



# KING COUNTY AUDITOR'S OFFICE




APRIL 1, 2019

## Follow-up on King County Sheriff's Office Overtime

**The King County Sheriff's Office (KCSO) has made progress on key foundational recommendations, including developing a staffing model and improving overtime allocation practices.** KCSO is working with a consultant to design and implement a staffing model based on KCSO dispatch data. Development of this staffing model has the potential to contribute to implementation of multiple recommendations, since it could be used to inform schedule decisions and workload planning. KCSO has also improved its overtime assignment process by automating and documenting procedures for supervisors. As a result, overtime assignments are more evenly allocated among officers, which reduces the negative safety and performance risks from individual officers working excessively long hours.

**Some recommendations remain open or in progress because they rely on collective bargaining with the Police Officers Guild.** These include our recommendations to improve officer safety and performance by limiting total hours worked and considering off-duty work in overtime assignment decisions. KCSO and the Police Officers Guild are currently in meditation over a new contract which includes these provisions.

Of the 20 audit recommendations:

	4 DONE		5 PROGRESS		2 OPEN		1 CLOSED
<b>Fully implemented</b> Auditor will no longer monitor.		<b>Partially implemented</b> Auditor will continue to monitor.		<b>Remain unresolved</b> Auditor will continue to monitor.		<b>Recommendations are no longer applicable</b> Auditor will no longer monitor.	
<b>There are 8 PENDING recs that have not yet been reviewed.</b> Auditor will follow up at future date.							

Please see below for details on the implementation status of these recommendations.



## Recommendation 1

OPEN



**The King County Sheriff's Office should ensure that off-duty hours are tracked in its scheduling program.**

STATUS UPDATE: Although KCSO tracks off-duty hours for purposes of vehicle reimbursement, these hours are not included in the scheduling program. KCSO plans to determine a method to sync this information with the schedule system after the current bargaining agreement is finalized.

WHAT REMAINS: Include all off-duty hours in the scheduling system.

## Recommendation 2

PROGRESS



**The King County Sheriff's Office should incorporate total hours worked, including off-duty hours, into the overtime assignment criteria.**

STATUS UPDATE: As part of the current bargaining efforts for the new contract, KCSO has drafted changes to the overtime assignment procedures so that they include off-duty hours. The changes are subject to the results of bargaining over the new contract.

WHAT REMAINS: Implement the off-duty policy and incorporate off-duty hours into the scheduling system's automated assignment process.

## Recommendation 3

PROGRESS



**The King County Sheriff's Office should implement a policy to limit how much overtime an individual can work, for example, capping total hours worked or changing the prioritization structure of the overtime assignment system.**

STATUS UPDATE: According to KCSO, the drafted changes to the overtime assignment procedures mentioned in Recommendation 2 also include a proposal to limit how many consecutive hours an officer can work. The changes are subject to the results of bargaining over the new contract.

WHAT REMAINS: Implement the limitation policy and incorporate the rules into the scheduling system's automated assignment procedures.

## Recommendation 4

OPEN



**The King County Sheriff's Office should reduce how often unincorporated patrol schedules rotate to create more days with overlapping squads on duty.**

STATUS UPDATE: KCSO and the Police Officers Guild have agreed to include more schedule alternatives in the labor contract in order to allow units greater flexibility schedules that fit their needs and workloads. Some of these alternative schedules involve little or no rotation compared with the most commonly-used "5-2/5-3" schedule. However, KCSO is not planning to change the

rotation frequency of its established schedules at this time. The current staffing study could be an opportunity to explore the impacts of rotation.

**WHAT REMAINS:** Use the staffing model to analyze the potential impacts of different rotation frequencies on backfill overtime and determine which option best serves KCSO's mission.

## Recommendation 5

DONE



**The King County Sheriff's Office should only count deployable deputies when determining how many staff are required to meet patrol minimums in unincorporated King County.**

**STATUS UPDATE:** KCSO no longer includes non-deployable deputies in the relief factor calculation. Leadership specified that it does not consider non-deployable deputies when assessing current staffing levels, but does consider them when projecting staffing levels several months out. This is because non-deployable deputies can become deployable in the near future (for example, deputies exiting their training phase).

**IMPACT:** This allows KCSO leadership to accurately determine the number of staff needed to meet its established minimum staffing requirements. Additionally, KCSO staff can identify gaps between current staffing and actual staffing levels in order to estimate the amount of overtime needed to make up the difference.

## Recommendation 6

PROGRESS



**The King County Sheriff's Office should document and integrate into its staffing system how it determines patrol minimums for unincorporated King County and how it calculates the relief factor it uses to set staffing targets.**

**STATUS UPDATE:** KCSO does not have documented justification for the current staffing minimums because these are based on historic practices and funding rather than strategic planning. However, KCSO is conducting a staffing study which will be used to assess the performance impacts of different minimum staffing levels. Leadership plans to use this information to quantify the costs and benefits of changing the staffing minimums.

**WHAT REMAINS:** After completing the staffing model, determine potential minimum staffing levels based on strategic objectives and document the justification behind these options.

## Recommendation 7

PROGRESS



**The King County Sheriff's Office should create a staffing model for unincorporated patrol that accurately reflects both current and future staffing needs, the actual number of deputies that can be deployed to meet patrol minimums, and opportunities to reduce backfill overtime through strategic scheduling.**

**STATUS UPDATE:** KCSO is conducting a staffing study intended to create a dynamic program for planning, allocating, and evaluating staffing levels throughout the department. This would allow

leadership to assess the projected impacts of different staffing allocations. As of March 2019, KCSO is working to improve the quality and reliability of its dispatch data that will serve as inputs for the staffing study. This is an important step in order to improve the accuracy of staffing model outputs. Its goal is to have new, tested, and verified data collection procedures in place by April 2019.

**WHAT REMAINS:** Continue to work with the consultants to develop, pilot, and implement the staffing model.

### Recommendation 8

CLOSED



**The King County Sheriff's Office should collect and monitor data on the impact of sliding and redeployment if it continues these strategies to determine whether any potential benefits exceed the operational costs and negative impacts.**

STATUS UPDATE: KCSO has discontinued both sliding and redeployment.

### Recommendation 9

PENDING

### Recommendation 10

DONE



**The King County Sheriff's Office should document its overtime approval procedures and controls, including standards for changing staffing and schedule settings in the ATLAS time and labor system.**

STATUS UPDATE: KCSO has documented and distributed procedures for requesting and approving overtime in the ATLAS system. The system has controls in place to ensure that supervisors follow the rules for prioritizing overtime assignments. For example, if supervisors need to override the rules based on professional judgement, they are required to write a justification for the decision within ATLAS.

KCSO has also developed a tool within the ATLAS system for making changes to schedules or work assignments. It only provides access to this functionality to specified supervisors, and no one can change their own schedules or assignments. The tool leaves an auditable trail of what changes were made by whom.

**IMPACT:** The automated assignment and audit trails help to ensure that overtime is being allocated according to KCSO's established rules. This reduces the chance that a single officer would work too many hours of overtime when other officers have volunteered for the same shifts. As our audit report demonstrated, this can improve officer safety, health, and performance. In addition, the auditable trails of supervisors' decisions increase transparency in case of disputes about overtime assignment.

## Recommendation 11

DONE



**The King County Sheriff's Office should collect and monitor data on how often compensatory leave leads to additional backfill overtime and develop a plan to control its use if it begins to increase backfill exponentially.**

STATUS UPDATE: KCSO finance staff created a report for tracking compensatory leave and its impact on additional backfill overtime, and established a threshold at which point compensatory time becomes a net expense and found that KCSO is below this threshold. Finance staff plan to run the report periodically to assess if the situation changes, in which case it would need to pursue collective bargaining around compensatory time allowances.

IMPACT: This tracking helps KCSO to determine if compensatory time is creating a need for more backfill overtime. By monitoring and mitigating the risk of higher backfill overtime needs, KCSO can reduce negative financial and safety impacts of high overtime levels.

## Recommendation 12

DONE



**The King County Sheriff's Office should monitor implementation of the overtime assignment function in the ATLAS time and labor system to make sure new system functionalities ease schedule administration.**

STATUS UPDATE: KCSO has fully implemented the overtime assignment function which prioritizes officers for overtime based on how much overtime they have already worked. This allows supervisors to more easily and quickly identify who to assign to an overtime shift. Supervisors have provided feedback about program usability during on-site trainings and by submitting suggestions or complaints electronically. ATLAS staff made adjustments based on this feedback (for example, developing multiple ways to view future staffing levels so that supervisors can use the one that fits their way of thinking).

IMPACT: The new tool makes it easier and faster for supervisors to follow the overtime assignment procedures. By soliciting and incorporating user feedback, KCSO is increasing this positive impact for supervisors.

Recommendations 13-20 were a product of the technical addendum, "Calculation of Sheriff's Office Overtime Payments," from April 9, 2018<sup>1</sup>.

## Recommendation 13

PROGRESS



**The King County Sheriff's Office (KCSO) should collect and enter all work hours, including roll call hours in ATLAS (the KCSO time and labor system) and ensure that PeopleSoft (the**

<sup>1</sup> Calculation of sheriff's Office Overtime Payments: <https://www.kingcounty.gov/~media/depts/auditor/new-web-docs/2017/kcao-overtime-2017/kcso-overtime-addendum-2018.ashx?la=en>, last visited April 1, 2019.

**King County payroll system) contains complete and accurate employee time and labor information.**

**STATUS UPDATE:** KCSO and the Police Officers Guild are currently in mediation over the new contract, which includes a proposal to document all hours worked in PeopleSoft. The proposal requires paying officers for roll call time.

**WHAT REMAINS:** Once the labor agreement is approved, KCSO will need to implement the change in ATLAS and perform tests to ensure that PeopleSoft contains complete and accurate time and labor records.

Recommendation 14	PENDING
Recommendation 15	PENDING
Recommendation 16	PENDING
Recommendation 17	PENDING
Recommendation 18	PENDING
Recommendation 19	PENDING
Recommendation 20	PENDING

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Mia Neidhardt, Senior Management Auditor, conducted this review. If you have any questions or would like more information, please contact the King County Auditor's Office at [KCAO@kingcounty.gov](mailto:KCAO@kingcounty.gov) or 206-477-1033.