Audit of Milwaukee Police Department Overtime

City of Milwaukee

Internal Audit Division

October
2020

AGENDA

- Audit Scope
- Audit Objectives
- Audit Activities
- Overview of Most Significant Sources of Overtime
- Recommendations

Audit Scope

- Paid and compensatory overtime earned during fiscal years 2016-2019 for sworn employees across all police districts

- Four year period is for data analytics purposes only

- Detail testing and evaluation is limited to the current policies and procedures and detail data from 2019

Audit Objectives

Review and evaluate the assignment, deployment, use, delegation, approval, payment, types, and amounts of overtime, with an emphasis on monitoring policies and procedures, including those designed to detect, investigate and discipline overtime abuse

Audit Activities

- Interviews

- Process walkthroughs and process documentation

- Data analytics of years 2016-2019

- Detail testing and evaluation of 2019

Overview of Significant Sources of Overtime

Extension of Duty

- ~60% of total overtime in a typical year

- Often occurs when officers are actively engaged with a serious incident

- Officers required to check in with supervisor every half hour

- Report writing of serious incidents can result in extension of duty

- "Power Shifts" (i.e., shifts that overlap two traditional shifts) are used to reduce need for extension of duty

- Officer Extension of Duty amounted to 193,489 hours, or 134 hours per officer, in 2019

- Supervisory (i.e., Sergeant and Lieutenant) Extension of Duty amounted to 87,404 hours, or 331 hours per individual, in 2019

Extra Duty / Special Events

- ~20% of total overtime in a typical year

- Majority are reimbursable events (e.g., Deer District, Brewers) with a minority of non-reimbursable events (e.g., Juneteenth, Air and Water Show, St. Pat's Parade) and partially reimbursable events (e.g., Summerfest)

- Cost of special events has increased over the last decade due to increased security concerns (e.g., mass shootings)
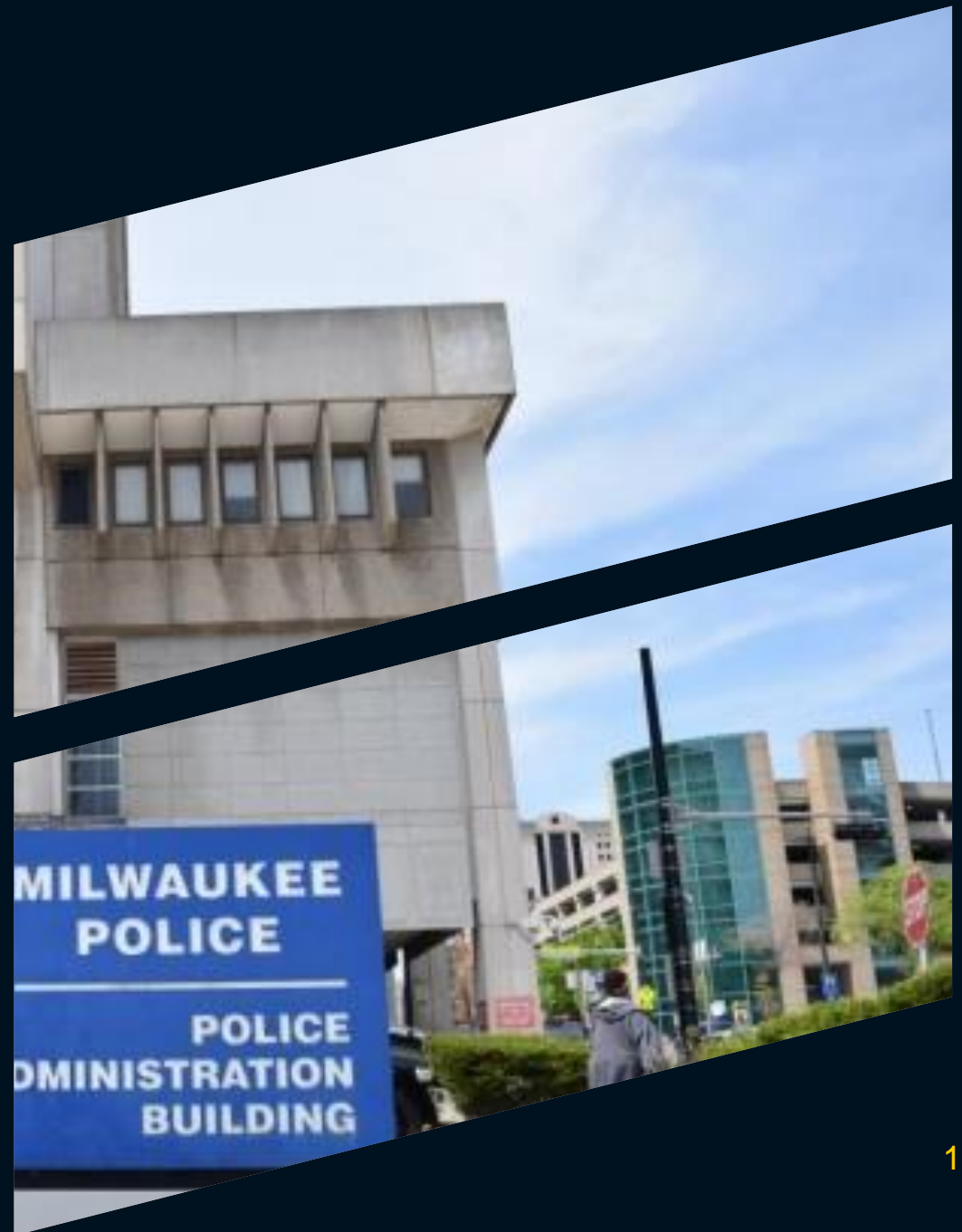
Court

- ~10% of paid overtime in a typical year

- Contractual minimum 2.5 hours paid per appearance at 1.5X base salary rate for sworn individuals appearing in court during personal hours

Recommendations

Court Overtime

- Renegotiate court overtime compensation to align more closely with officers' personal hours expended at court.

- Individualized, objective, and articulable reasonable suspicion (IOARS) of stops and/or frisks should be consistently documented and monitored. The IOARS documentation for officers and sergeants with the most court appearances (e.g., 20+ for the quarter) should be inspected and analyzed quarterly.

Supervisory Extension of Duty

- After sergeant/lieutenant promotions are completed at the end of 2020, analyze Extension of Duty metrics to determine whether supervisory-level Extension of Duty still exceeds officer levels. Perform a root cause analysis and take action if supervisory levels continue to exceed officer levels by material amounts.

Monitoring

- Current monitoring should be enhanced by:
    - Establishing consistent monitoring procedures on who does what, when, where, and how;
    - Creating scorecards specifically for Extension of Duty and Court overtime including by rank;
    - Establishing variance percentages requiring formal follow up and response;
    - Conducting quarterly data analytics (e.g., officer court overtime and extension of duty outliers by rank).

Other Recommendations

- The Common Council, Mayor, and MPD could work jointly to seek opportunities for increased reimbursement of special events.

- Include an explicit overtime management performance metric in supervisor performance evaluations.

- Consider overtime caps for discretionary overtime on a pay period and an annual basis. Require additional supervisory review and approval for necessary overtime exceeding the caps.

- Every two pay periods, evaluate the assumptions (e.g., seasonality, known events, and trend versus prior year) built into the SQL balance-of-year forecast to assess whether the forecast accurately reflects expectations.

THANK YOU!

Charlie Roedel
Audit Manager

Phone
414-286-2323

Email
Charles.Roedel@milwaukee.gov