



Safety Assessment & Analysis Report

Milwaukee Police Department

2013

This document reviews and documents safety data, initiatives and achievements for 2013 in comparison to prior years and highlights goals and initiatives for 2014.

Section I: Policy Statement

Safety is the first consideration of the Milwaukee Police Department. Occupational accidents and unsafe hazardous conditions can result not only in personal injury, but can have a financial impact on the member and the Department as well. Safety is the basic responsibility of all members of the Department. It is the policy of the Milwaukee Police Department to strive for the highest standards of safety by providing an accident-free, healthy, safe and comfortable work environment by eliminating recognized hazards from the workplace.

The Milwaukee Police Department's Safety Assessment & Analysis Report has been developed to document the Police Department's commitment to policies and practices that promote workplace safety. With everyone's cooperation, we can continue to make the Milwaukee Police Department a safe place to work.

A comprehensive plan for members' safety, education and training has been developed and updated as necessary. The cooperation and support of these initiatives by its members is critical for the plan's success and the reduction of work-related injuries.

There are several components of safety management which are essential in creating and maintaining a safe work environment. These include:

Individual Responsibility: Safety is everyone's responsibility, regardless of rank or position. All members are expected to abide by the policies and procedures outlined in this plan. Generally, Captains, Lieutenants and Sergeants are responsible for the immediate supervision and control of law enforcement and civilian members assigned to their work location. They are responsible for the enforcement of Standard Operating Procedures relating to the functions of their duties and the safety of the members assigned under their command. Failure of any member to abide by the procedures outlined within the Standard Operating Procedures or the Code of Conduct may result in progressive disciplinary action, up to and including dismissal.

Identification of Patterns and Trends: An emphasis of this plan is to identify any causes, patterns and/or trends of hazards and injuries to employees such that they can be addressed and reduced through training, repair or other means.

Training & Education: The hiring process includes a Physical Ability Test that encourages applicants to physically and mentally prepare for the physical aspects of police work.

At the time of hire, Recruit Officers are provided with an extensive 24-week course of training that includes Health Fitness & Wellness Physical Training and Health Fitness & Wellness Ultimate Survivor Training. Recruits are provided orientation and encouraged to participate in healthier lifestyles, which include better eating habits, exercise and physical conditioning.

It is the Department's policy to encourage all members to maintain a high level of physical fitness and good health. This policy is supported by workout facilities in various work locations, including the Police

Academy and district stations. In addition, the Department disseminates information regarding the Wellness – Your Choice Milwaukee program to members.

The Department provides training, education and Standard Operating Procedures to all members on current techniques in equipment use, defense and arrest tactics (DAAT), firearms use and use of force, crowd control, vehicle pursuits as well as information on personal protective equipment (PPE) and precautionary measures that members may utilize to protect themselves against chemical, physical, or biological hazards, as well as common causes of injuries.

Hazard Identification: The Department aims to identify, address, and reduce hazards and potential hazards in the workplace. All members are responsible for reporting any recognized hazards in the workplace to be remedied. Whenever an injury is reported, the immediate supervisor of the injured member is responsible for the injury investigation, including detailing the circumstances of the injury, identifying the cause of the injury, and the steps taken to remedy any hazard.

Section II: Safety Best Practices

Safety Items	Currently in Place? Yes/No	Date Effective	Who's Responsible	Last Time Updated
Work Rules/Handbook that Outlines Safety Expectations and Guidelines	Yes – Dept. SOP's	continuous	Office of Management Planning and Analysis	2014
Mandatory Safety Training*	Yes – In Service	4 X yearly	Training Academy	2014
Optional Safety Training*	Yes – In Service	As needed	Range	2014
Viable & Functioning Safety Committee**	No		Medical Section	
Safety Orientation for New Employees	Yes	continuous	Human Resources	2014
Job Hazard Analysis	No			
Safety Field Inspections	No			
Accident Investigation Protocol & Forms	Yes	continuous	Office of Management Planning and Analysis	2014
Mechanism for Employees to Report Safety Concerns before Accident Occurs	Yes – Dept. SOP's	2009	Medical Section	2014
Recognition Programs/Safety Awards	No			
Medium for Sharing Safety Information & Report with Employees	Yes – Dept. SOP's and Intranet	continuous	Office of Management Planning and Analysis	2014
Supervisory Job Descriptions that Include Safety Related Goals/Outcomes	Yes – Dept. SOP's	Continuous	Human Resources	Varying
Designated Individual Responsible for Safety Program Effectiveness	Yes	1987	Health & Safety Coordinator	N/A

**Attach a list of any mandatory and optional safety training programs offered by the Department*

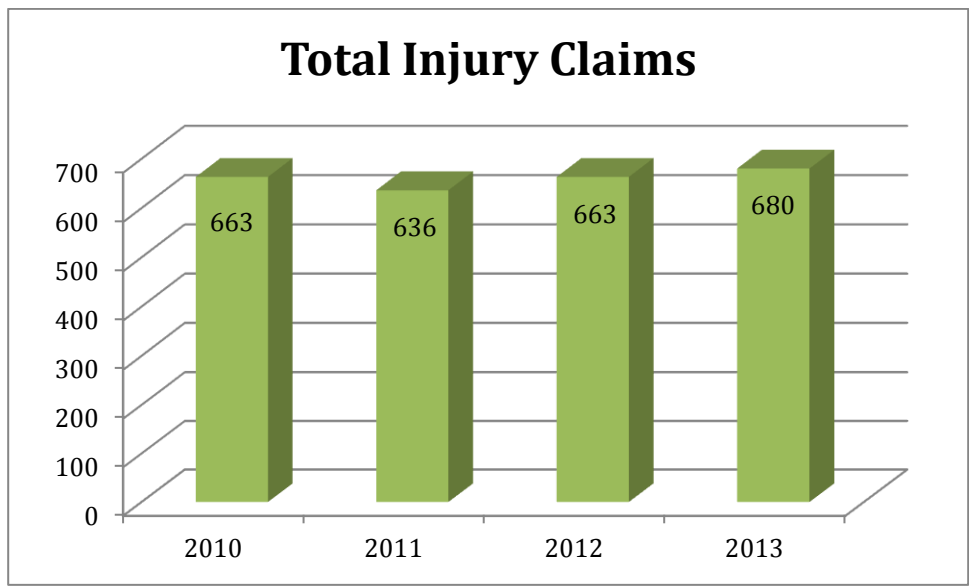
***Attach an overview of the Safety Committee and a description of committee activities*

Section III: Data Analysis

A variety of worker’s compensation data was reviewed to determine the impact of injuries on the Department, identify individuals most at risk of injury, identify those types of assignments and activities where injuries most often occur, and determine if there are any patterns or trends in the types of injuries (injury classification) that occur. The ultimate goal of the review was to determine what steps, if any, can be taken to reduce the number of workplace injuries to Department members.

- **Injury Claims**

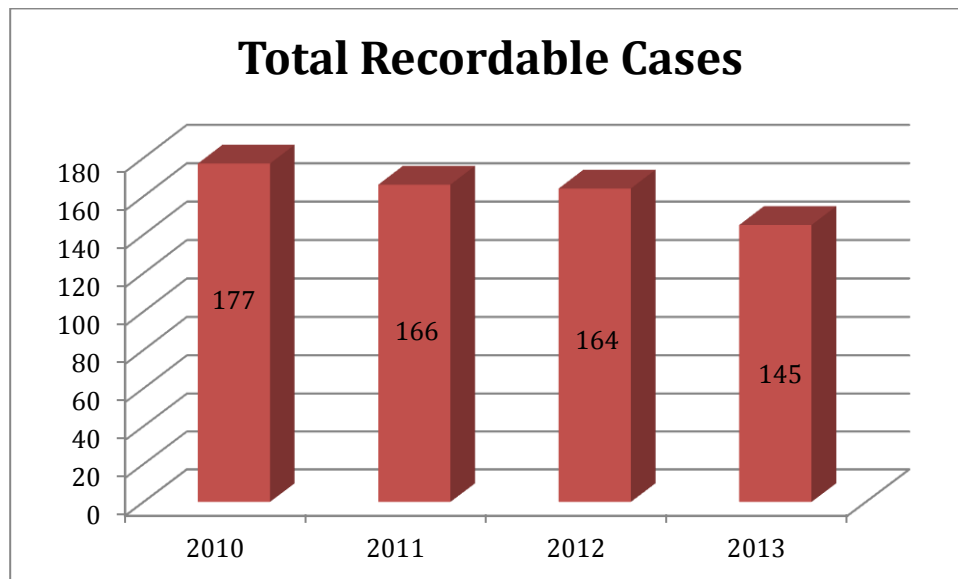
Injury claims are made whenever an accidental injury, occupational disease or mental harm occurs from an employment related activity. The total number of injury claims increased slightly by 2.5% from 2012 to 2013. The number of injury claims over the last four years for the Police Department has been relatively consistent.



- **Recordable Cases**

Recordable cases are work related injuries or illnesses resulting in death, loss of consciousness, days away from work, restricted work activity, job transfer or medical treatment beyond first aid, that must be reported to the Occupational Health and Safety Administration on a quarterly basis. Recordable cases account for approximately 25% of claims each year. From 2012 to 2013 there was a 13% reduction in recordable cases.

Year	Total Claims	Recordable Cases	% of Claims
2010	663	177	27%
2011	636	166	26%
2012	663	164	25%
2013	680	145	21%



- **DWD Claim Guidelines**

Per DWD guidelines, injury claims are separated into three categories:

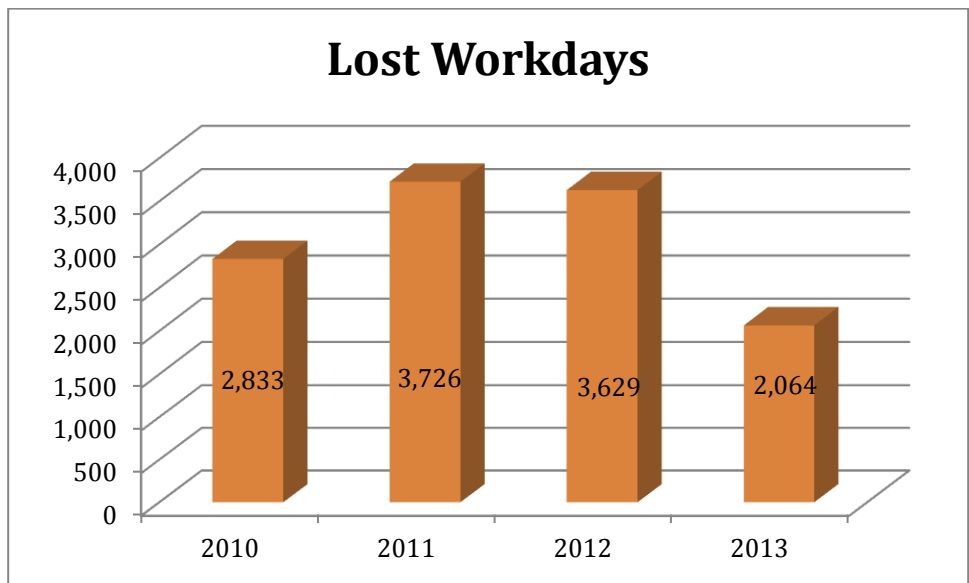
1. Indemnity: The loss of four or more workdays along with medical treatment.
2. Medical: The loss of up to three workdays along with medical treatment. May result in intermittently lost time.
3. No Doctor: The reporting of an injury without the loss of time or medical treatment.

Indemnity and Medical claims resulting in lost workdays and medical treatment have accounted for 60% of all reported claims for 2010, 2011, 2012, and 2013.

Year	Total Claims	Indemnity Claims	Medical Claims	No Doctor Claims
2010	663	132	258	273
2011	636	122	238	276
2012	663	109	291	263
2013	680	104	287	289

- **Lost Workdays**

The number of lost workdays decreased by 43% from 2012 to 2013. Although the number of claims increased slightly in 2013, the decrease in lost workdays is a result of fewer serious injuries requiring significant time away from work. In addition, the reduction in lost workdays may be attributed to combined efforts between the Milwaukee Police Department and the Office of Employee Benefits-Worker's Compensation. This long-standing relationship between the two offices allows the Department to obtain expedient return to work information.

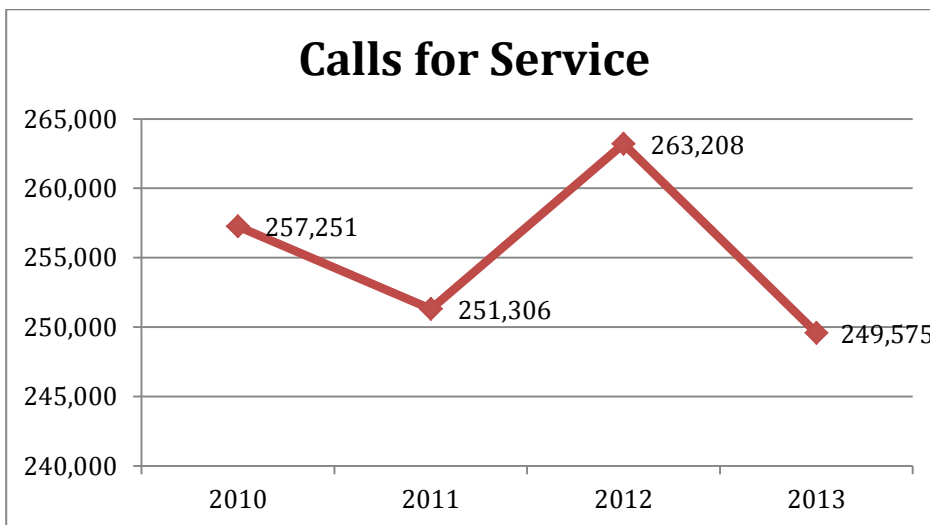
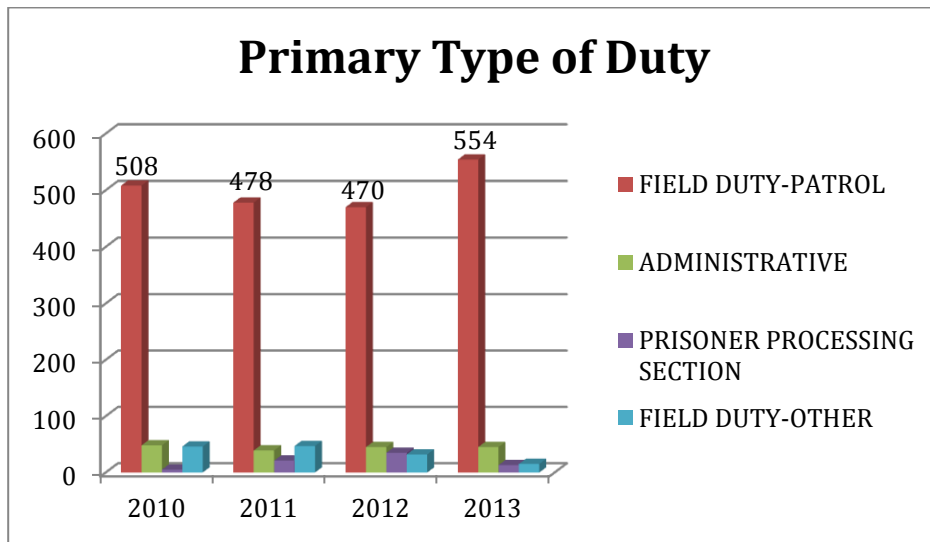


- **General Injury Data**

An analysis of the data revealed the following regarding the primary type of duty involved, primary activity involved, and primary title/rank of injured members:

- Primary type of duty involved

The most common type of duty resulting in injuries for the last four years has been Field Duty – Patrol. Injuries related to patrol duties account for approximately 75% of claims. From 2012 to 2013, the number of injuries from patrol duties increased by 18%. During the same period, the number of calls for service decreased by 5%. While the number of calls for service is not a factor in the increase in patrol injuries for 2013, the increase may be attributed to increased proactivity by the Police Department. Two-thirds of patrol injuries occur outdoors.

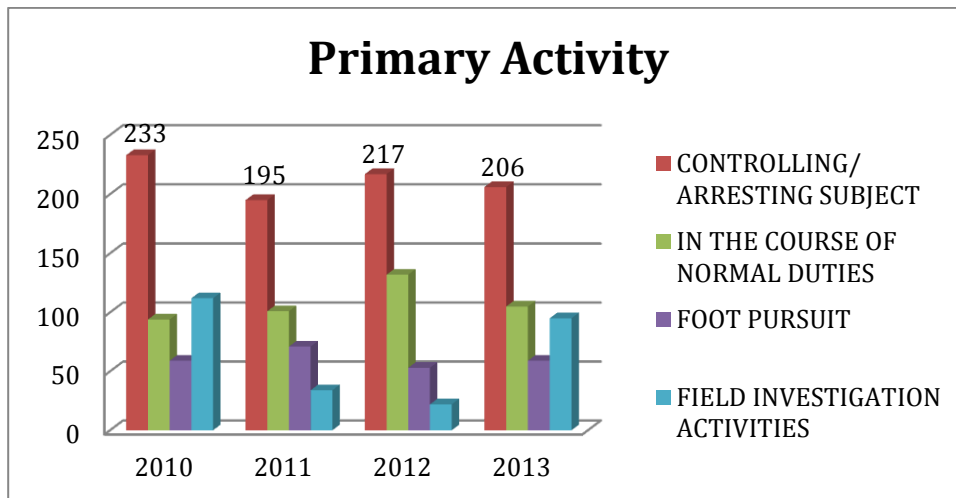


○ Primary activity involved when injured

The four most common primary activities are defined as:

- *Controlling/Arresting Subject*: Physically controlling persons during arrests, crowd control, or assisting distraught citizens
- *In the Course of Normal Duties*: During the course of a shift, which is not otherwise noted in any other Primary Activity category
- *Foot Pursuit*: Physically running or chasing after a subject by foot
- *Field Investigation Activities*: In the scope of a dispatched assignment or investigation

The most common activity wherein injuries occurred was *Controlling or Arresting Subjects*. These numbers decreased slightly from 2012 to 2013. As a note, Controlling & Arresting Subject claims are separate from injuries incurred as a direct result of an intentional assault. These numbers do not include intentional assaults. Controlling or arresting subjects does not, in and of itself, constitute an arrest. Controlling subjects may also entail contact with distraught citizens at investigations, physically assisting persons, controlling mentally ill persons, or escorting intoxicated persons, which may or may not result in arrest.



During the same time, the number of arrests decreased, which would support the decreases in injuries incurred while controlling or arresting subjects.

Year	Total Number of Arrests
2010	38,684
2011	37,295
2012	34,714
2013	30,541

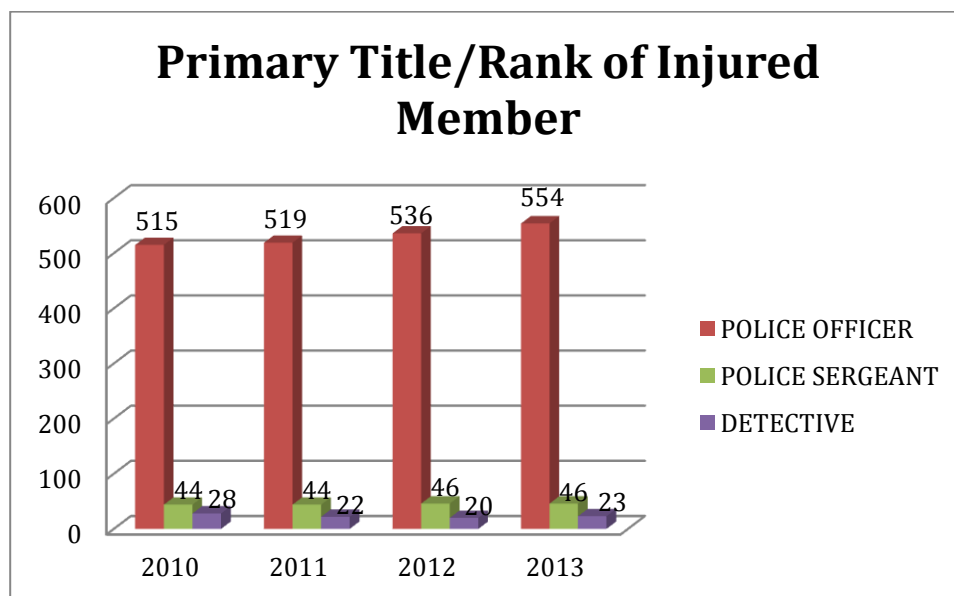
Other activities commonly causing injuries in the past four years are *In the Course of Normal Duties, Foot Pursuits, and Field Investigation*. The number of injuries attributed to *In the Course of Normal Duties* decreased from 2012 to 2013. As a note, injury classification training was provided to supervisors in 2014.

The number of injuries caused while engaging in *Foot Pursuits* increased slightly by 11% and those caused during *Field Investigation Activities* increased by 430% from 2012 to 2013. During the same time frame those injuries classified as being caused *In the Course of Normal Duties* decreased by 20%. The increase in injury activities classified as *Foot Pursuits* and *Field Investigation Activities* may be the result of supervisors more accurately classifying injuries in the worker’s compensation report, versus including them in the general category of *In the Course of Normal Duties*.

○ Primary title/rank of injured member

The most commonly injured rank was *Police Officer*. Injuries to Police Officers account for approximately 80% of overall injury claims. The second and third most commonly injured ranks were Police Sergeant and Detective. Police Sergeants are subjected to the same injury incidents as Police Officers (i.e. Controlling & Arresting, Foot Pursuits, Vehicle Accidents, etc.), while Detectives become injured during investigations at crime scenes (i.e. Lifting property, exposures to chemicals/smoke/drugs/blood borne pathogens, partial falls through floors/stairs, etc.). Law enforcement personnel make up 75% of total Department employees.

The number of injury claims for Police Sergeant and Detective have remained relatively constant over the last four years. Injury claims for Police Officers have increased slightly each year, with the largest increase from 2012 to 2013. There were fewer calls for service in 2013 than 2012, so the reason for the increase in Police Officer claims is unknown.



A. Department Initiatives/Internal Factors

Various Standard Operating Procedures are revised and created to reflect current situations. The following expected revisions and creations of new SOP's may provide a direct impact in safety-related initiatives and injury rates:

- For 2014, the planned revisions of SOP's include:
 - Absence
 - Differential Police Response Unit
 - Limited Duty Status
 - Workplace Safety Grievance
 - Prisoners and Booking
 - Use of Force
 - Equal Employment Opportunity Policy
 - Crime Scene Investigations

- For 2014, the planned creation of SOP's include:
 - Physical Fitness
 - Training and Career Development
 - Officer Involved Deaths and Other Critical Incidents
 - Critical Incident Review Board
 - Hazard Mitigation Plan
 - Inspections
 - Traffic Related Duties
 - Vehicle Crashes
 - Vehicle Pursuits and Emergency Vehicle Operations
 - Handheld Chemical Agent
 - Electronic Control Device
 - Bomb Threats, Suspicious Packages and Improvised Explosive Devices (IED)

B. External Factors

There were no unanticipated emergencies or other incidents in 2013 that affected injury rates. While the overall number of injury claims increased from 2012 to 2013, the number of calls for service to the Department and arrests made both decreased. There was an increase in injury claims incurred while on patrol duty, and the number of injuries for Police Officers increased in 2013, but these increases are not attributed to any notable external factors.

Section IV: Accident Investigation

A. Accident Investigation Protocols & Procedures.

- The Milwaukee Police Department's On-Duty Injury Procedure specifically outlines members' responsibilities related to injuries and accidents. When an accident or injury occurs, it is the responsibility of the member's direct supervisor to properly investigate and complete reports (refer to attached SOP 010 Absence – 010.55 – On-Duty Injury Procedures).
- Department members in violation of these procedures are subjected to internal review and, at times, receive remedial training or disciplinary action.

B. Safety Audits, Accident Investigation & Resulting Outcomes

- For 2013, the Department did not conduct any safety related audits or investigations. However, for 2014, an Inspections SOP will be created to outline the responsibilities of the Department's internal auditing division. The Inspections Division will be responsible for the review and analysis of each division to assist in identifying opportunities for improvement, eliminating duplication of effort, reporting new and innovative systems and procedures, and providing alternative methods for change and improvement. This division will assist in auditing the Department's safety-related initiatives and procedures.

C. Accidents from Negligence and the Department's Response

- Injuries and accidents expected to be a result of negligence are documented by the member's supervisor and submitted to the Department's Internal Affairs Division. Internal Affairs further investigates the claim to determine whether the member will face discipline, counseling, policy review, or remedial training.

Section V: Limited Duty Program

A. Limited Duty/Return to Work Program Description (including the rules/regulations)

The Milwaukee Police Department's Limited Duty Program provides officers with restrictions an opportunity to continue making a positive contribution to Department operations. Officers incapable of performing the full spectrum of law enforcement activities are placed in administrative and support areas of the Department. Assignments to these areas place reduced physical demands upon the member and isolate them from the hazards normally associated with police work. In some cases, these areas are staffed by full duty officers. This program permits the accommodation of occupational and non-occupational injuries and illnesses.

The main area of assignment for limited duty personnel is the Differential Police Response Unit (DPRU) SOP 255. This unit provides an additional method of providing police service and intervention into problems reported by callers, by supplementing already existing Department policies and practices. The DPR Officer is an intervener, much the same as a field patrol officer is, but with different tools (internet access, telephone, etc.).

Other areas of assignment for limited duty personnel within the Department are:

- Pole Camera Operations
- Court Administration
- Property Control Section
- Technology Section
- Facilities Services Division
- Technical Communications Division
- Records Management
- Criminal Investigation Bureau
- Internal Affairs Division
- Training Academy
- License Investigation Unit
- Police Districts One – Seven

The number of individuals assigned to the limited duty program vary day-to-day. There is no set number of limited duty personnel assigned to the areas noted above.

B. Program Metrics/Measures

Year	Number of Individuals in Limited Duty Program	Temporary Limited Duty Members	Permanent Limited Duty Members	Avg. Length of Time (Days) on Limited Duty	Number of Individuals Exceeding RTW Timeframe	Number of Individuals Not Placed due to Lack of Assignments
2007	Unavailable	N/A	N/A	N/A	N/A	N/A
2008	Unavailable	N/A	N/A	N/A	N/A	N/A
2009	356	273	83	172	0	0
2010	396	325	71	174	0	0
2011	354	286	68	171	0	0
2012	356	297	59	144	0	0
2013	383	329	54	128	0	0

C. Effectiveness of Limited Duty/Return to Work Program

The placement of limited duty officers in the above areas, in lieu of full duty officers, represents a better utilization of human resources and aids the Department’s efforts to provide the best possible police service to the community. Accommodations made by the Department are based on the medical restrictions given by the doctor. The limited duty program is an indefinite program, with no limit to the number of days a member may remain assigned to the program.

Section VI: Problematic Areas

The Department's Medical Section is the repository location for all reports associated with workplace injury claims. The Medical Section consistently combines efforts between the Milwaukee Police Department and the Office of Employee Benefits-Worker's Compensation to obtain expedient return to work information from physicians. In addition, work locations now have the ability to electronically and expediently provide reports to the Medical Section for review, processing and forwarding to the Office of Employee Benefits-Worker's Compensation. The Medical Section continues to make every effort to provide training and guidance in areas of report completion to supervisors. The Department also provides enhanced training in equipment use, Defensive and Arrest Tactics (DAAT), Firearms Training, Emergency Vehicle Operations Course (EVOC), Wellness Training, and Ergonomics to ensure members understand the proper procedures in all areas of job responsibilities and safety awareness.

A. High Cost Claims

- Law Enforcement Officers account for 75% of all personnel in the Department, and Police Officers have consistently accounted for the highest number of claims and costs associated with injury claims. The Department continues to provide training, such as that noted above, to key personnel in hopes of reducing workplace injuries.

B. Repeat Claimants.

- The Department's AIM System (Administrative Investigative Management) captures data specific to Use of Force, Squad Accidents, Citizen Complaints and Vehicle Pursuits. This system assists to identify repeat claimants, including whether an injury occurred out of the scope of the specific action.
- Department members are counseled regarding their actions and, if applicable, receive remedial training in the area of question or disciplinary action if rule violations are substantiated.

C. Late Submitted Claims

- The Department's Standard Operating Procedures specifically outline the responsibility of supervisors to immediately complete worker's compensation reports on injury claims. They must also address and/or correct safety hazards as soon as administratively possible. When appropriate, matters involving members who fail to follow procedures may be subjected to internal investigation and, at times, disciplinary action. Members are also mandated to routinely review and familiarize themselves with Department SOP's, which requires supervisors to provide the reports within 24 hours to the Medical Section.
- The Department's Medical Section has a staff person, who specifically processes injury reports and conducts follow-up as necessary with various departmental work locations. Every attempt is made to provide the Office of Employee Benefits with reports within 48 hours of being notified of the injury claim.

Section IX: Safety Goals and Objectives

Risk Management Model 2014 Safety Goal Planning Matrix Department: Milwaukee Police Department				
2014 Safety Goals and Action Step(s)	Goal Outcome(s)	Completion Date	Responsible Person(s) for Goal Tracking and Completion	Impact or relevance to safety and/or workplace injuries
Implement the use of the iVOS Program to capture and reconcile data between DER and the Milwaukee Police Department.	<p>This will provide a more expedient injury reporting process.</p> <p>It will allow the Office of Employee Benefits and the Milwaukee Police Department to capture similar injury data.</p>	June 2015	DER Office of Employee Benefits- Worker's Comp & MPD's Medical Section	The use of the iVos reporting system will expedite information between various city departments and will ensure uniform collection of data.
Provide specialized training for all members on equipment, vehicle operations, firearms safety, ergonomics, and communicable diseases.	To provide updates as necessary	Continuous	Training Academy	Provide knowledge that may reduce future injuries and make employees aware of the proper procedures on equipment use and safe operation.
Mandatory review by all members of related SOP's on injury claims and notification.	Tracking by the Training Division to show members have read all SOP's and understand their contents	Continuous	Training Academy	This process reminds members of mandatory process and the required immediate reporting of injury claims. Supervisors will be made responsible for immediate completion and submittal of WC Reports. Process will assist to reduce receipt of reports from MPD to DER.
Provide specialized training for new supervisors on the injury reporting process.	To provide updates as necessary	Continuous	Medical Section – Health & Safety Coordinator	New supervisors are instructed on the process to follow if a member is injured, and how to classify injuries.
Develop a Safety & Hazards Review Committee.	To analyze accident areas and develop personnel training	Quarterly	The Medical Section and various managers	Review accident and injury data. Identify patterns and trends in claims. Identify and correct workplace hazards. Develop and implement training.

**Milwaukee Police Department
2013 Law Enforcement and Civilian Training**

2013/2014 LESB Instructor Update	Interview & Interrogation
Active Shooter and Bomb Awareness	Intoximeter Recertification
Advanced Roadside Impaired Driving Enforcement	Introduction to Incident Command System ICS-100
Advanced Scenario Instructor Development Course	Leadership in Police Organizations Session
Advanced ShotSpotter	Less Lethal Recertification
Animal Abuse Training	Low Light / Weapon Mounted Light Training
ARS Refresher for Supervisors	Major Incident Response Team Training
Assault and Rescue Techniques	Middle Management Training
Automated License Plate Reader	Nark II Training
BAIR Analytics District Training	National Data Exchange (N-DEX)
Basic Police Cyclist Course (IPMBA)	National Incident Management System (NIMS) IS-700
Basic Recruit Training - Class #1-2013	NIMS ICS-400
Basic ShotSpotter	P.O.S.T. In-Service Training
Characteristics of Armed Gunmen	Patrol Rifle Operator Course
Confidential Informants	Patrol Rifle Recertification
Corrections Management System Training	Police Aide In-Service Training
Covert Anti-Prostitution Investigations	Police Cyclist Refresher Training
CPR Instructor Recertification	Police Cyclist Training
CPR/AED Recertification	Police Executive Research Forum Conference
Crime Scene Technician Training	Police Motorcycle Operator Course 1
Crisis Intervention Team Training	Police Motorcycle Operator Course 2
DAAT Instructor Course	Policing the Teen Brain
Database Three Training	Problem - Oriented Policing
District One In-Service Training	Problem Oriented Policing Conference
DNA Collection for CST Officers	Professional Communications Instructor Course
ECD Operator Recertification	Pursuit Training
Electronic Control Device New User	Risk Management Training
EVOC / Pursuit Policy Refresher	Risk Management Training For Supervisors
Fair and Impartial Policing Perspective Training	RMS / ARS Training
Fairness in Policing	Room Clearing
Field Training and Evaluation Program Update	S.T.O.P. Train-the-Trainer Course
Firearms Instructor Certification Course	Search Warrant and DAAT Techniques
Firearms Session 1	Spartan Tactical Advanced Tactical Rifle Course
Firearms Session 2	Strategies for Youth Train-the-Trainer Course
Firearms Session 3	Supervision of Police Personnel
Firearms Session 4	Surviving Hidden Weapons
Harbor Patrol Firearms	Tactical Crime Analysis using ATAC
Harbor Patrol In-Service	Techniques for Financial Investigations
Hostage Rescue and Bus Assaults	Temporary Holding Facilities for Bookers
Hostage Rescue/ Stressed Room Clearing	Temporary Holding Facilities for Supervisors
ICS 300 - Intermediate ICS for Expanding Incidents	Temporary Holding Facility Course
Incident Command System ICS-100	TEMS Medical Training
In-Service Training 2013/2014 Session #1	THF Booker Update
In-Service Training 2013/2014 Session #2	Tracs 10 Train the Trainer
Instructor Development Course	Vehicle Contacts Instructor Course