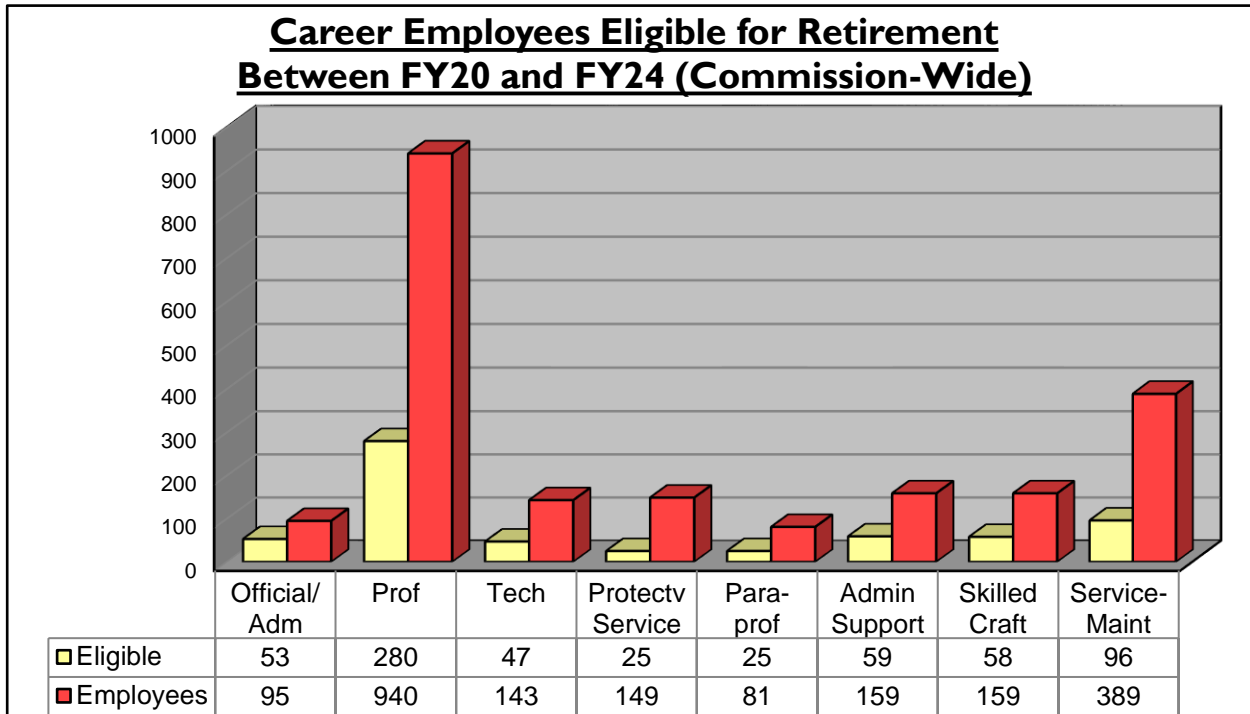
Plan C (police) and Plan E (non-police) remain open to new participants.

For retirement eligibility statistics see page 24.

Career Employees Eligible for Normal Retirement Between FY20 and FY24

	FY20	FY21	FY22	FY23	FY24	Total
PGC Commissioners' Ofc	6	1	1		1	9
PGC Parks and Recreation	178	21	29	42	33	303
PGC Planning	36	3	3	2	9	53
PGC Sub Total	220	25	33	44	43	365
CAS	34	4	1	3	3	45
MC Commissioners' Ofc	3					3
MC Parks	119	18	19	20	12	188
MC Planning	26	5	3	4	4	42
MC Sub Total	148	23	22	24	16	233
Commission Total	402	52	56	71	62	643

Career Employees Eligible for Retirement Between FY20 and FY24 (Commission-Wide)



Between FY20 and FY24, 643 out of 2,115 (30.4%) of current employees will reach normal retirement eligibility. This is an average of 129 employees for each of those years. Based on the current number of employees, by EEO category, this represents:

- 55.8% of the Official and Administrator category
- 29.8% of the Professional category
- 32.9% of the Technician category
- 16.8% of the Protective Service category
- 30.9% of the Paraprofessional category
- 37.1% of the Administrative Support category
- 36.5% of the Skilled Craft category
- 24.7% of the Service-Maintenance category

(Excludes Commissioners and employees in Long Term Disability status.)

Turnover – Career

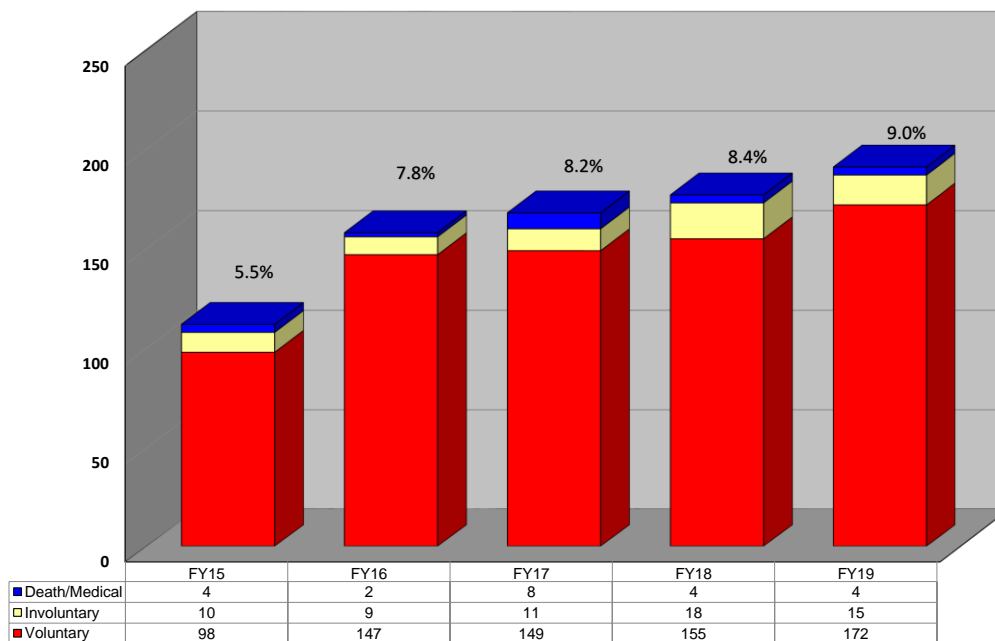
- Turnover rate in FY19 was 9.0% or 191 employees. The average turnover rate for the past five fiscal years (FY15 – FY19) is 7.8%.
- In FY19, 56.5% of employees who separated employment were male and 43.5% were female.
- In FY19, the composition of separating employees was:
 - 50.3% White (Not Hispanic or Latino)
 - 40.3% Black or African American
 - 4.2% Asian
 - 3.7% Hispanic or Latino
 - 1.5% American Indian or Alaskan Native
- Of the 191 separated employees, the highest turnover percentage occurred in the Administrative Support job category, with a turnover of 11.9% (19 separations of 159 total).
 - Official and Administrator turnover - 10.5% (10 separations of 95)
 - Professional turnover - 10.1% (95 of 940 total)
 - Service-Maintenance turnover - 9.8% (38 separations out of 389 total)
 - Skilled Craft turnover – 6.9% (11 separations out of 159 total)
 - Protective Service turnover – 6.0% (9 separations out of 149 total)
 - Technician turnover 4.2% (6 separations out of 143 total)
 - Paraprofessional turnover – 3.7% (3 separations out of 81 total)
- In FY19, the three primary reasons for separations were normal retirement, personal reasons and a new job. For all separations statistics by reason see page 26.

Number of Separations by Reason and Fiscal Year

		FY15	FY16	FY17	FY18	FY19
Voluntary	New Job	21	45	41	41	32
	Relocation	3	11	7	3	8
	Personal Reasons	21	21	24	24	37
	Return to School	1	0	2	1	1
	Early Retirement	2	0	7	9	0
	Normal Retirement	*48	67	67	74	88
	Quit Without Notice (No Show)	0	1	1	2	6
	Other	3	2	0	1	0
Involuntary	Violation of Rules	4	7	7	6	10
	Unsatisfactory Performance	5	2	4	10	5
	Reduction in Force (RIF)	0	0	0	0	0
	Dismissal/Job Abandonment	1	0	0	2	0
Other	Death	2	2	3	3	4
	Not Specified	1	0	0	0	0
	Disability Medical	0	0	0	0	0
	Resign Medical	0	0	5	1	0
Total Separations		112	158	168	177	191
Turnover Rate		5.5%	7.8%	8.2%	8.4%	9.0%

*This data represents employees who completed an exit interview.

Career Turnover By Separation Reason FY15-FY19



Trends in the Career Employee Lifecycle

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

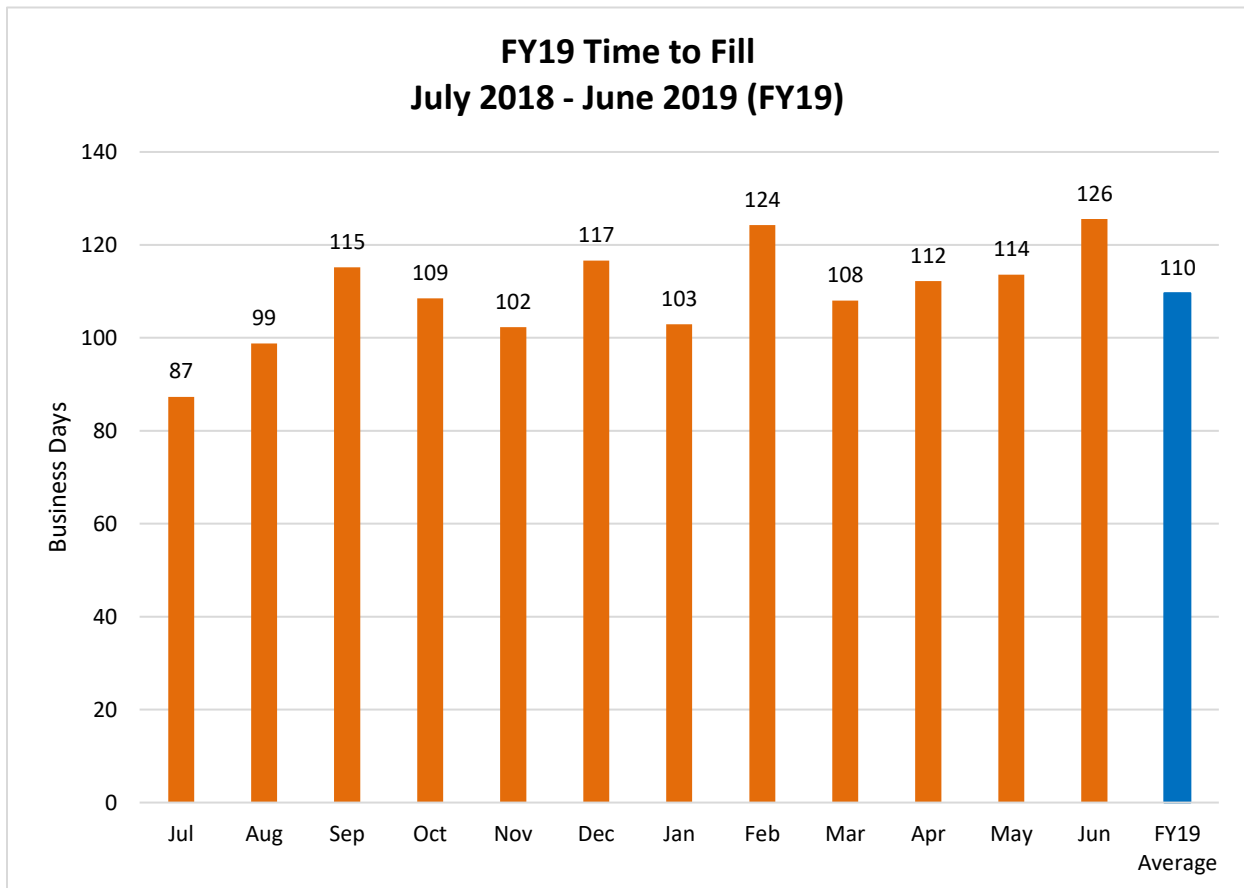
TRENDS IN THE CAREER EMPLOYEE LIFECYCLE

FY19 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 FY19, it took an average of 110 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.



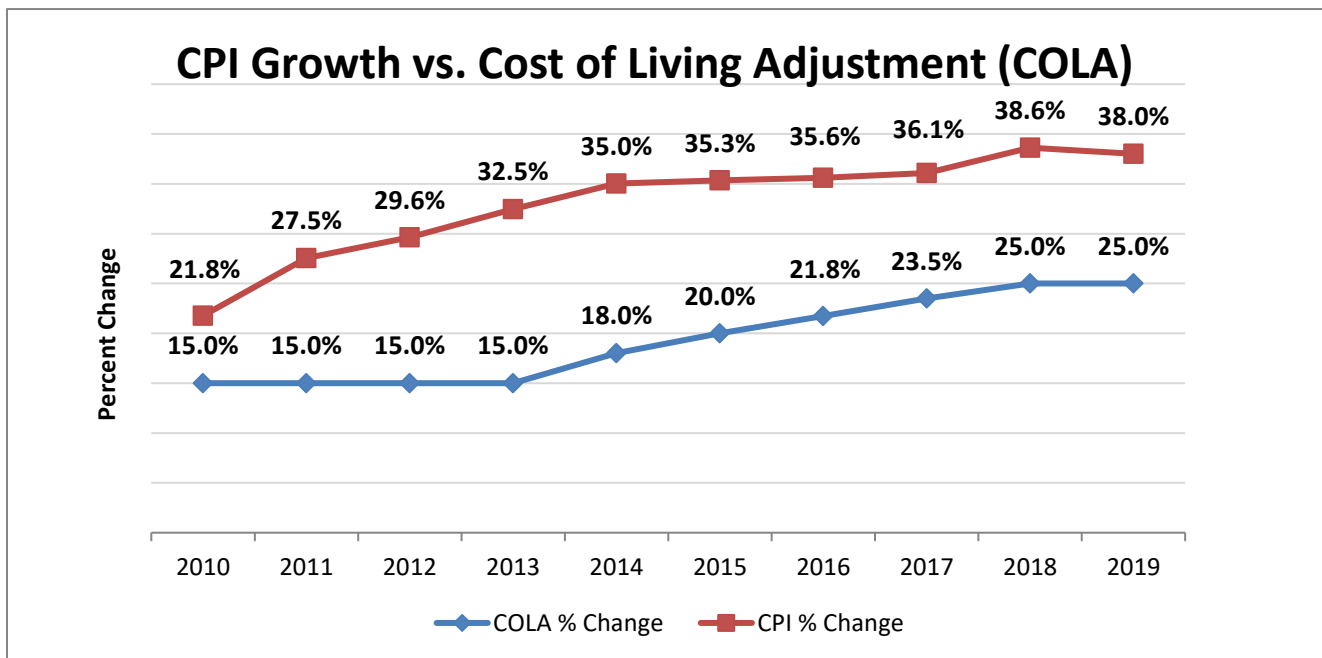
2. Cost of Living Adjustment and Merit Increase Trends

In FY19, 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

	FY15	FY16	FY17	FY18	FY19
Non-Represented					
Increment (Merit)	3.50%	1.75%	1.75%	3.50%	3.5%
General Adjustment (COLA) (effective date)	2.00% 9/14	1.75% 9/15	1.75% 9/16	1.50% 8/17	1.50% 10/18
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	
MC GEO Local 1994					
Increment (Merit)	3.50%	1.75%	1.75%	3.50%	3.5%
General Adjustment (COLA) (effective date)	2.00% 9/14	1.75% 9/15	1.75% 9/16	1.50% 8/17	1.5% 10/18
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	
FOP Lodge 30					
Increment (Merit)	3.5% + make-up merit	3.50%	3.50%	3.50%	3.5%
General Adjustment (COLA) (effective date)	1.75% 7/14	1.75% 7/15	.5% 7/16	1.5% 7/17	1.0% 7/18
Lump-sum Payment					

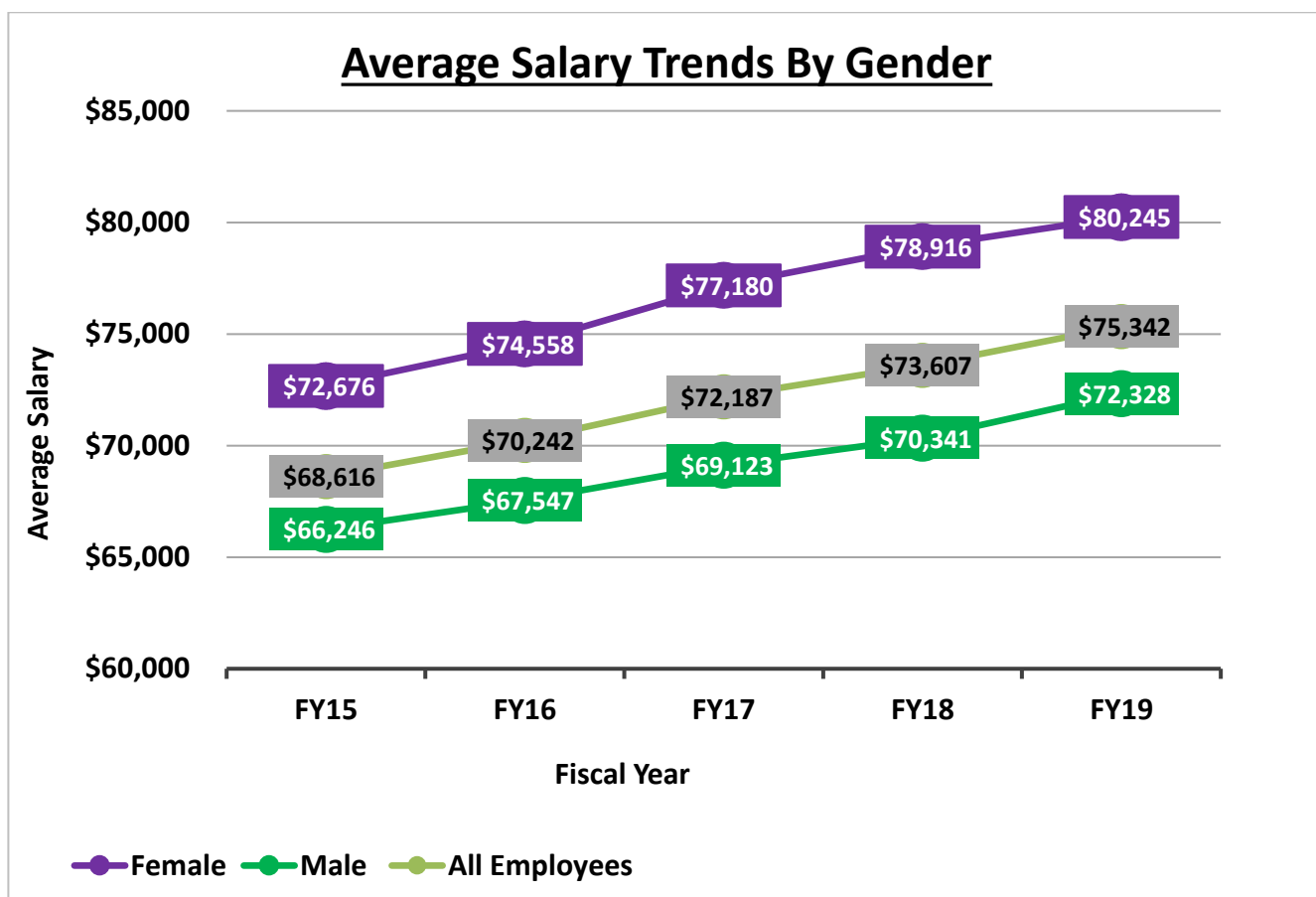
The red line on the chart below depicts the cumulative growth of the Consumer Price Index (CPI) over the last 10 years (FY09 – FY19). The blue line, in comparison represents the cumulative M-NCPPC career workforce cost of living adjustments over that period.



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 FY19, the Commission’s average salary for all career employees increased by 2.4 from \$73,607 in FY18 to \$75,342. Average salary figures include annualized part-time employees’ salaries.



4. Top of Grade Trends

Top of Grade means a salary is at the maximum of the pay grade. In FY19, the percentage of employees at top of grade was 16.7%. This was a slight decrease from the percentage of employees at top of grade in FY18, 17.5%.

Five-Year Top of Grade Distribution Trends

Top of Grade	FY15	FY16	FY17	FY18	FY19
# of EEs	411	458	331	370	353
% of Total Populations	20.0%	22.6%	16.2%	17.5%	16.7%

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 18.3% increase between FY15 and FY19. The Asian category saw a 7.4% increase over the same time period. The gender composition has remained stable.

Five-Year Demographic Distribution by Race/Ethnicity and Gender: FY2015 – FY2019

	FY15	FY16	FY17	FY18	FY19	% Change over 5 years
Race/Ethnicity						
American Indian or Alaska Native	13	10	9	10	8	-38.5%
Asian	81	86	87	90	87	7.4%
Black or African American	756	732	757	790	810	7.1%
Hispanic or Latino	126	126	134	150	149	18.3%
Native Hawaiian or Other Pacific Islander	0	0	1	1	1	100.0%
Two or More Races ¹	0	0	0	3	7	Footnote ¹
White	1,073	1,062	1,060	1,067	1,053	-1.9%
Minority Combined Total	976	954	988	1,044	1,062	8.8%
Gender						
Women	777	775	779	804	805	3.6%
Men	1,272	1,241	1,269	1,307	1,310	3.0%
Total Career Workforce	2,049	2,016	2,048	2,111	2,115	3.2%

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 13.3% to 16.4% of the career workforce.

Five-Year Demographic Distribution by Age: FY2015 – FY2019

	FY15		FY16		FY17		FY18		FY19	
Age / % of Population										
60+ Years of Age	272	13.3%	283	14.0%	292	14.3%	316	15.0%	347	16.4%
50-59 Years of Age	676	33.0%	660	32.7%	664	32.4%	664	31.5%	624	29.5%
40-49 Years of Age	556	27.1%	533	26.4%	519	25.3%	501	23.7%	498	23.5%
30-39 Years of Age	389	19.0%	393	19.5%	410	20.0%	443	21.0%	472	22.3%
19-29 Years of Age	156	7.6%	147	7.3%	163	8.0%	187	8.9%	174	8.2%
Total Career Workforce	2,049		2,016		2,048		2,111		2,115	

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
FY19	30.4%
FY18	31.9%
FY17	33.2%
FY16	34.4%
FY15	33.6%

In FY20, 402 out of 2,115 employees (19% of the workforce) *will be* eligible for normal retirement. Between FY20 and FY24, 643 out of 2,115 employees, 30.4%, 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	FY2020	FY2021	FY2022	FY2023	FY2024	5-year total	% of EEO Category
Official and Administrator	35	3	8	4	3	53	55.8%
Professional	177	25	20	29	29	280	29.8%
Technician	30	3	2	6	6	47	32.9%
Protective Service	10	4	4	4	3	25	16.8%
Paraprofessional	14	2	3	2	4	25	30.9%
Admin Support	39	2	3	7	8	59	37.1%
Skilled Craft	38	7	6	3	4	58	36.5%
Service-Maintenance	59	6	10	16	5	96	24.7%
Total	402	52	56	71	62	643	30.4%

8. Retirement Trends

Five-Year Retirement Separations

Fiscal Year	Number Retired	% of Workforce Retired
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 FY19 was 9.0%.

Five-Year Turnover Rates

FY15	FY16	FY17	FY18	FY19
5.5%	7.8%	8.2%	8.4%	9.0%

Turnover rates as reported by the Local Government Personnel Association for FY19. M-NCPPC is at the median for organizations that reported this data.

Organization	Turnover Rate
Montgomery County	18.0%
District of Columbia	14.9%
Alexandria City	13.2%
Baltimore County	10.6%
Arlington County	10.3%
Maryland State	10.0%
M-NCPPC	9.0%
Charles County	8.0%
Howard County	6.8%
Anne Arundel County	6.0%
Prince George's County	6.0%
City of College Park	6.0%
Fairfax County	4.2%

Non-Permanent Workforce Highlights

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

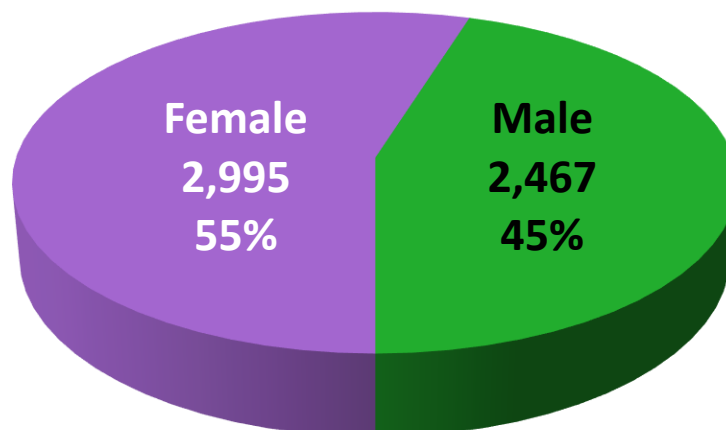
- In FY19, the non-career workforce totaled 5,462 employees (as of 6/30/2019). Of this number, 99% (5,426) were Seasonal/Intermittent Contract, .6% were Term Contract (35), and less than .1% (1) was Temporary Contract.
- Of non-permanent/seasonal employees, 89.6% worked in Prince George’s County Department of Parks and Recreation and 9.7% worked in Montgomery County Department of Parks.

Non-Permanent/Seasonal Employee Distribution by Department

Bi-County Corporate Operations	17	0.3%
Montgomery County Commissioners' Office	1	0.0%
Montgomery County Planning	8	0.1%
Montgomery County Parks	532	9.7%
Prince George's County Commissioners' Office	0	0.0%
Prince George's County Planning	12	0.2%
Prince George's County Parks and Recreation	4,892	89.6%
M-NCPPC Non-Permanent/Seasonal Employees Total	5,462	100.0%

- The gender composition of non-career employees in FY19 was 55% female and 45% male.

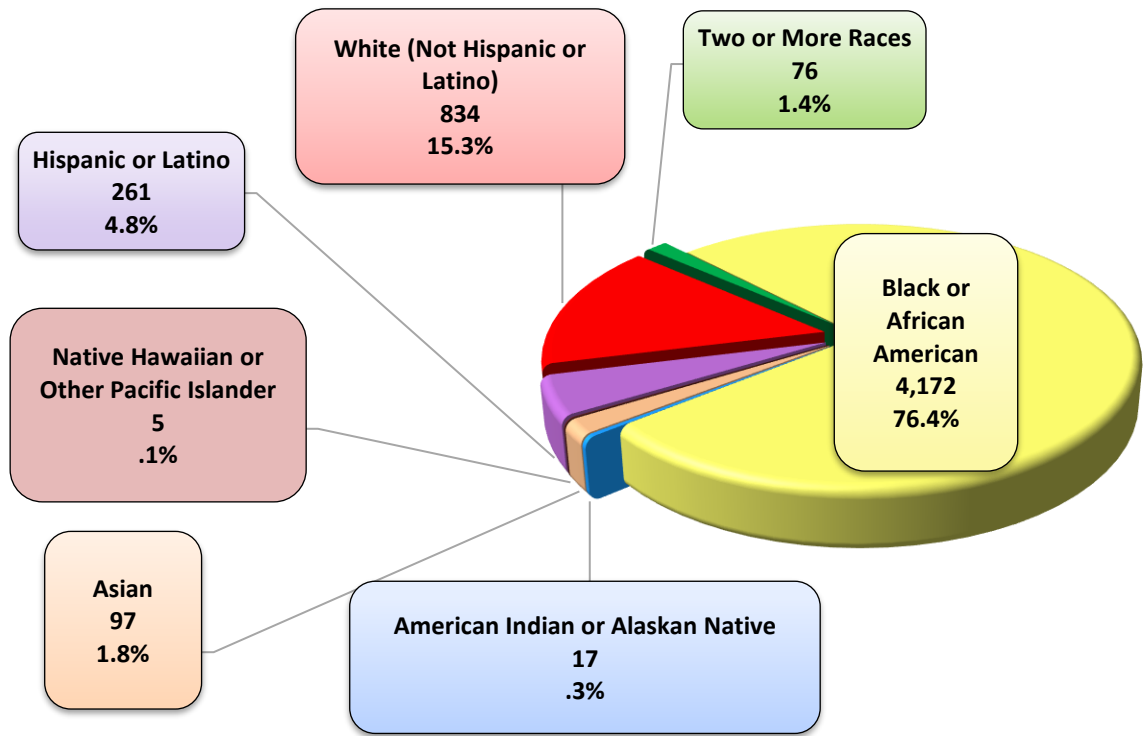
Non-Permanent/Seasonal Employees by Gender



Total Non-Permanent/Seasonal Employees: 5,462

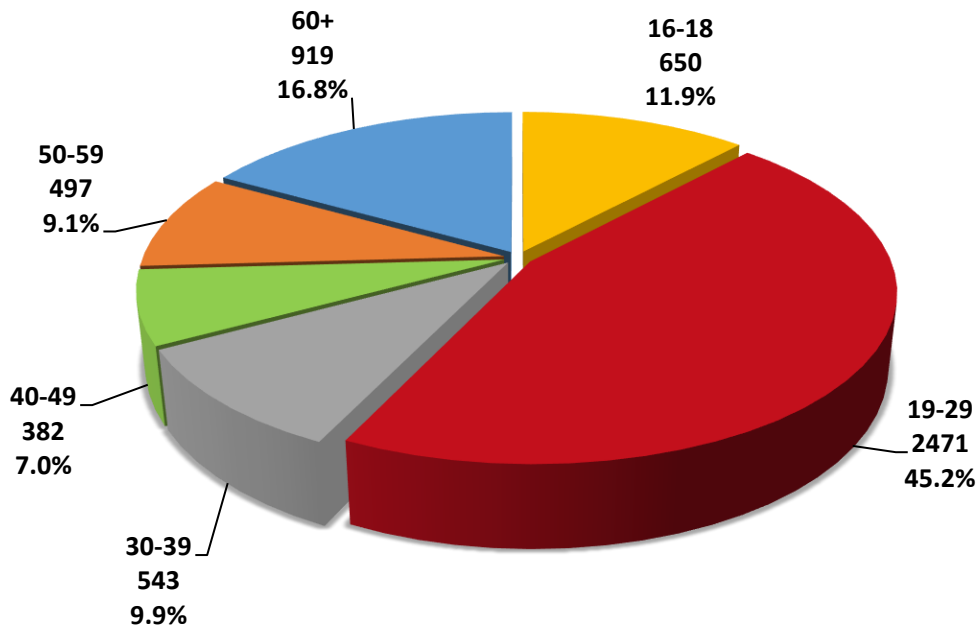
- In FY19, the racial/ethnic composition of non-career employees was as follows:

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



Total Non-Permanent/Seasonal Employees: 5,462

Distribution of Non-Permanent/Seasonal Employees by Age



Average Age : 35 years old

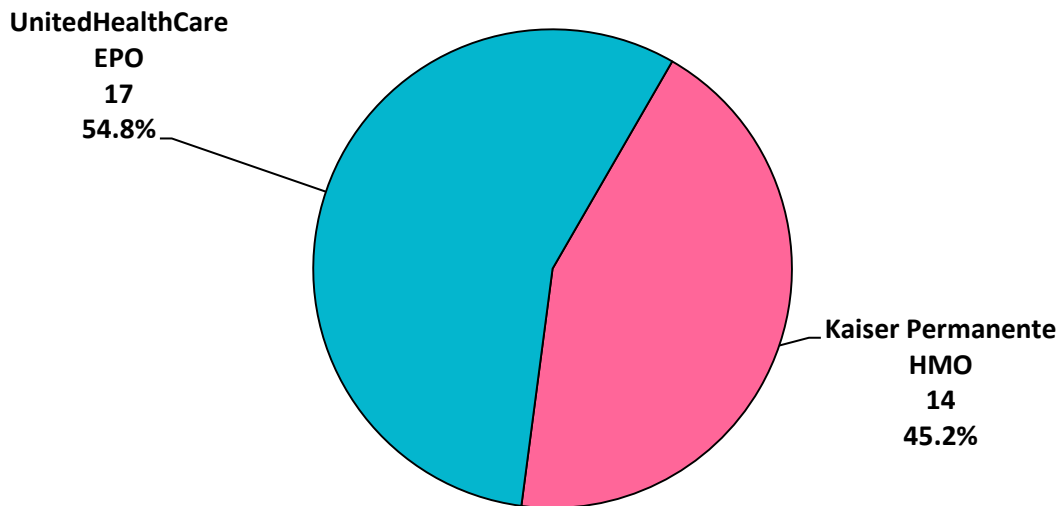
Total Non-Permanent/Seasonal Employees: 5,462

- **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:
31 (.6% of all Non-Permanent/Seasonal Employees)
17 Term Contract Medical Health Plan Participants
14 Seasonal/Intermittent Medical Health Plan Participants

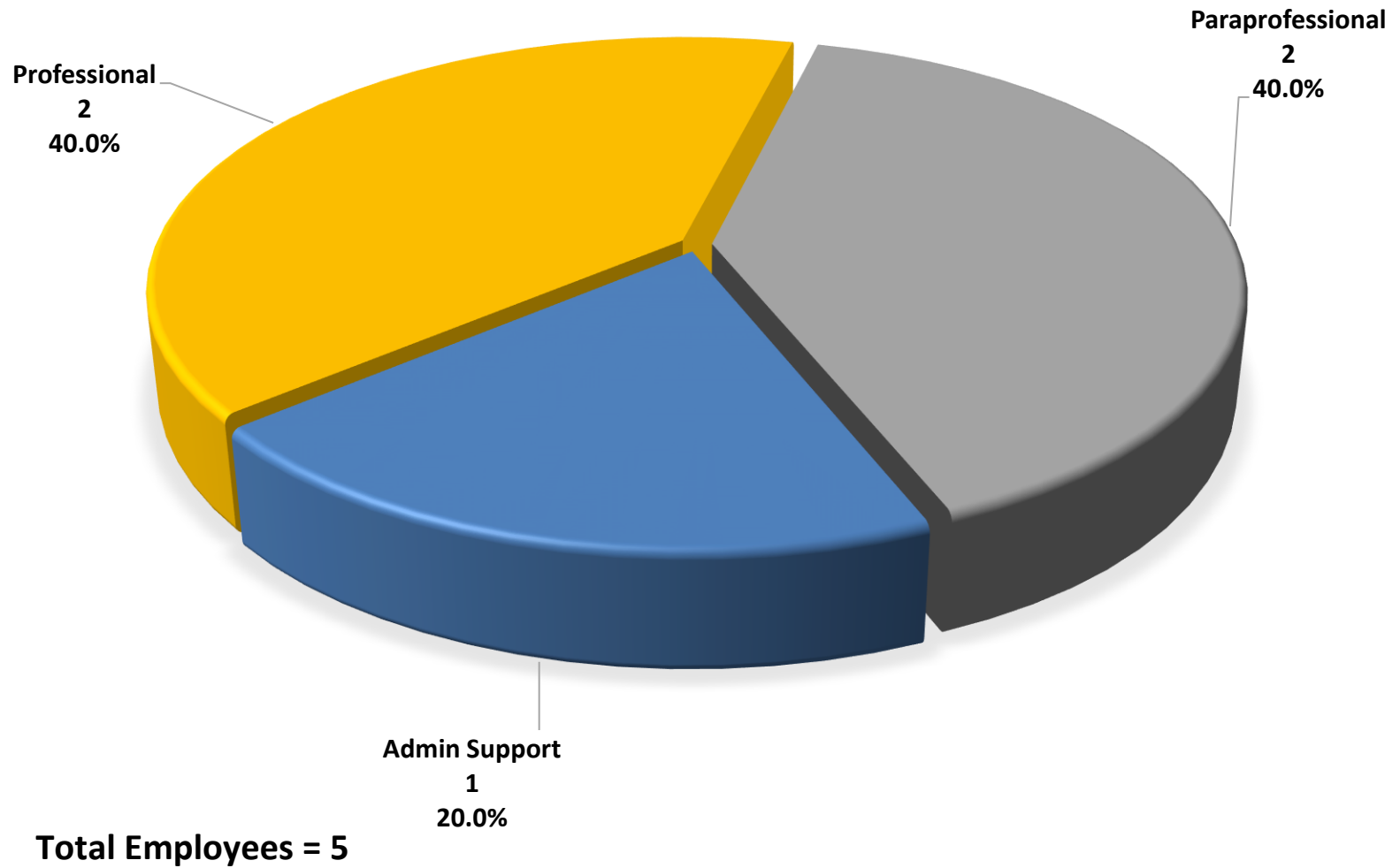
Note: In FY18 the passage of the Maryland Health Working Families Act made up to 40 hours of sick leave benefits available to Seasonal/Intermittent and Temporary Contract employees who work at least 24 hours in a bi-weekly pay period.

M-NCPPC Montgomery County

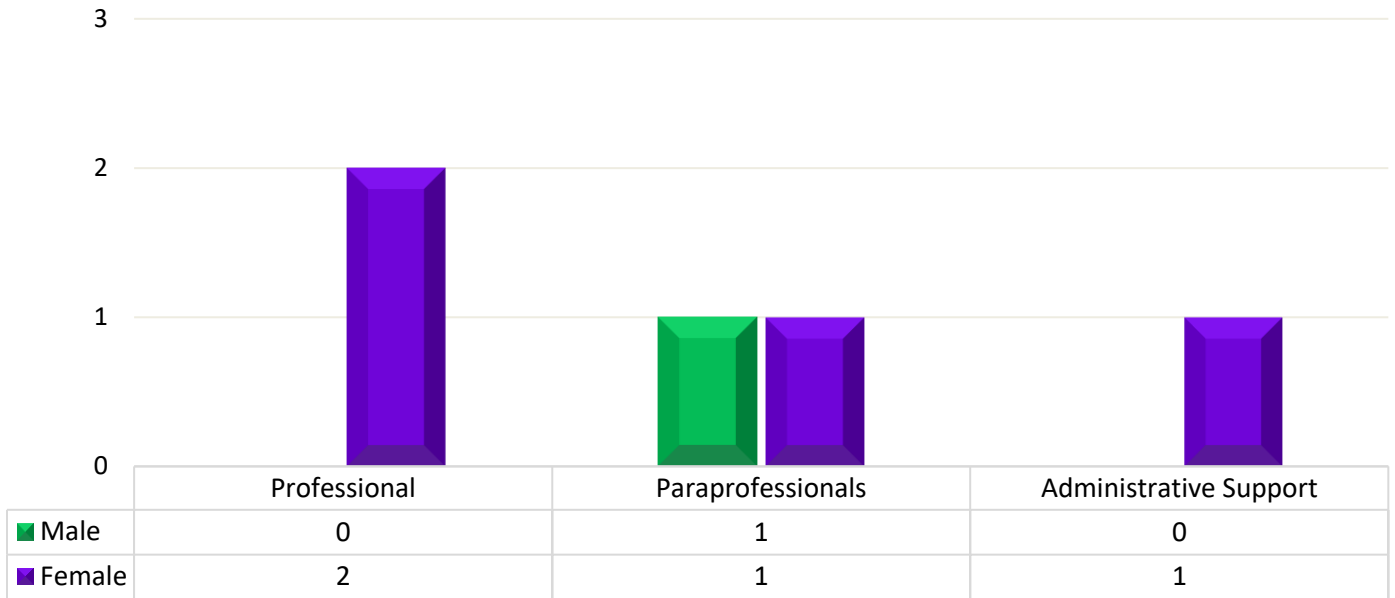
*Commissioners' Office
Department of Planning
Department of Parks*

M-NCPPC MONTGOMERY COUNTY

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

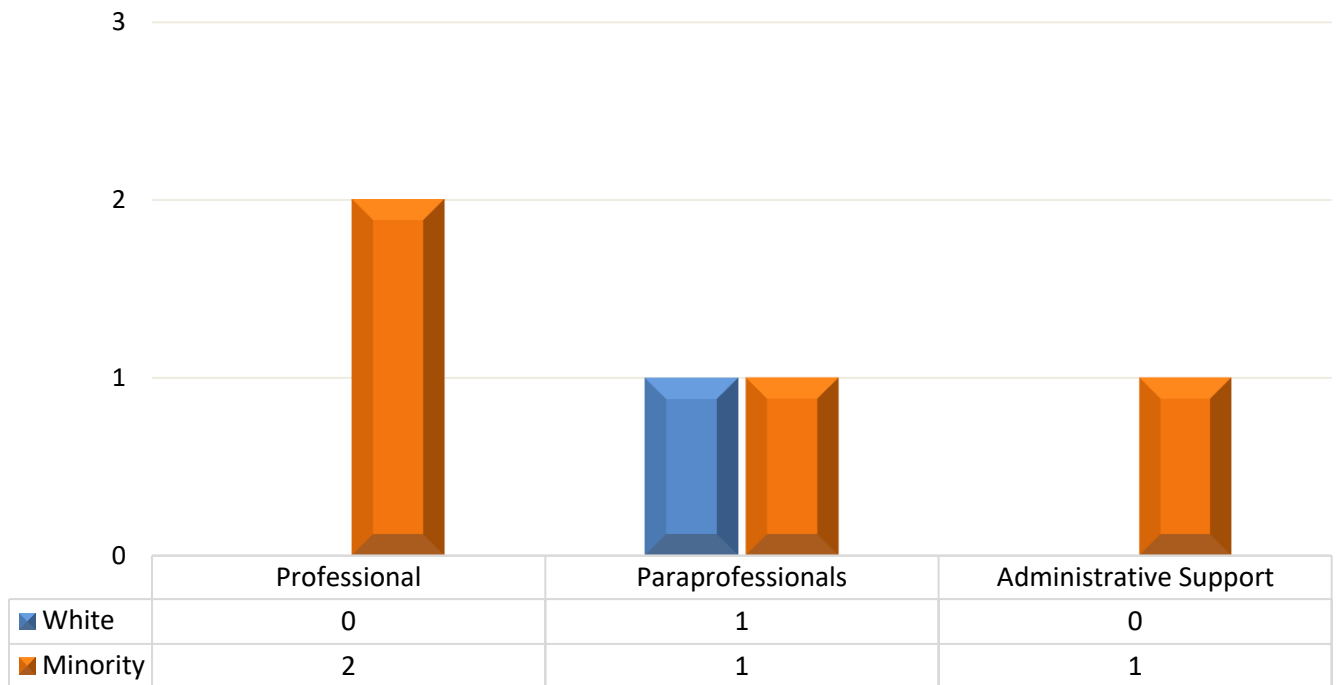


Distribution by EEO-4 Job Category and Gender



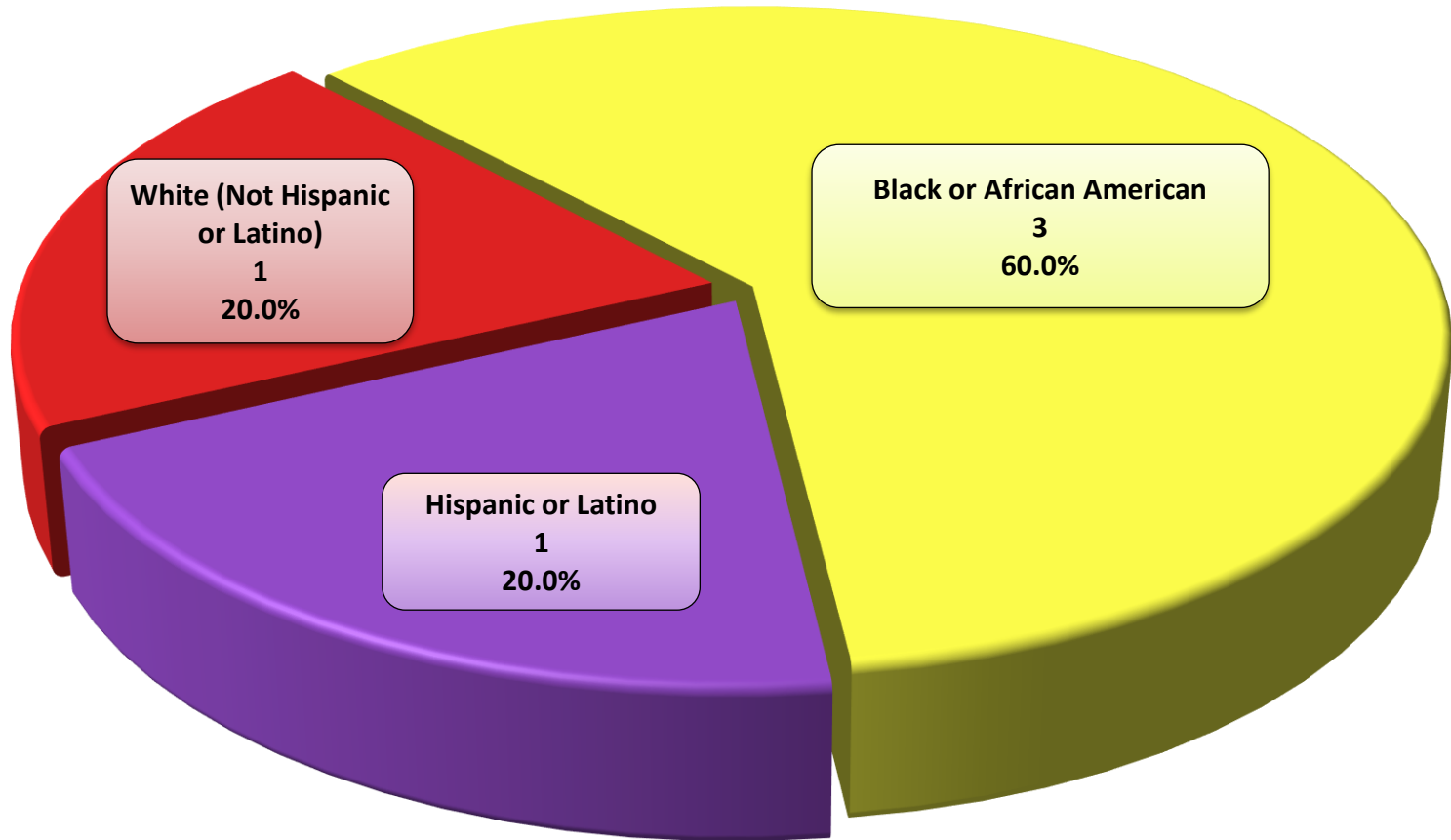
Total MCCO Employees: 5

Distribution by EEO-4 Job Category and Race/Ethnicity



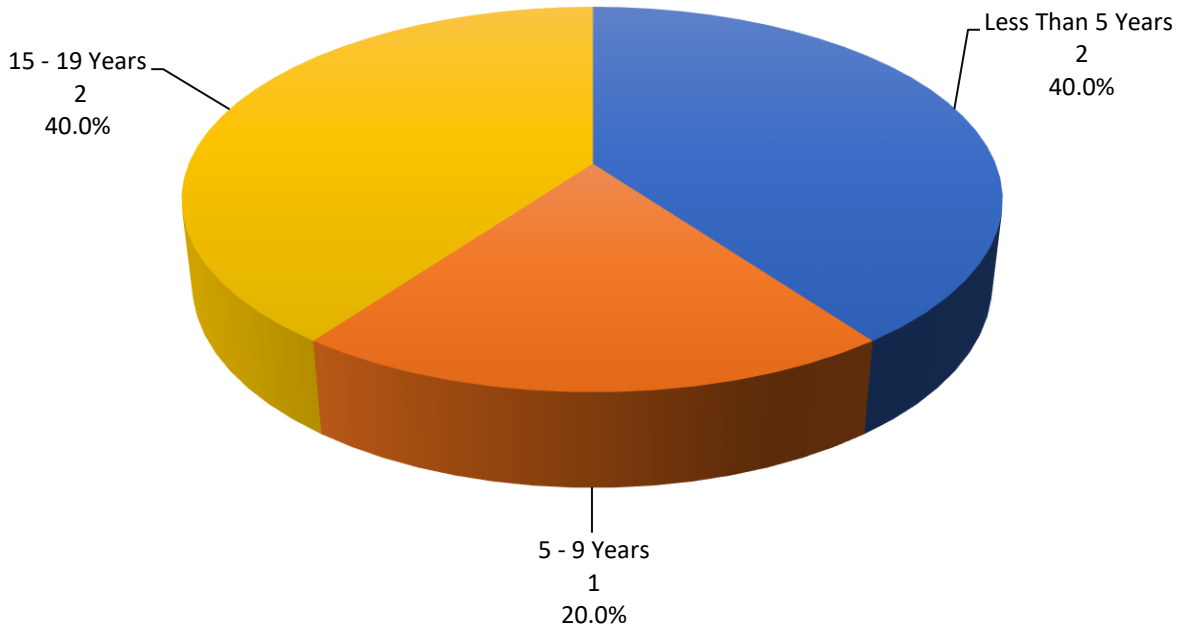
Total MCCO Employees: 5

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



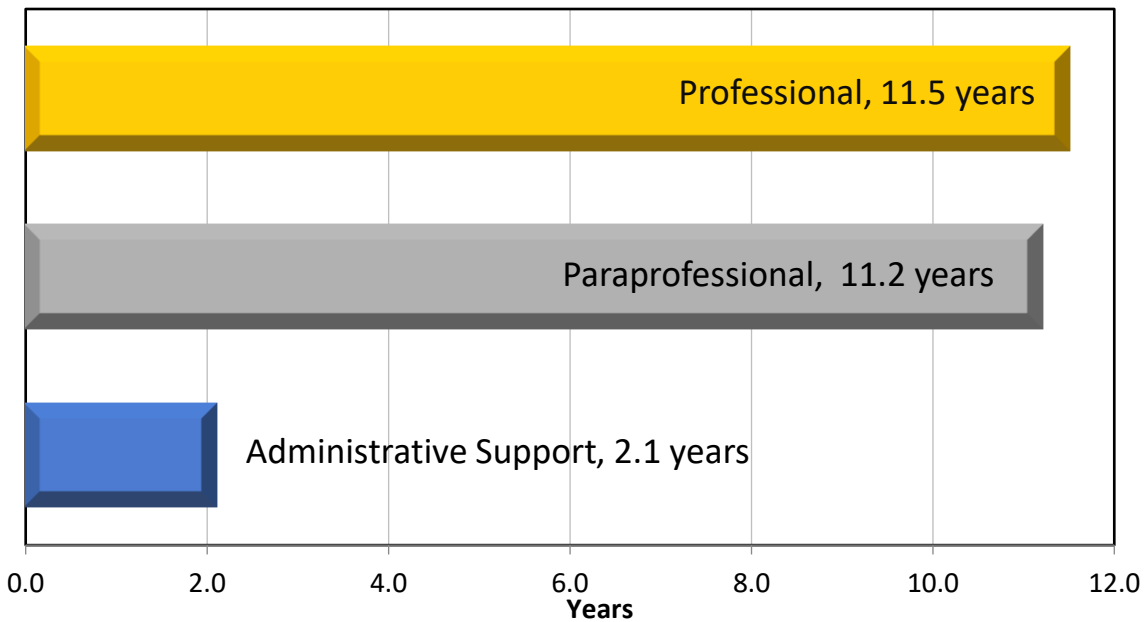
Total Career Employees: 5

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



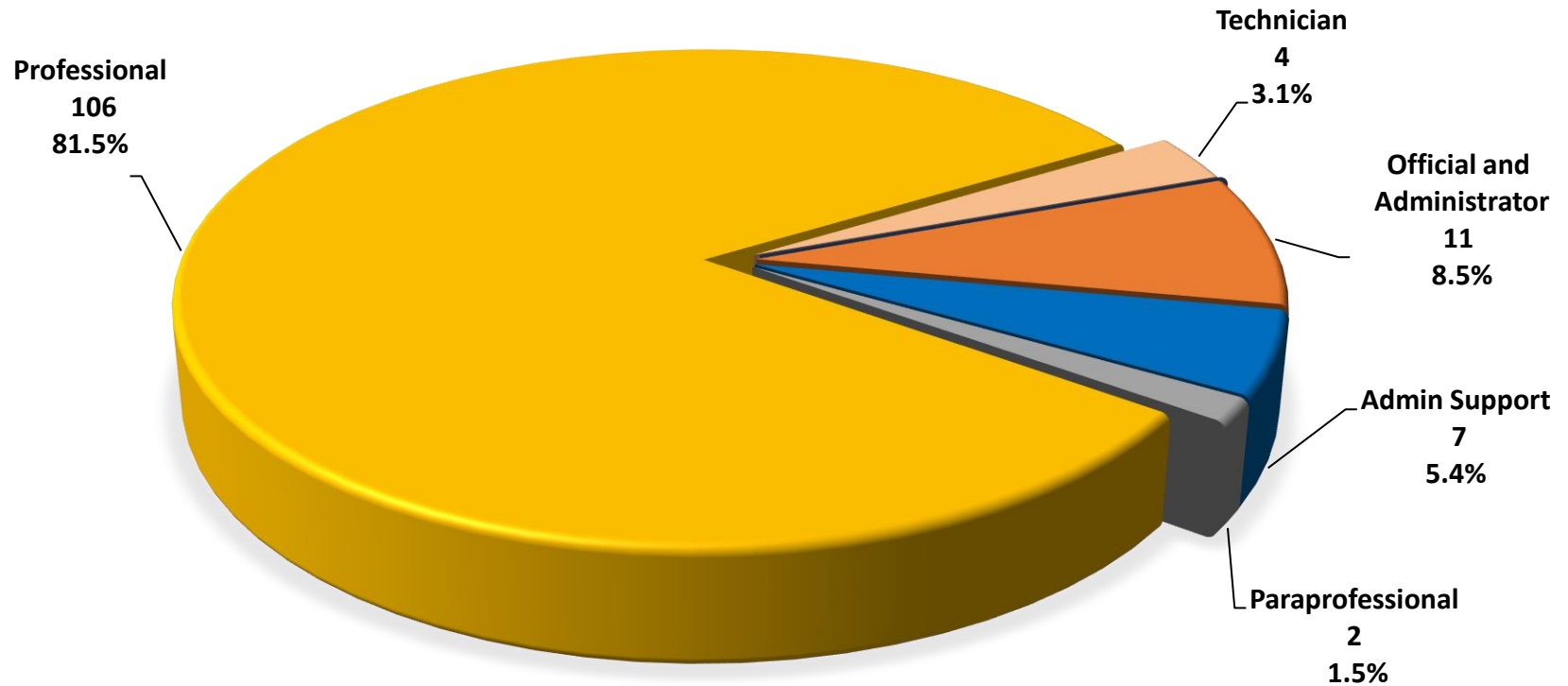
Total MCCO Employees: 5

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



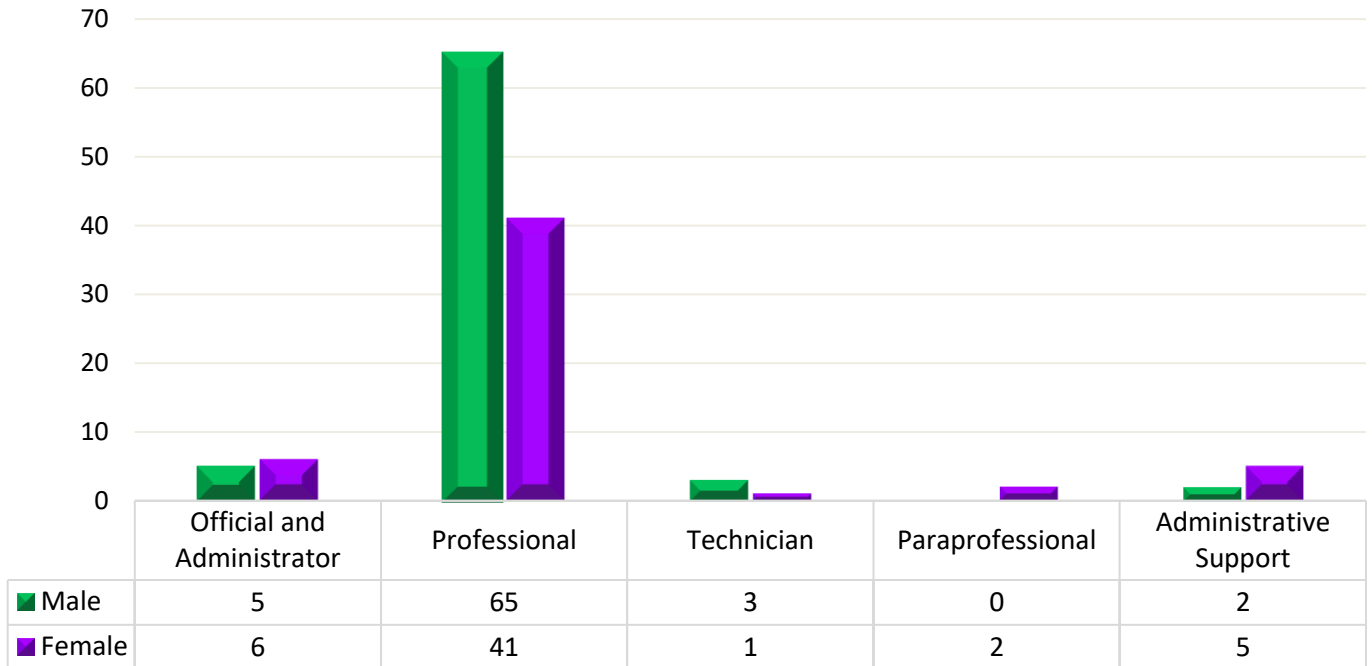
Average Length of Service for Employees: 8.3 Years

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



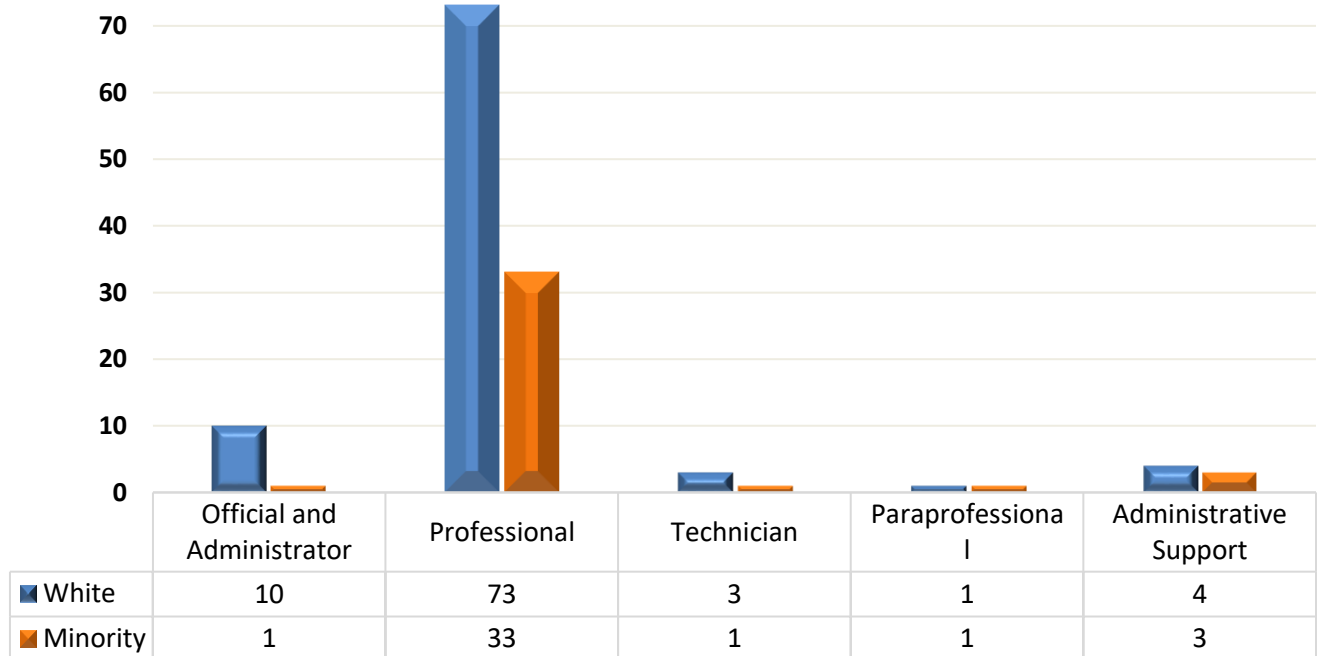
Total Career Employees = 130

Distribution by EEO-4 Job Category and Gender



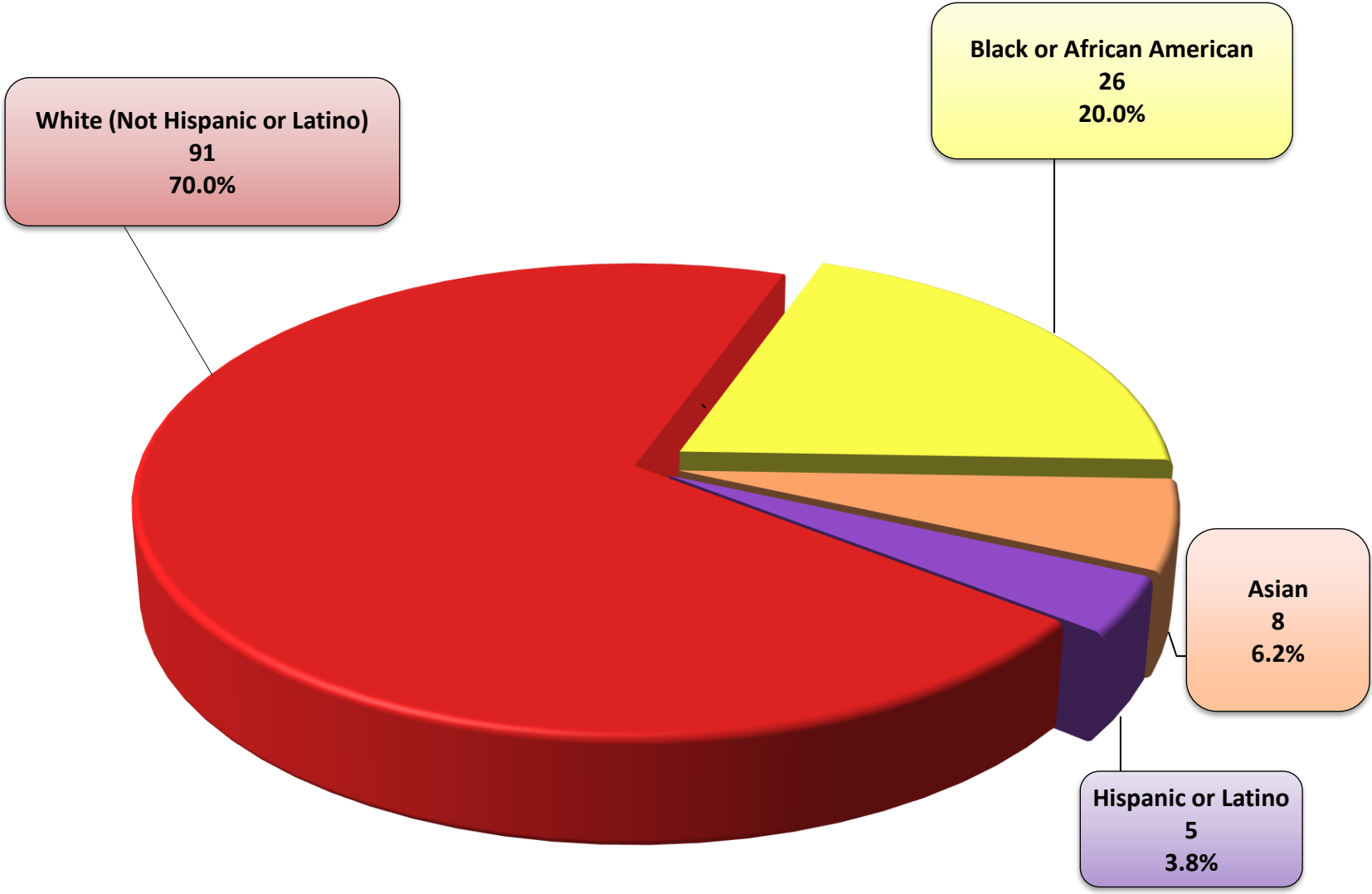
Total MCPL Employees: 130

Distribution by EEO-4 Job Category and Race/Ethnicity



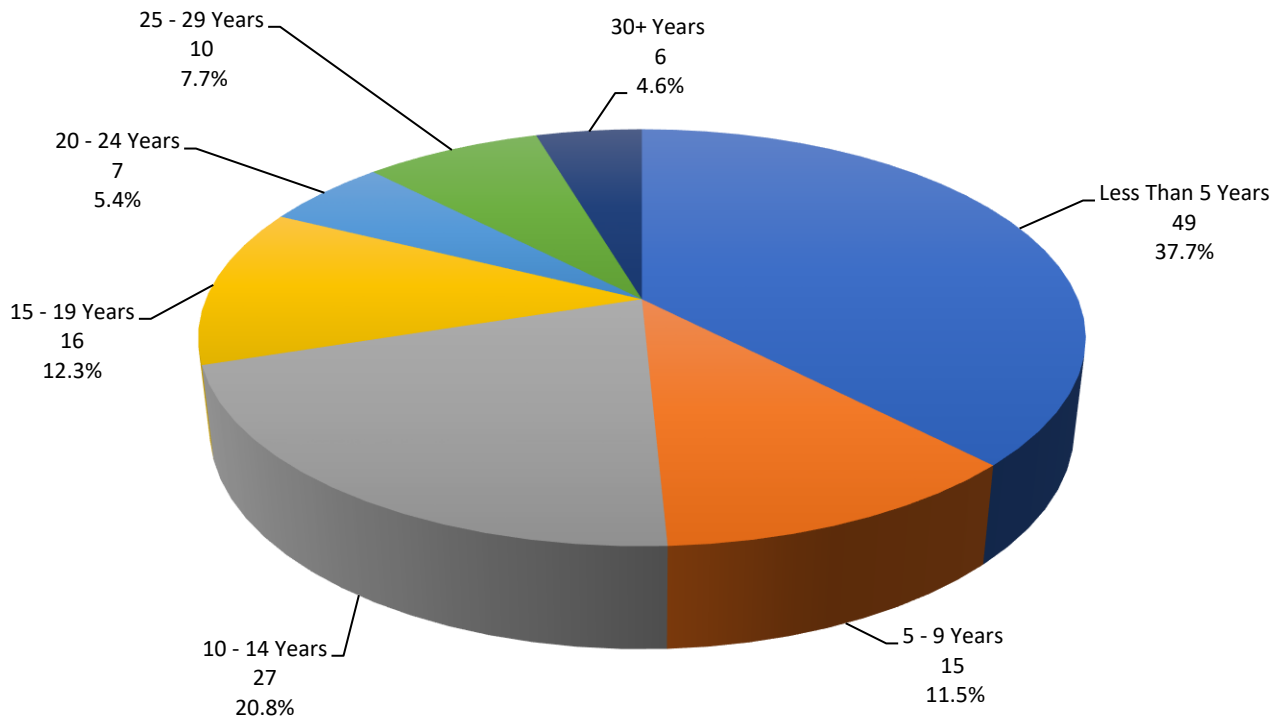
Total MCPL Employees: 130

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



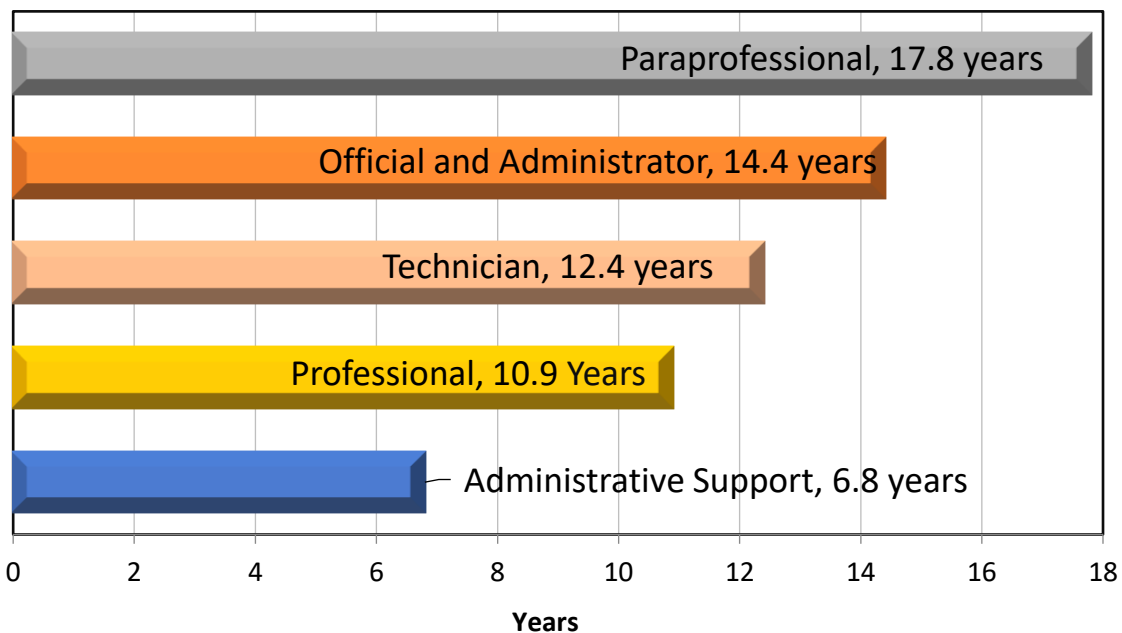
Total Career Employees: 130

Length of Service for Career Employees: Montgomery County Planning



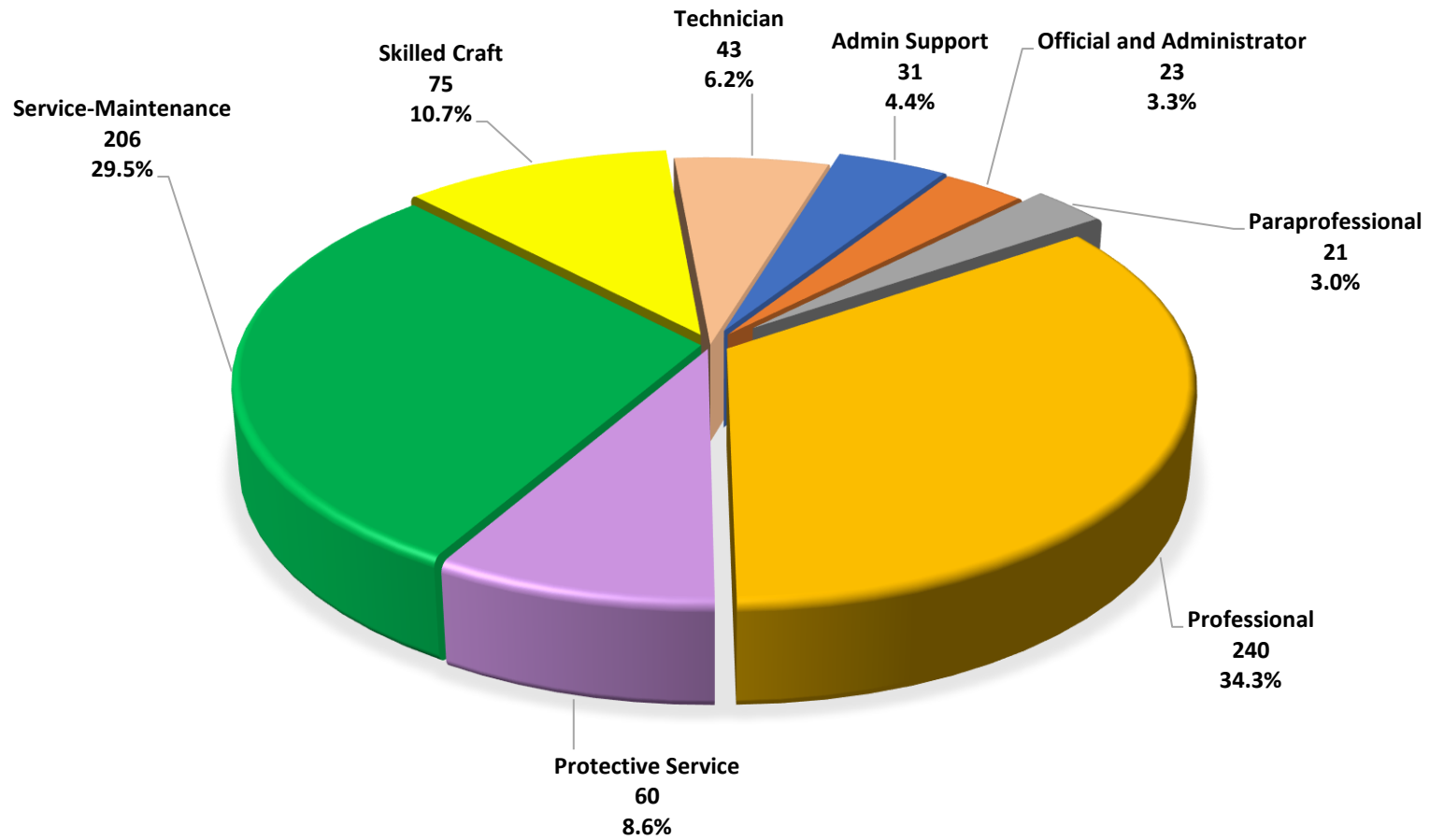
Total MCPL Employees: 130

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



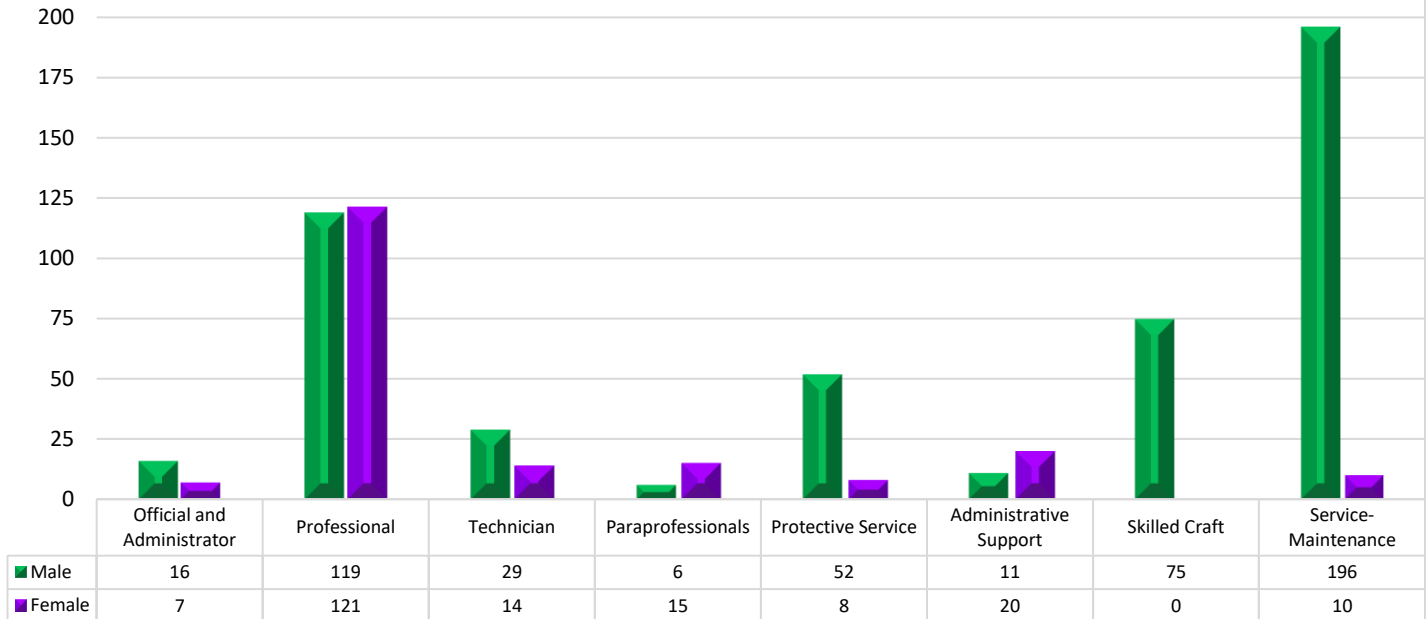
Average Length of Service for Employees: 12.5 Years

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



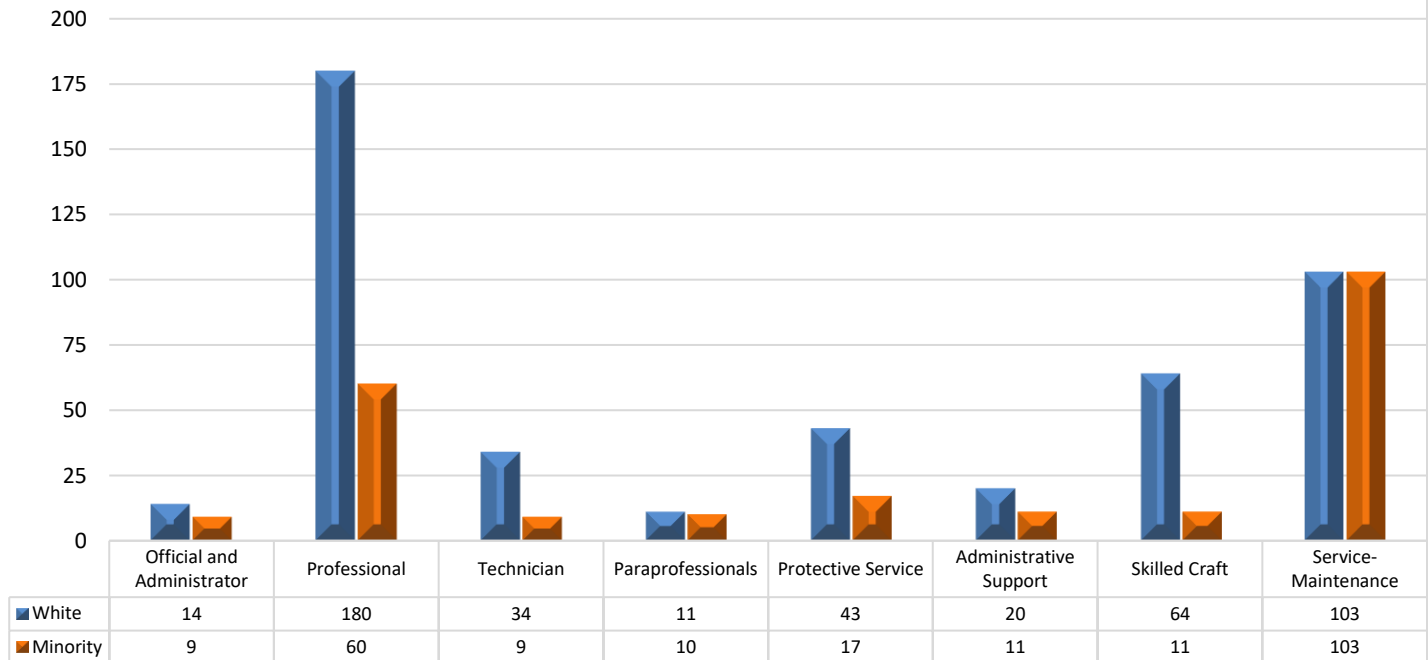
Total Career Employees = 699

Distribution by EEO-4 Job Category and Gender



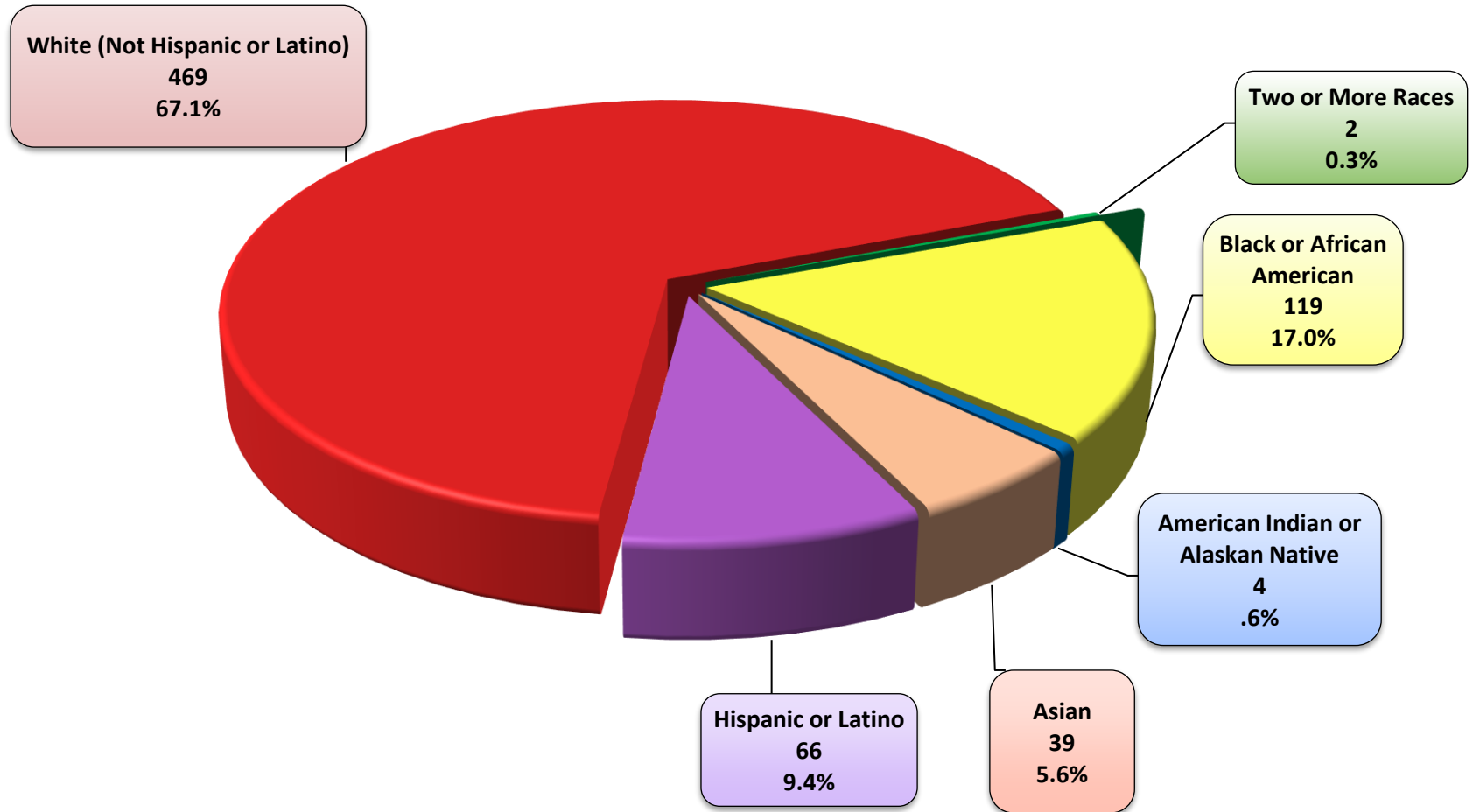
Total MCPK Employees: 699

Distribution by EEO-4 Job Category and Race/Ethnicity



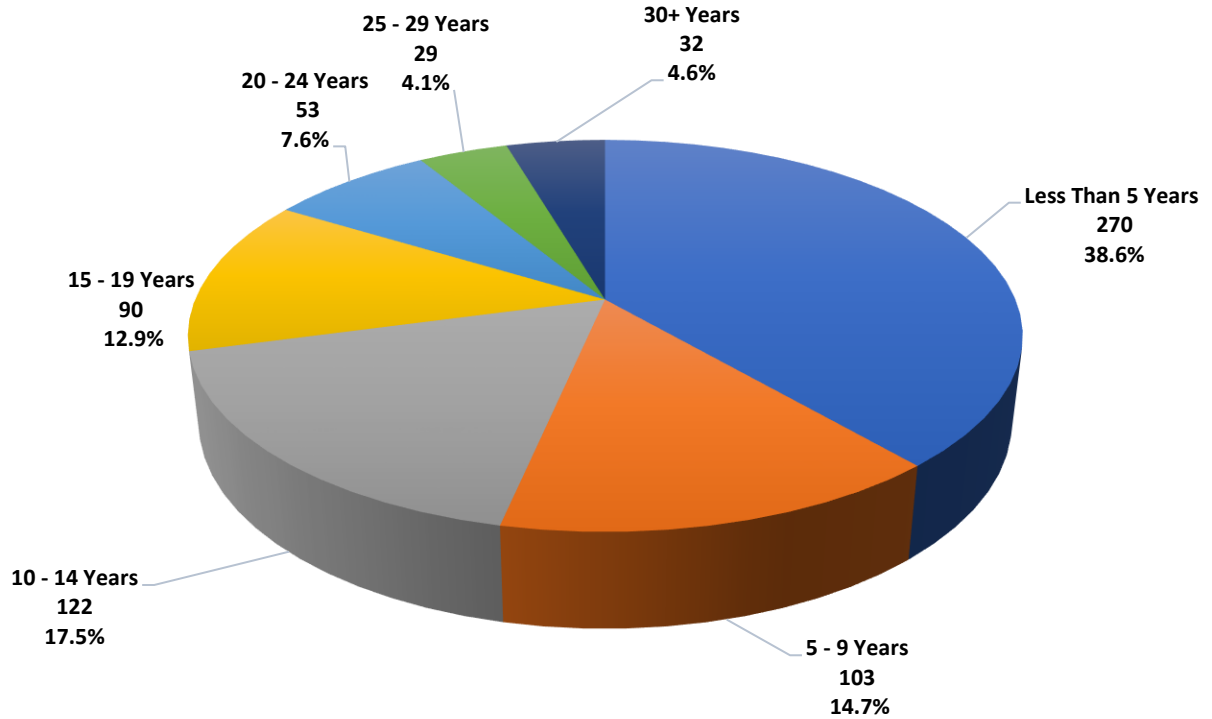
Total MCPK Employees: 699

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



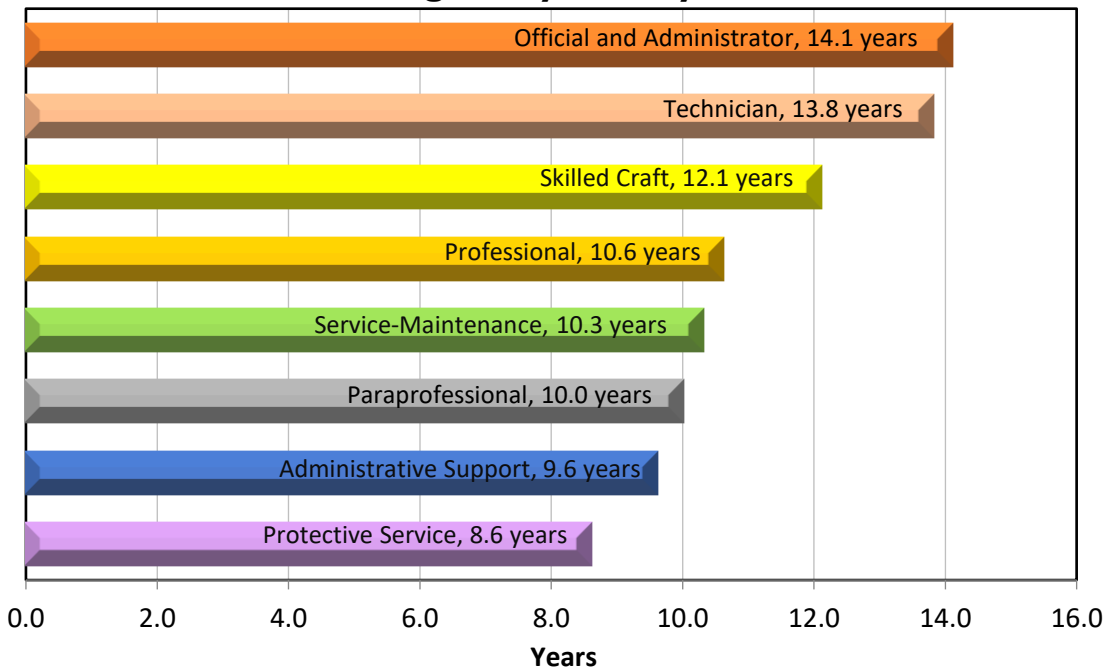
Total Career Employees = 699

Length of Service for Career Employees: Montgomery County Parks



Total MCPK Employees: 699

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

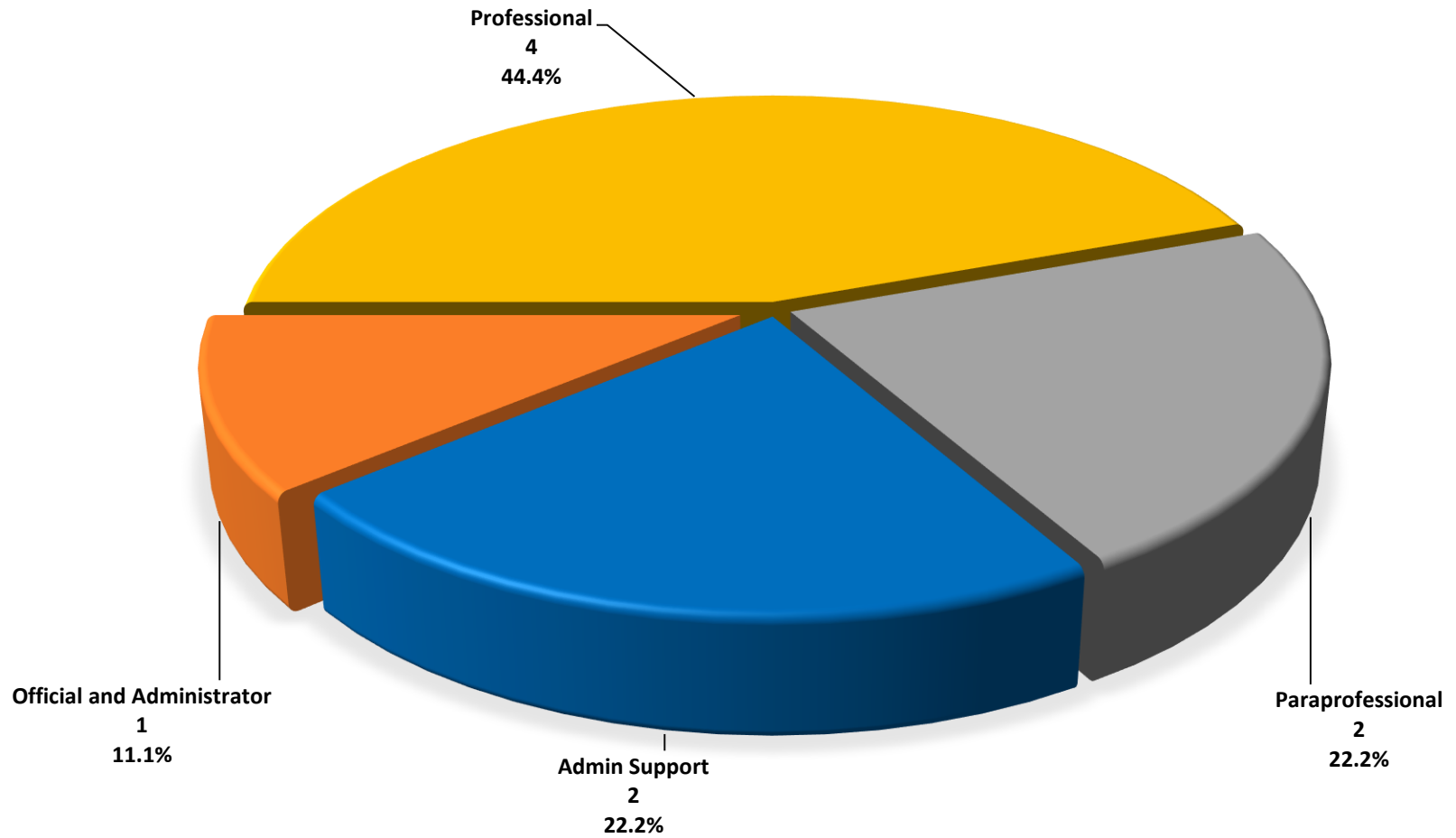


Average Length of Service for Employees: 11.1 Years

M-NCPPC Prince George's County

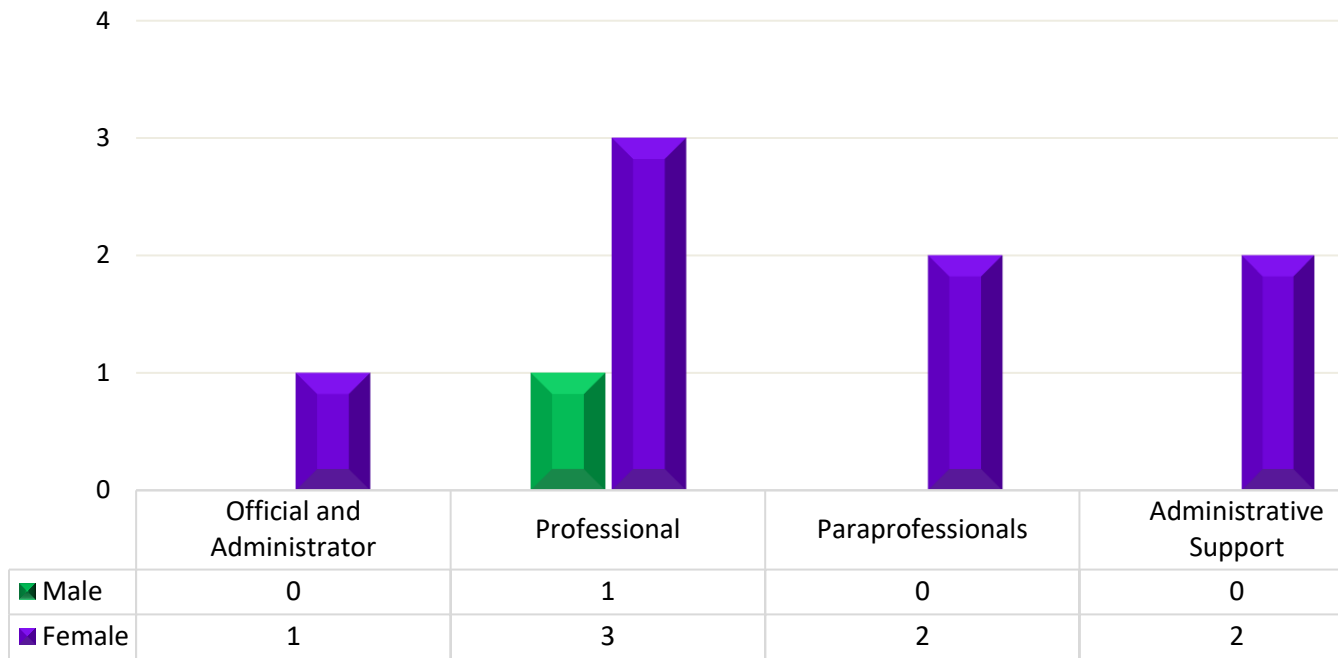
*Commissioners' Office
Department of Planning
Department of Parks and Recreation*

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



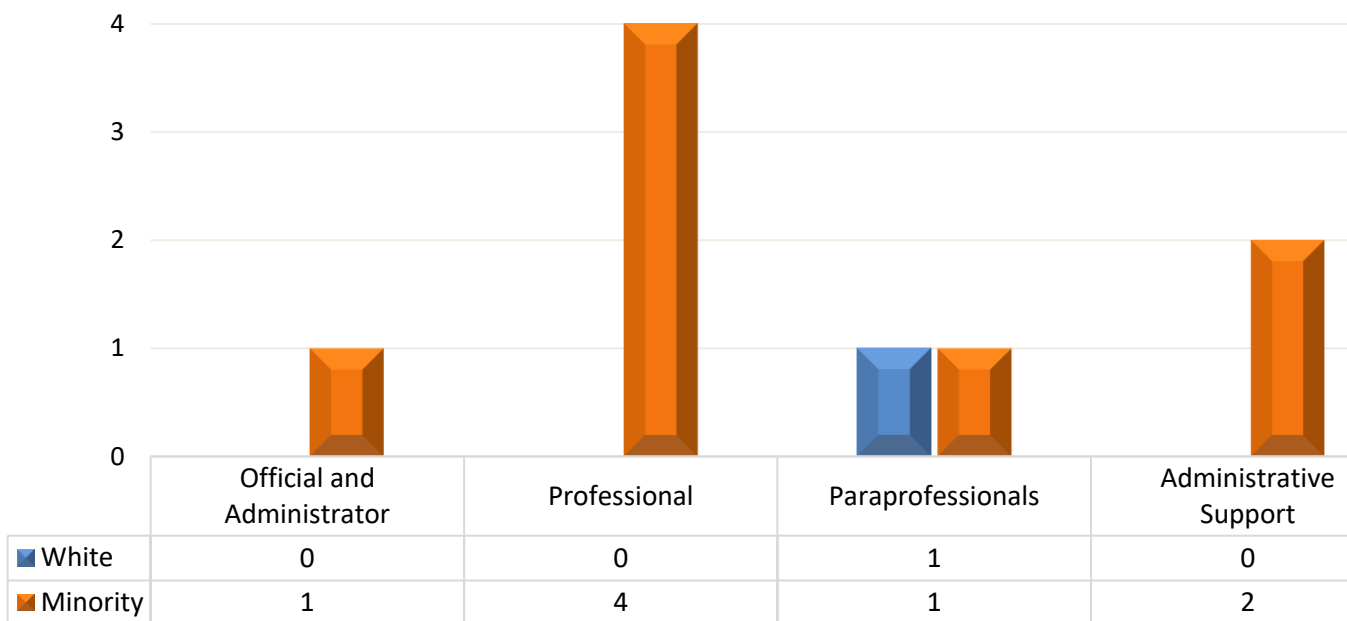
Total Employees = 9

Distribution by EEO-4 Job Category and Gender



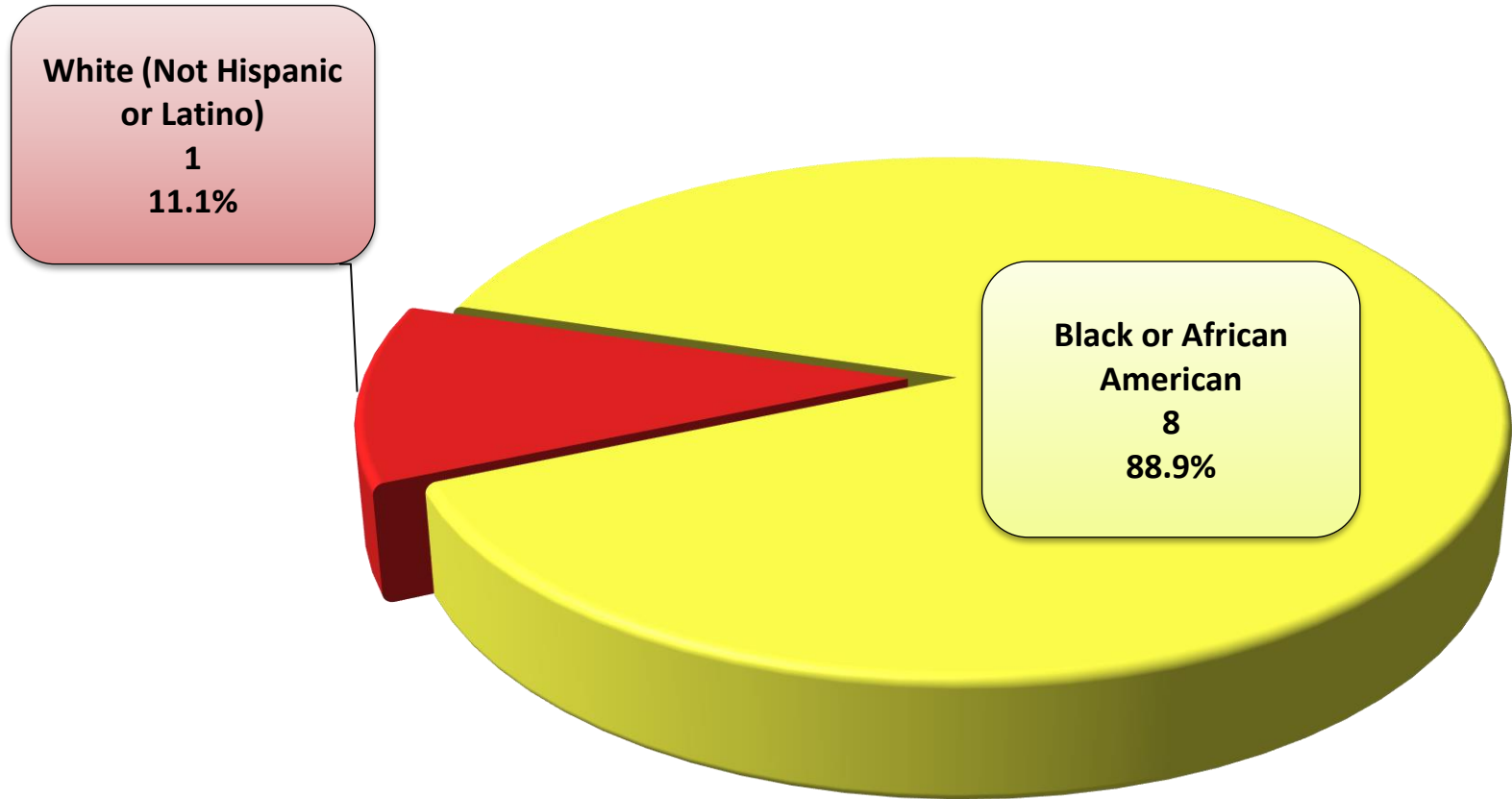
Total PGCCO Employees: 9

Distribution by EEO-4 Job Category and Race/Ethnicity



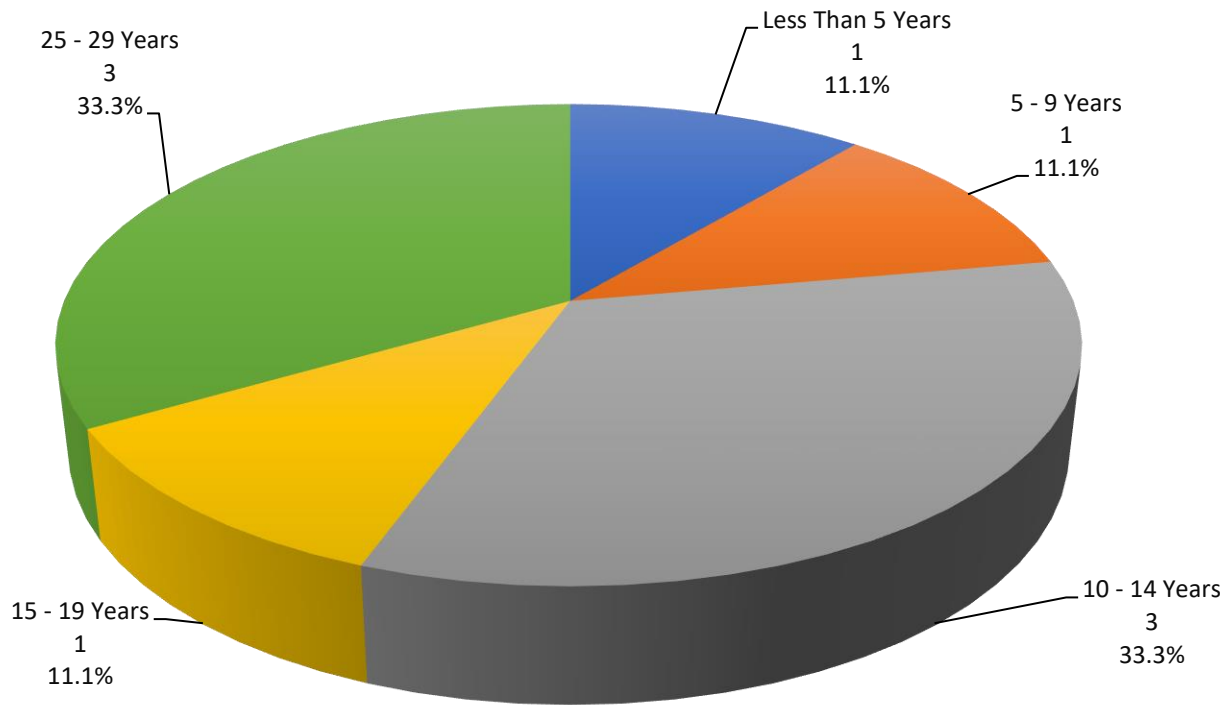
Total PGCCO Employees: 9

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



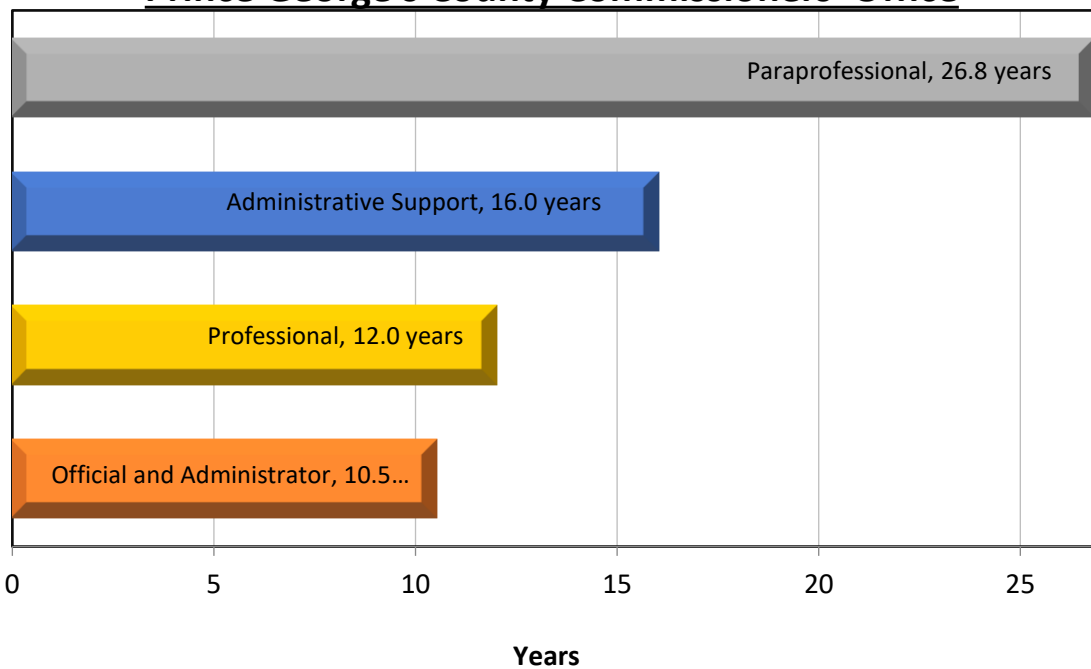
Total Career Employees: 9

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



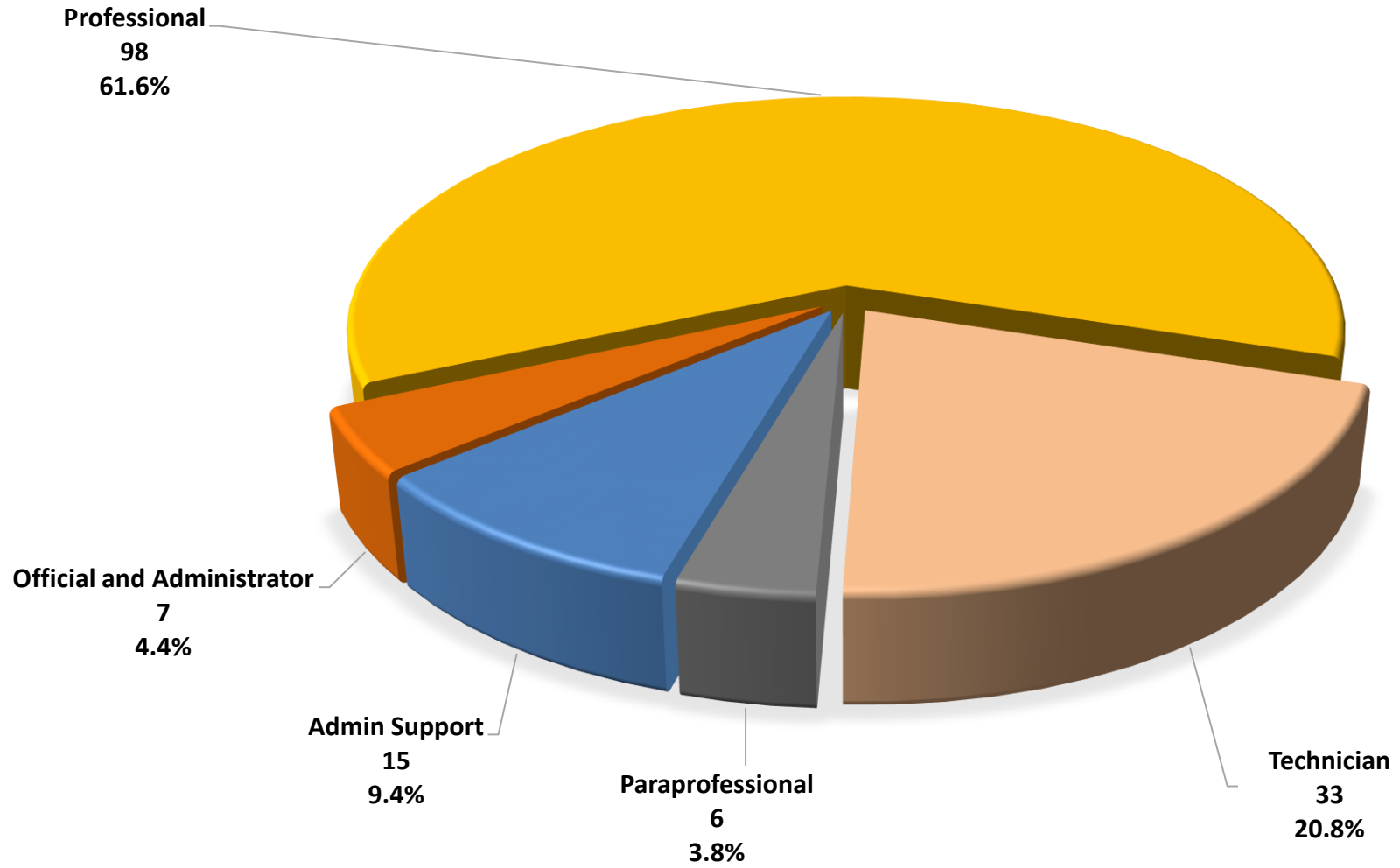
Total PGCCO Employees: 9

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



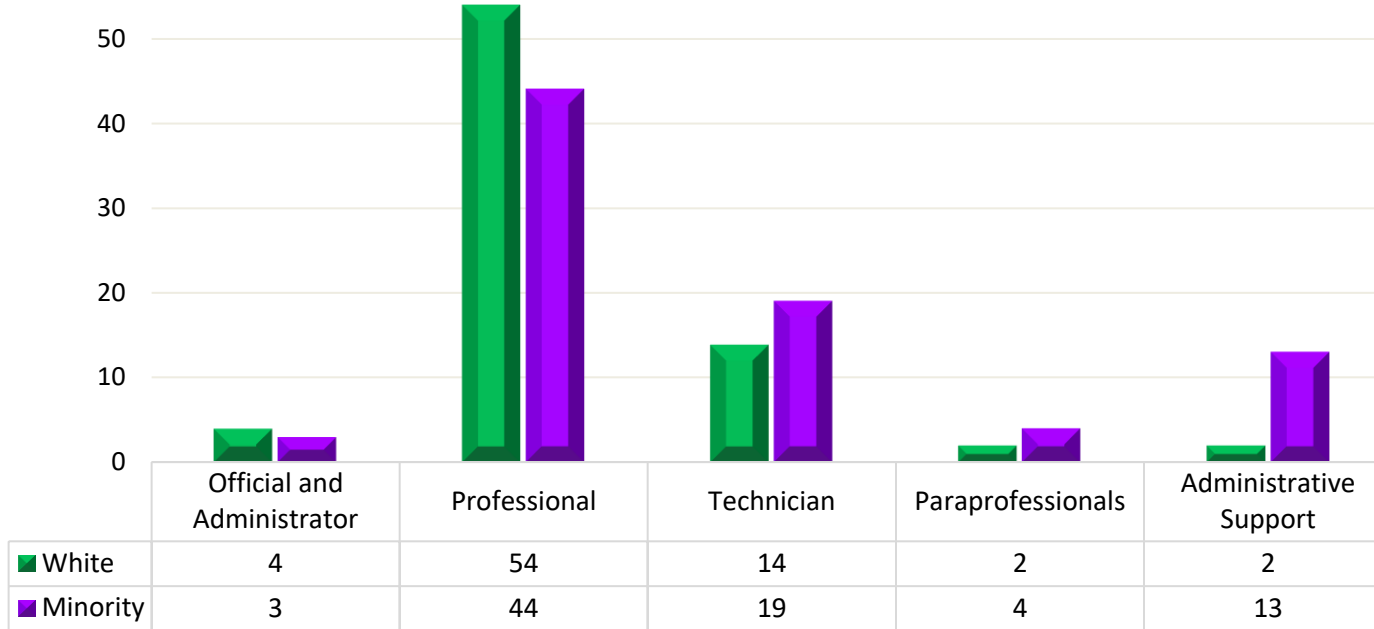
Average Length of Service for Employees: 16.3 Years

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



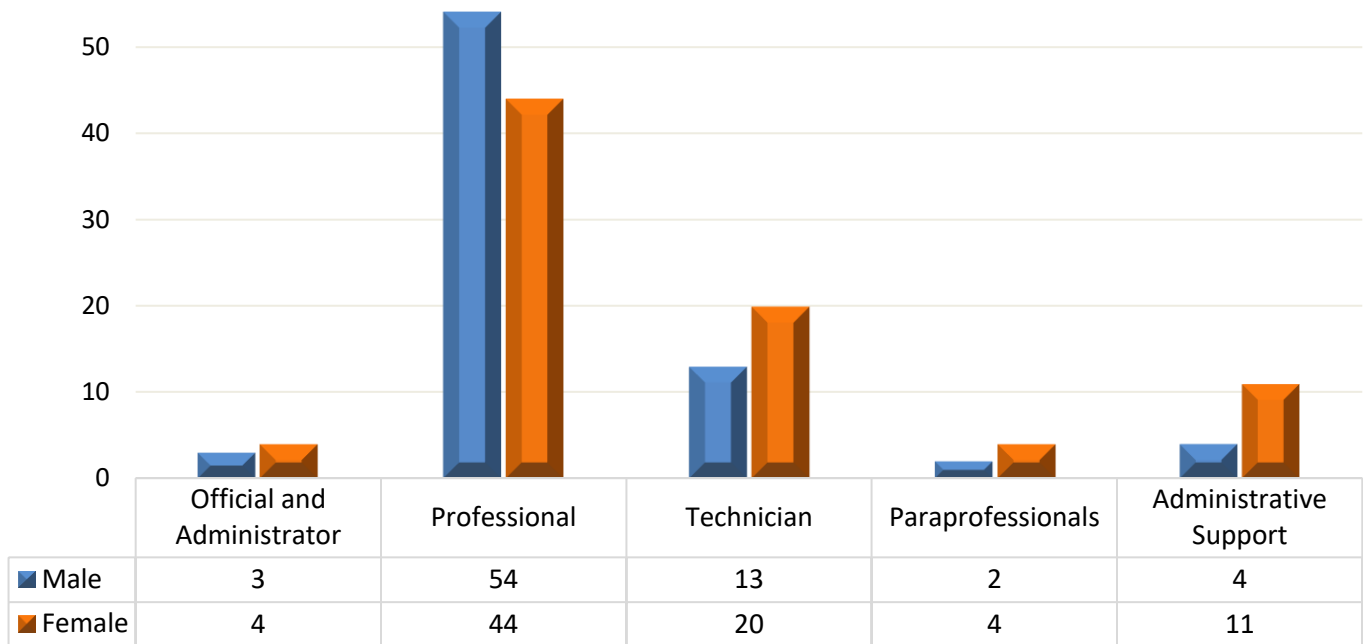
Total Employees = 159

Distribution by EEO-4 Job Category and Gender



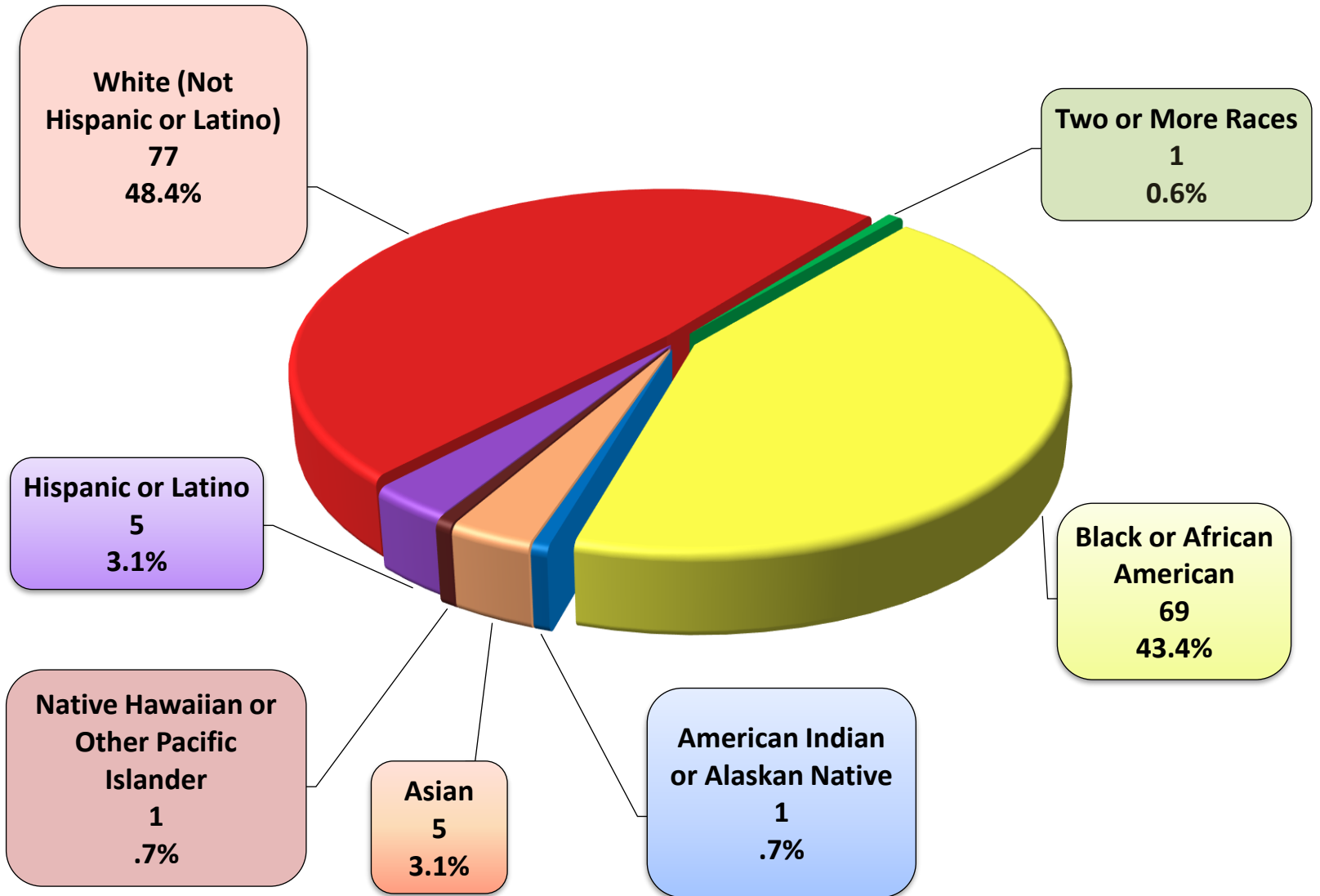
Total PGPL Employees: 159

Distribution by EEO-4 Job Category and Race/Ethnicity



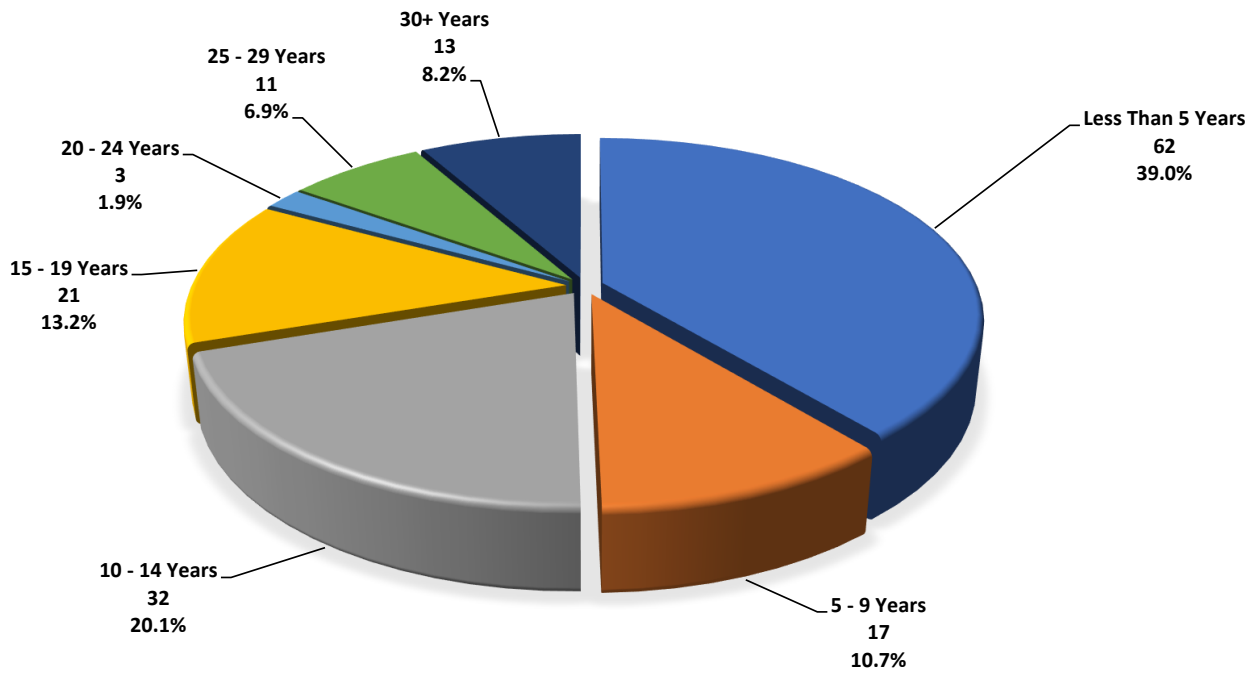
Total PGPL Employees: 159

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



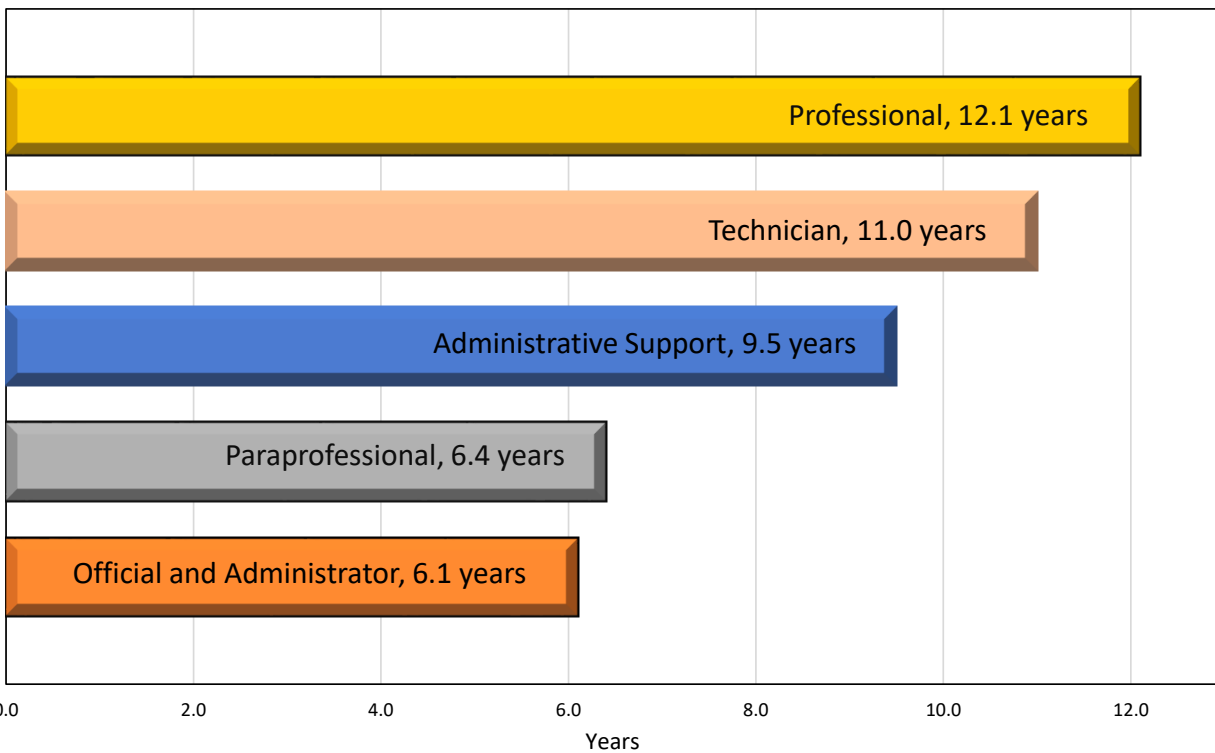
Total Career Employees = 159

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



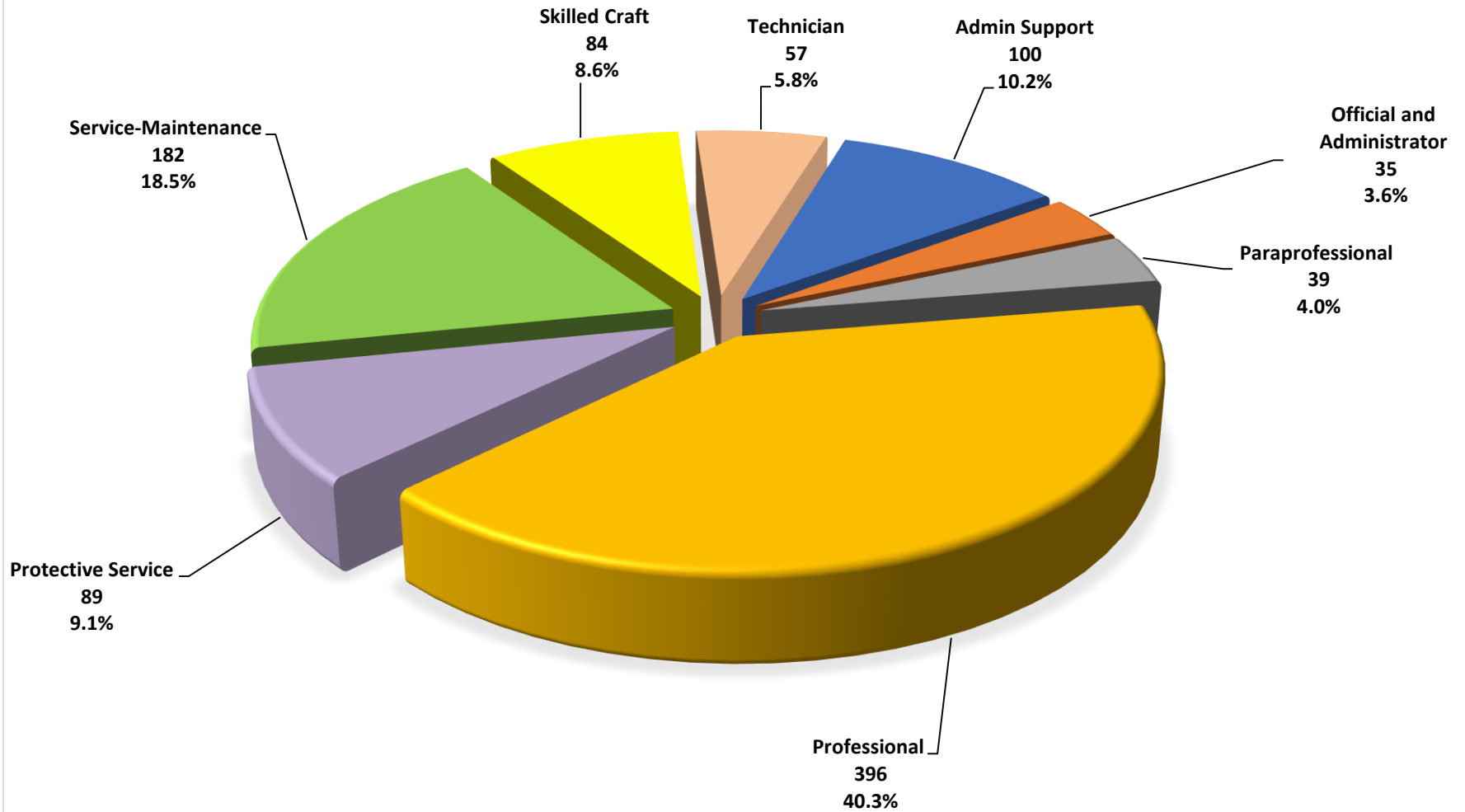
Total Career Employees: 159

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



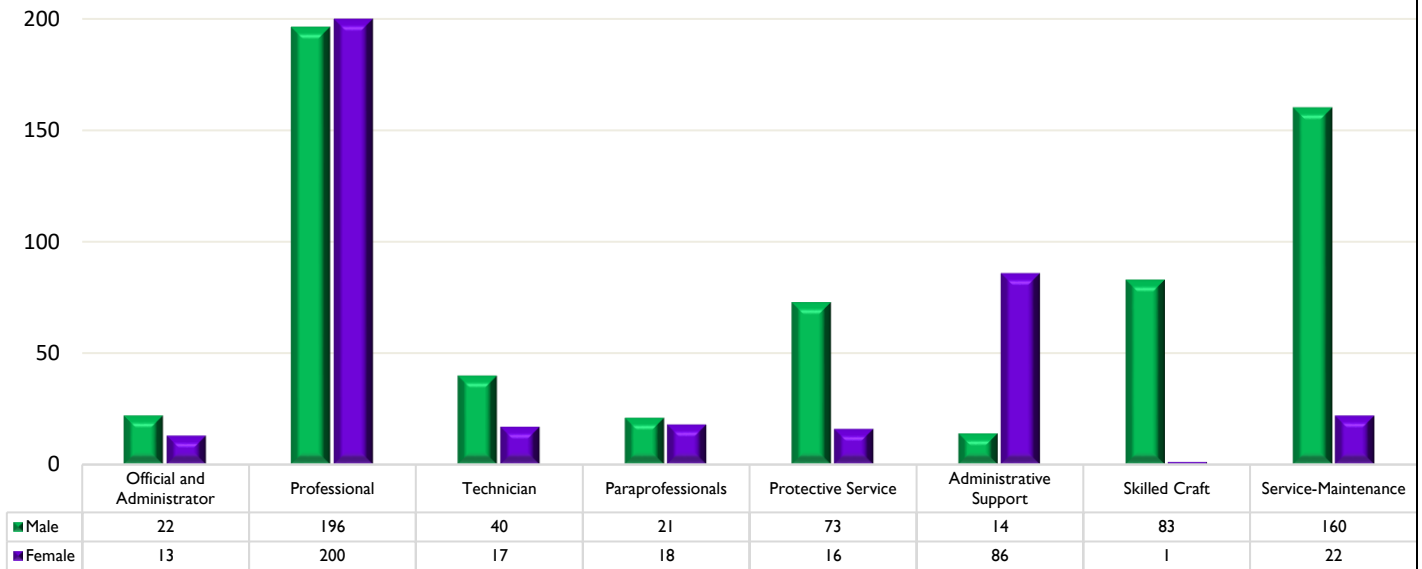
Average Length of Service for Employees: 9.02 Years

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



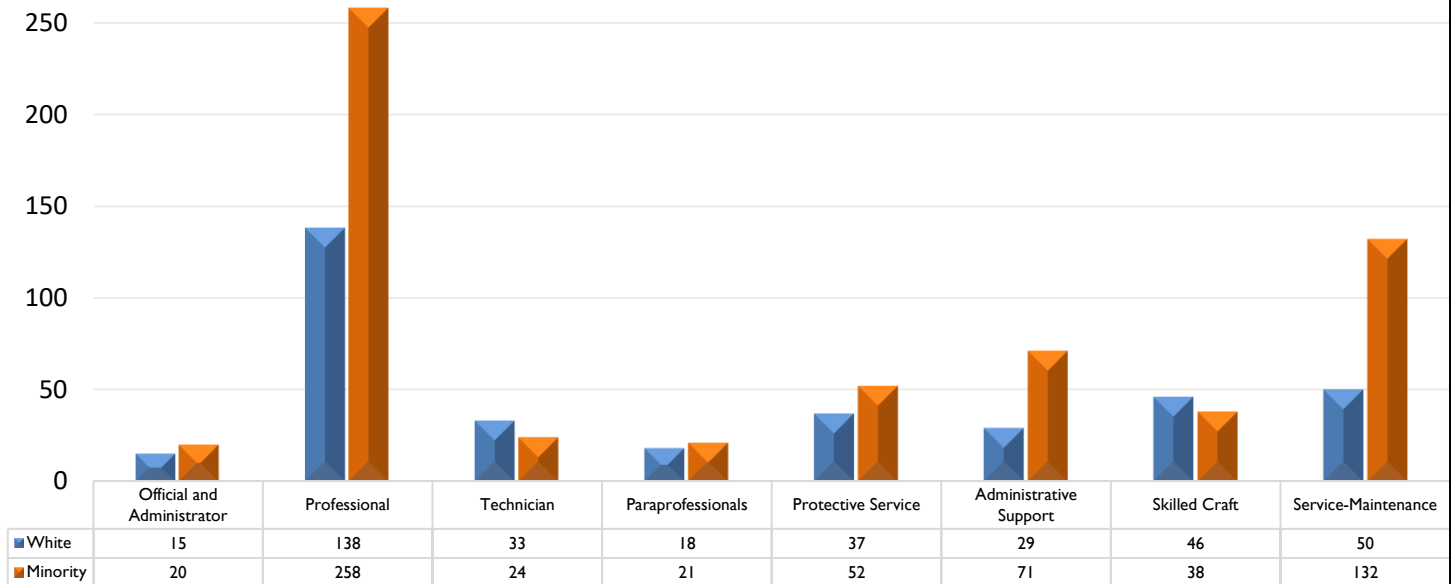
Total Career Employees = 982

Distribution by EEO-4 Job Category and Gender



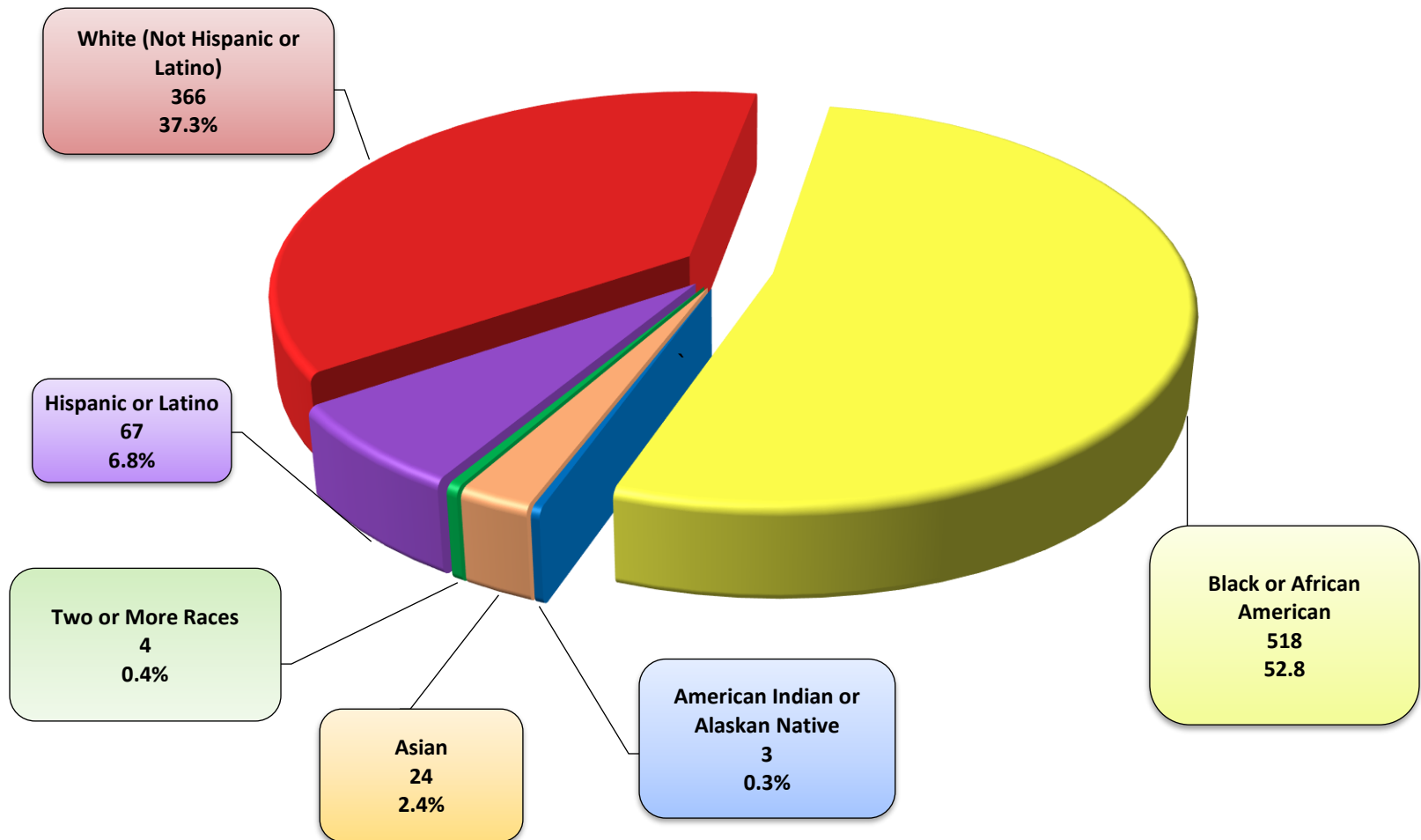
Total PGPR Employees: 982

Distribution by EEO-4 Job Category and Race/Ethnicity



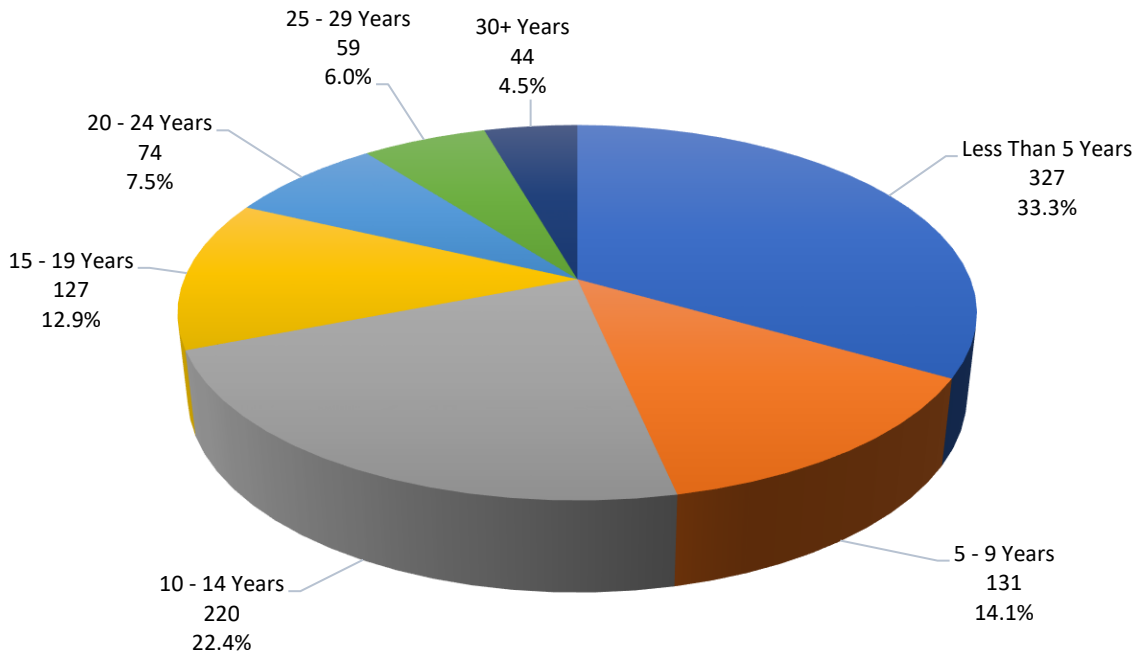
Total PGPR Employees: 982

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



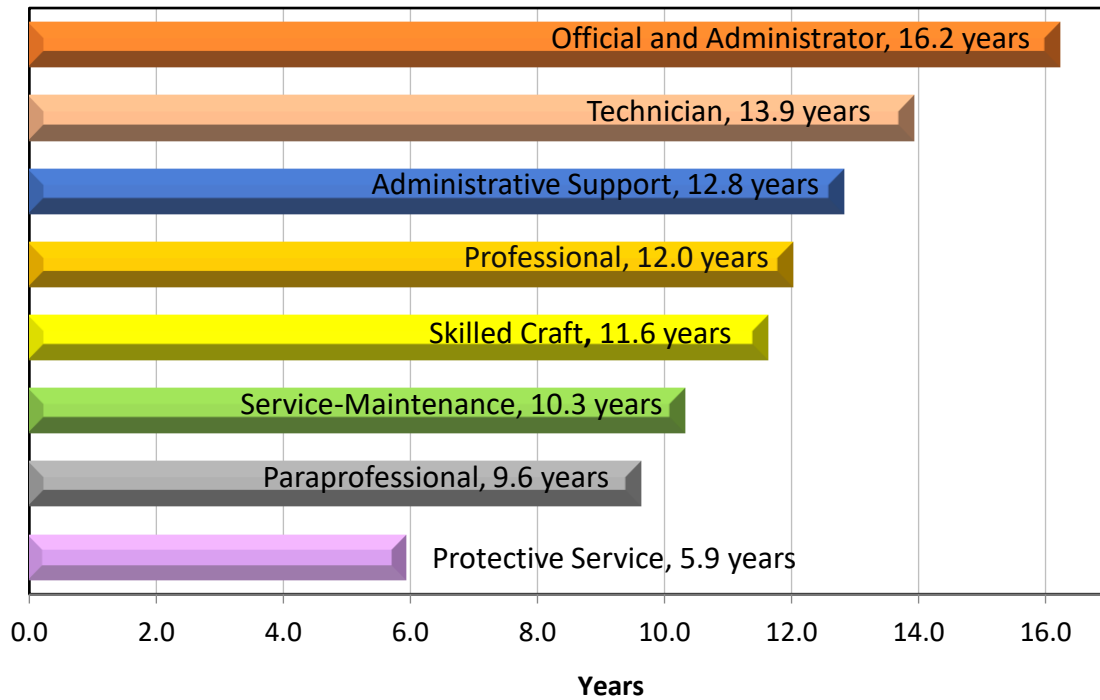
Total Career Employees = 982

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



Total PGPR Employees: 982

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



Average Length of Service for Employees: 11.5 Years

M-NCPPC Bi-County Corporate Operations

Department of Finance

Department of Human Resources and Management

Legal Department

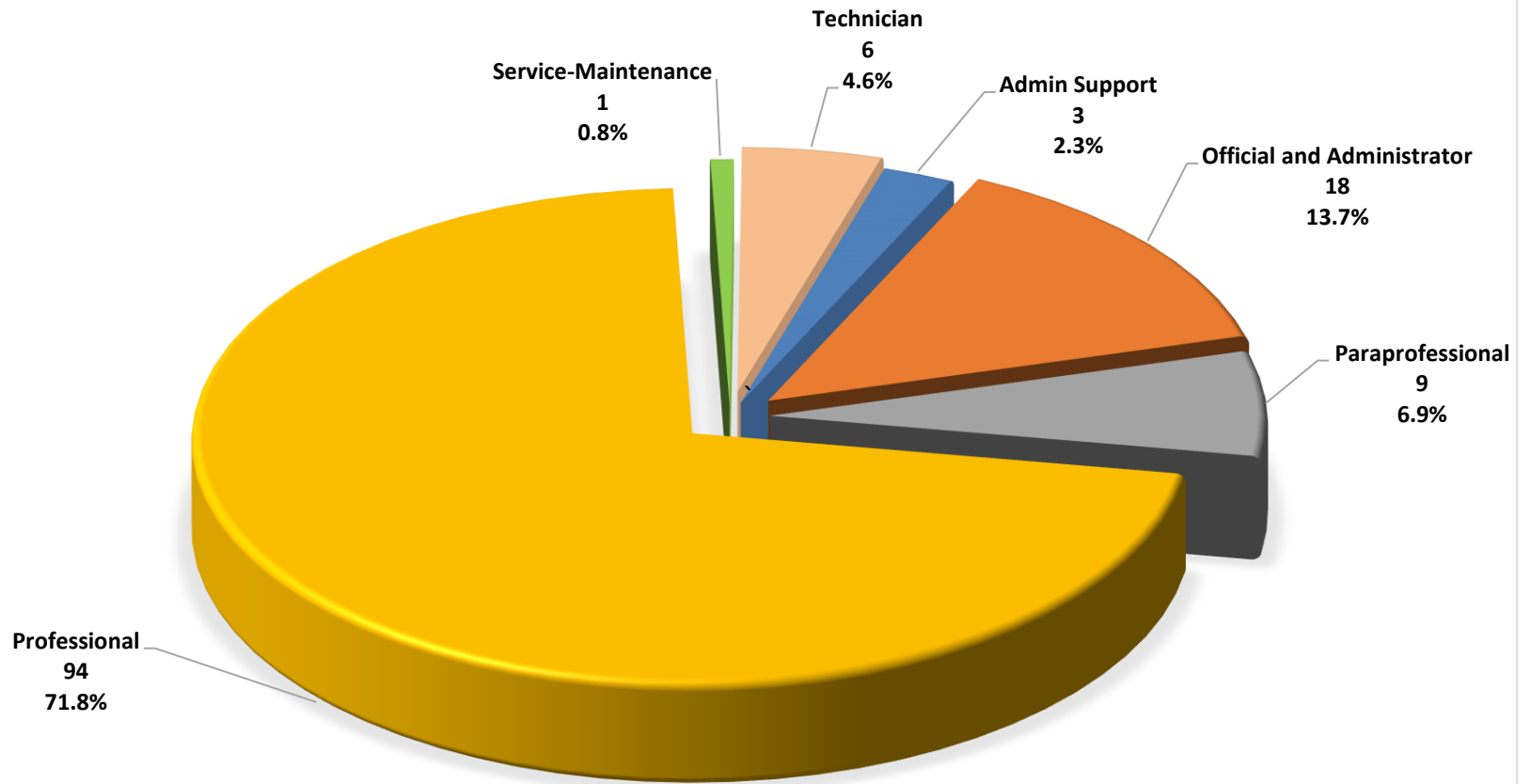
Office of the Chief Information Officer

Office of the Inspector General

Merit Board System

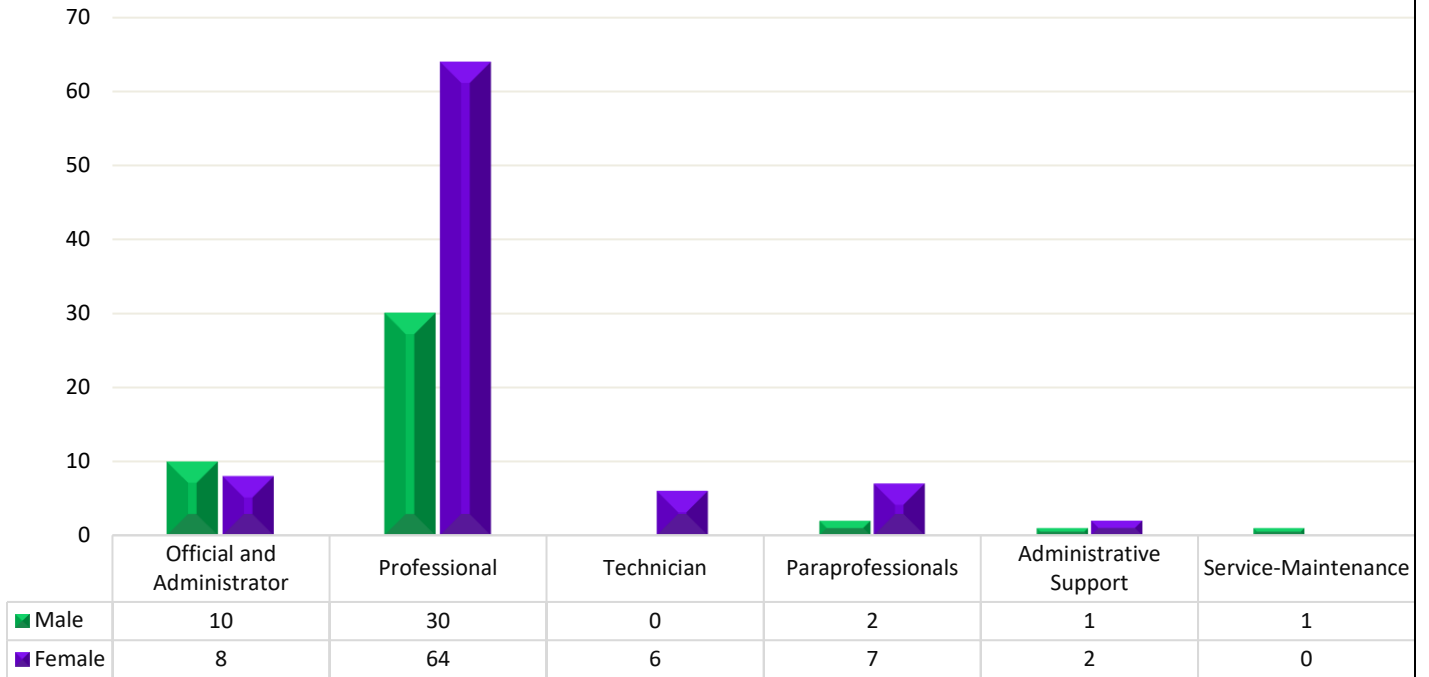
M-NCPPC BI-COUNTY CORPORATE OPERATIONS

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



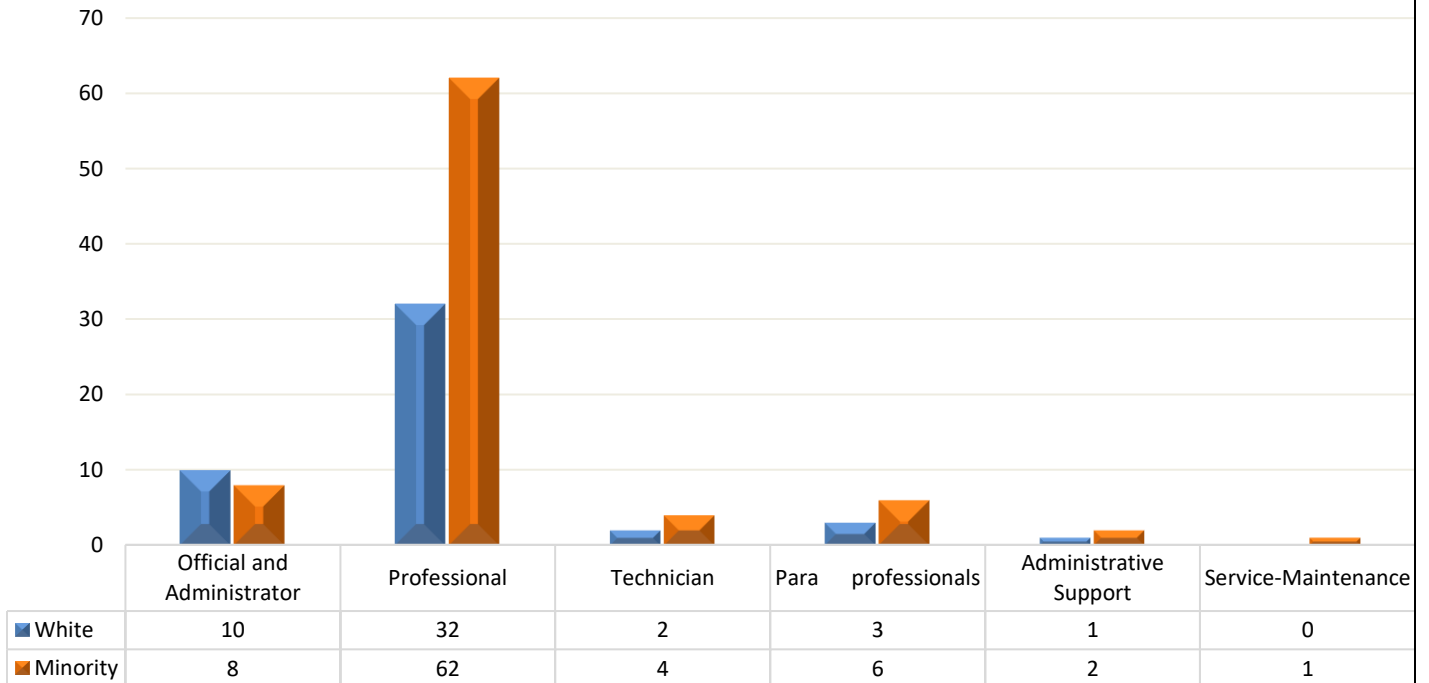
Total Career Employees = 131

Distribution by EEO-4 Job Category and Gender



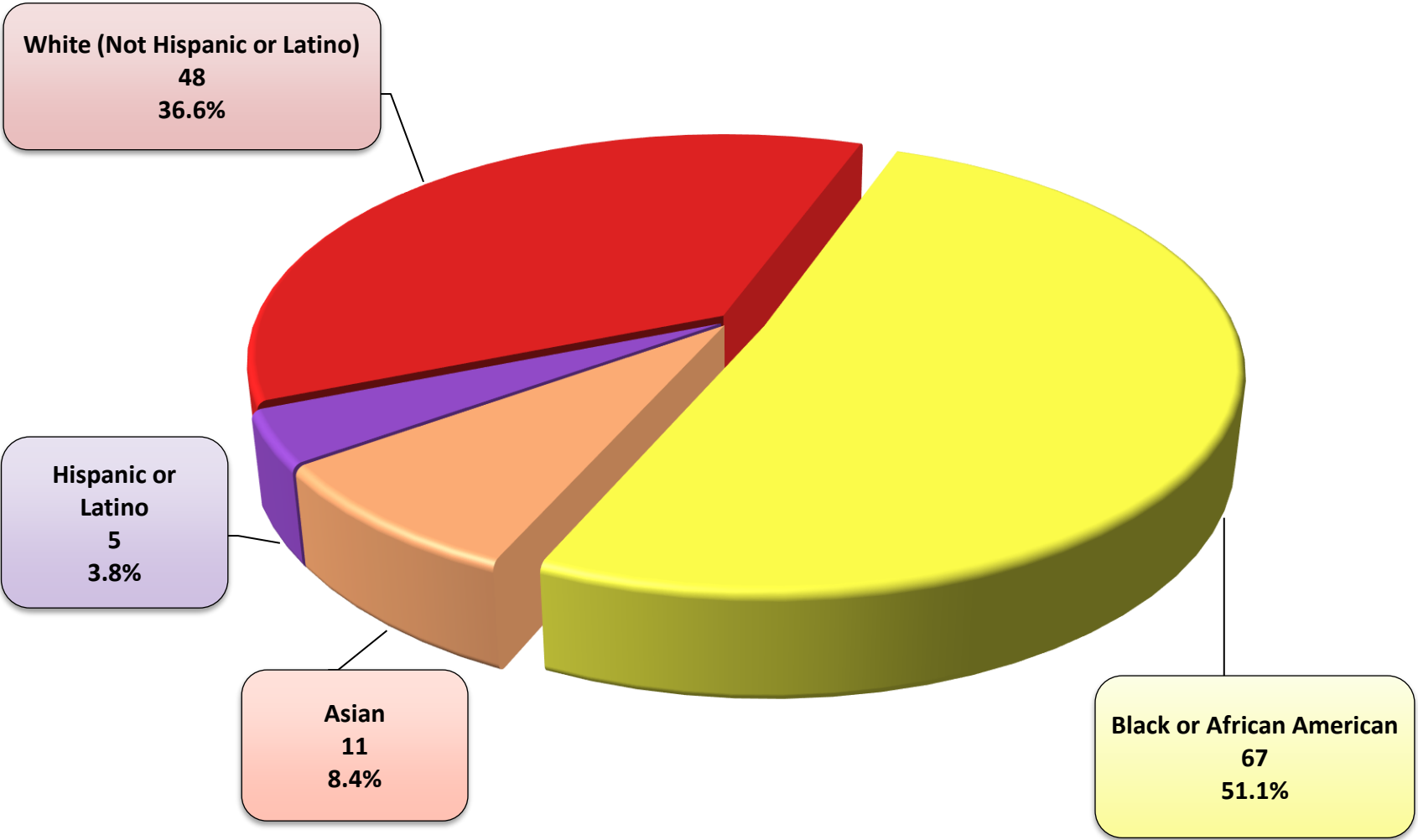
Total Bi-County Corporate Operations Employees: 131

Distribution by EEO-4 Job Category and Race/Ethnicity



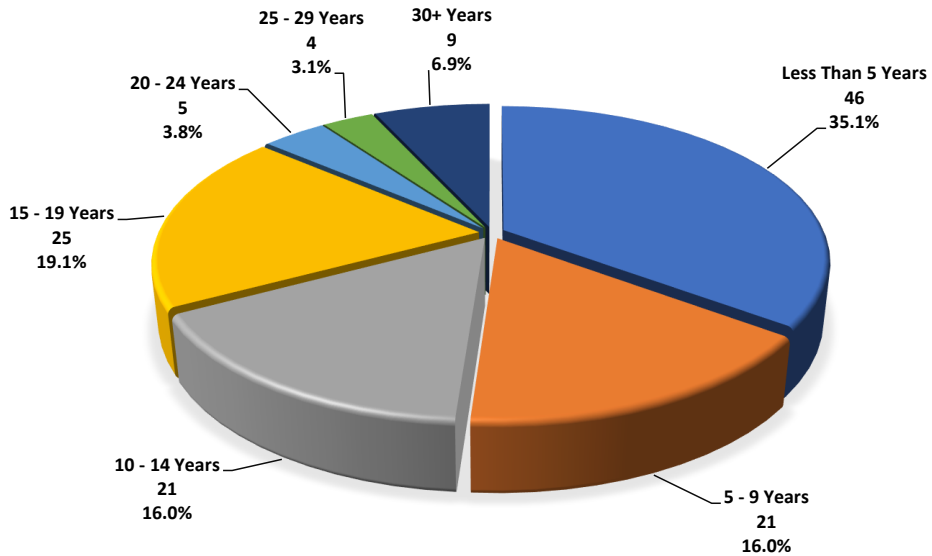
Total Bi-County Corporate Operations Employees: 131

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



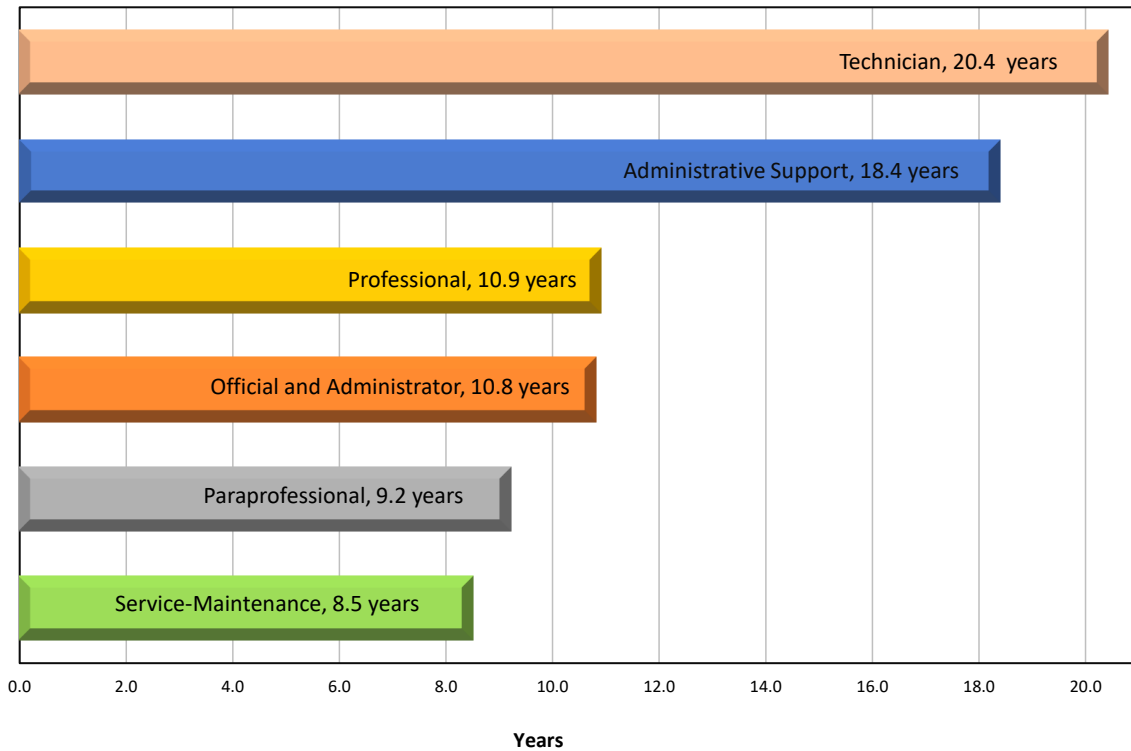
Total Bi-County Corporate Operations Employees: 131

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



Total Bi-County Corporate Operations Employees: 131

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



Average Length of Service for Employees: 15.2

Appendix

EEOC Definitions

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 of 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 people 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, dietitians, 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 2019

Credits

Asuntha Chiang-Smith
Executive Director

William Spencer
Human Resources Director

Boni King
PMR Project Advisor

Paulette Stewart
PMR Project Manager