KING COUNTY

Signature Report

September 11, 2001

Motion 11284

Proposed No. 2001-0364.2   **Sponsors** McKenna

1   A MOTION approving the sheriff's office response to the

2   2001 budget proviso requiring submission of a workplan for

3   managing overtime and authorizing the sheriff's office to

4   expend the $450,000 previously restricted by the proviso.

5

6

7   WHEREAS, the sheriff's office has responded to the 2001 budget proviso

8   requiring that the sheriff's office submit a workplan for managing overtime; and

9   WHEREAS, the King County council required in the 2001 budget proviso that

10    $450,000 from the Sheriff's appropriation unit shall not be expended or encumbered until

11   the report was submitted to the council and approved by motion; and

12   WHEREAS, the submitted overtime workplan addresses the 2000 management

13   audit recommendations and fulfills the expectations of the council;

14   NOW, THEREFORE, BE IT MOVED by the council of King County:

15   The King County council hereby approves the sheriff's office proviso response,

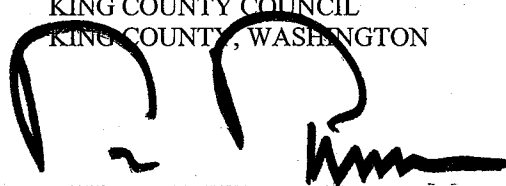16   which includes the "Management Audit of Sheriff's Office Overtime" report, dated May

17   4, 2001 and is submitted as Attachment A to this motion, and hereby authorizes the

18   sheriff's office to expend the $450,000 previously restricted by the proviso.

19

Motion 11284 was introduced on 7/9/01 and passed by the Metropolitan King County
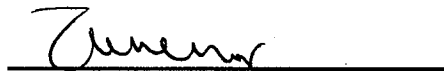Council on 9/10/01, by the following vote:

> Yes: 13 - Mr. von Reichbauer, Ms. Miller, Ms. Fimia, Mr. Phillips, Mr. Pelz,
> Mr. McKenna, Ms. Sullivan, Mr. Nickels, Mr. Pullen, Mr. Gossett, Ms.
> Hague, Mr. Thomas and Mr. Irons
> No: 0
> Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____
Pete von Reichbauer, Chair

ATTEST:

_____
Anne Noris, Clerk of the Council

Attachments   A. Management Audit of Sheriff's Office Overtime, dated May 4, 2001

SHERIFF
KING COUNTY

11284

August 9, 2000

Management Audit of Sheriff's Office Overtime

**Council Proviso Response
and Audit Compliance Report**

11284

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Overview

The Sheriff's Office has approached the audit compliance task as a "work in progress". The Sheriff has directed his staff to address the issues, design and implement appropriate solutions and, on an ongoing basis, apprise the county of the Sheriff's progress.

To that end, the Sheriff has been submitting a series of reports and updates to the county consistent and in accordance with the 2000 audit and the 2001 King County budget proviso regarding Sheriff's Office overtime.

Work-plan steps were initially identified and presented in the Sheriff's report dated October 10, 2000.

In this report to the County, the Sheriff addresses two areas:
1. the 2001 budget proviso
2. the current status of the overtime management system implementation

Up to and including this report, we have addressed the following audit recommendations:
- 2-2-1, 2-2-2
- 2-3-1, 2-3-2
- 2-4-1 through 2-4-4
- 2-5-1
- 2-6-1 through 2-6-3
- 2-7-1, 2-7-2
- 2-8-1

The 2001 budget proviso regarding Sheriff's overtime specifically required descriptions of the following plans:
- monitor and manage overtime
- manage deputy vacancies
- expand overtime reporting
- relief factor for staffing model
- overtime tracking

The proviso requirements run parallel with many of the audit recommendations. The Sheriff has responded to both the audit recommendations and the proviso as an ongoing process to improve the management of overtime in the King County Sheriff's Office.

Summary of Key Developments in the Sheriff's Overtime Management System Implementation from December 2000 to May 1, 2001

Since the report to the county dated December 20, 2000, the KCSO, in cooperation with the King County Police Officers Guild and with the guidance and oversight of Dr. Shiquan Liao, has made the following advancements in the development and implementation of the IRIS.OT program:

- Minimum staffing guidelines[1] for the unincorporated portions of all precincts were implemented in January, 2001.

- A formal overtime use and vacation granting policy (designed to better manage operational and backfill overtime) was implemented April 1, 2001

- Internal beta test and Shoreline test rollout of IRIS overtime management application completed in January/February

- As of 05/01/01, IRIS.OT has now been rolled out at all precincts

- Criminal Investigations Division will begin using IRIS.OT in June

- Preliminary IRIS.OT training for precinct deputies and sergeants has been completed

- Preliminary training for management (captains & majors) is in progress—use of IRIS.OT as a management tool is under way.

- Management evaluation reports and models are being developed in IRIS, such as sample pivot tables (see attachments)

- A draft of management review questions have been developed and distributed to assist precinct and department management in developing routine review practices for overtime management (see attachment)

- Backfill overtime (for patrol) is analyzed monthly by the Chief of Field Operations and staff specifically in relation to the rollout of the IRIS.OT management program

- Validity testing of early IRIS.OT data has been started

- IRIS.OT security module has been upgraded for state auditors approval for form processing to improve OT system efficiency

- Voice mailbox system for deputies being used for court overtime notification (in cooperation with prosecutors) at precincts 2, 3 and 4.

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[1] Minimum staffing levels equate to setting a forecasting model for maximum limits on how much backfill overtime can be used; ie; staffing minimums should equate to less backfill.

Proviso

The Sheriff has intended from the outset to address the audit recommendations via an ongoing development, reporting and implementation process. In doing so, the Sheriff has also been able to address and proactively respond to the 2001 overtime budget proviso. For the most part, the Sheriff has completed and presented all requirements of the budget proviso to council staff and the budget office well in advance of the 2001 budget proviso requirement.

- We have sent ongoing reports to the Executive and Council

- We have sought and included the counsel of Dr. Shiquan Liao in the various stages of analysis and development

- We have provided in-person demonstrations and presentations to council and executive staff, including the budget office, to seek feedback and additional input

The Sheriff has sought the input and guidance of the county to ensure that there was consensus support for the strategy and methodology that has been developed to date for addressing the issues presented in the 2000 Sheriff's Overtime Audit Report.

The Sheriff submits this current report and attaches the preceding reports as our response to the 2001 King County Budget Proviso requiring a Sheriff's Overtime Management report.

Proviso issues #1 & #5: track, monitor and manage overtime

The Sheriff's plan to track, monitor and manage overtime revolves around systemic improvements to the process of overtime-related information gathering. The KCSO Technical Services Division has customized the existing IRIS application to include a comprehensive information management component for overtime.

The Sheriff's December 2000 overtime audit report and in-person presentations to council and executive staff in January and February 2001 of the IRIS Overtime Management application provided the first demonstration of the Sheriff's approach to overtime management via IRIS.

These demonstrations specifically identified the capability of IRIS to track overtime in complex detail. The depth of information gathering for overtime will give KCSO management a basis to monitor and manage overtime to a more timely and sophisticated set of standards. Simplified, better information will allow for better management decision-making and accountability.

It is the Sheriff's goal to improve the peer review process for overtime management consistent with the upgrade to the IRIS over-time management application. This will allow precinct commanders to pull relevant information about overtime use and bring it before command staff.

With management processes in place, the final exercise is the ongoing collection and analysis of overtime information.

The Sheriff anticipates that it will take 18-24 months of data collection to generate reliable overtime management information. While data validity testing continues as an ongoing process of rolling out and implementing the IRIS.OT application, the KCSO is planning to look at data for Q4, 2001 as a possible first benchmark for across-the-board analysis. This may accelerate the 18-24 month estimate.

With the program introduced, the Sheriff can continue an ongoing process that includes:
* collect and review preliminary data
* adjust and refine the IRIS application
* continue training personnel and management
* continue to test and evaluate patrol staffing policies and minimum staffing models relative to overtime management

11284

Proviso issue #3: expand overtime reporting

The paper exhibits (attached) clearly demonstrate the depth and scope of information that will be collected through the IRIS overtime application. Likewise, the depth of information input will correspond directly to the many views that KCSO managers will be able to call on to manage and review the use of overtime.

The IRIS application operates in real time and will be accessible at all times to KCSO management. Currently, the KCSO budget and accounting office is the primary source of information and reports on overtime. Monthly overtime reports currently lag 2-3 months as a matter of staff resources and priorities in the KCSO budget and accounting office. IRIS overtime reports can be generated at any time—which will benefit precinct management as well as the KCSO budget and accounting office.

Demonstrations on the analytical scope and depth of overtime reports that IRIS can produce have been given. The new level and depth of overtime reporting is a significant improvement in KCSO management capability and ultimately, accountability for overtime use.

Proviso issues #2 and #4: managing vacancies and the staffing model

As reported in December of 2000, MPP and the binomial staffing model were used by the KCSO to create new minimum staffing standards for patrol at each precinct. This was in keeping with recommendations made by the auditor and was a necessary first step prior to the introduction of the IRIS overtime management application. KCSO also revised and implemented new patrol staffing policies.

Developing and applying new staffing minimums ensures continuity in the overtime data generated by IRIS. Deputy vacancies and other relevant variables were factored into the MPP and binomial calculations.

Currently, patrol vacancies are allocated to precincts (contract city vacancies are now carried and accounted for by the cities individually) according to revised minimum staffing policies for patrol.

As the KCSO collects overtime data, we will be able to analyze, evaluate and adjust staffing minimums and vacancy policies relative to the use and cost of overtime.

Court Overtime

The audit addressed the area of court overtime. There is very limited control that the KCSO can exercise over this area. Court appearances are driven by prosecutors, courts and the fact that 2/3 of our patrol deputies work during the hours after 5pm and before 9am. There are specific labor/contract issues related to court overtime. However, the KCSO has been able to begin to address this issue internally to the degree that we are capable.

Two years ago, there was an upgrade to Precinct Two's phone system. The upgrade included individual voicemail boxes for each deputy. We arranged with prosecutors to leave a voice mail message for deputies, calling them off from court at the last minute. As a result, there was a steady and consistent decrease in court overtime hours over the last two years. We saw that Precinct Two was consistently 25-30% lower each month on court overtime costs.

In March of this year, we found an inexpensive way to install voice mailboxes for deputies at Precincts three and four to expand the capability for the prosecutor to call individual deputies regarding court appearance schedules.

Additionally and as noted in previous reports, the IRIS.OT application includes capturing detailed information about court overtime.

SHERIFF
KING COUNTY

August 9, 2000

Management Audit of Sheriff's Office Overtime

**Council Proviso Response
and Audit Compliance Report**

Section #2

Proviso report attachments
  *draft IRIS.OT report tables
  *draft Precinct staffing model (updated)
  *draft Precinct management questionnaire
  *audit recommendations compliance progress chart

05/02/01

King County Sheriff's Department

Overtime Analysis

SHERIFF
KING COUNTY

As of: 5/1/01

OccYear	2001
Division	Field Operations
Unit	(All)
Squad	(All)
Compensation	(All)
PaymentMethod	(All)
Weekday	(All)
ActivityType	Overtime
SupervisorReasonType	Backfill
SupervisorReason	(All)

Sum of Hours		OccMonth					
Section	Shift	01 Jan	02 Feb	03 Mar	04 Apr	05 May	Grand Total
Administrative				8			8
Precinct 2			438	805	1,138	4	2,385
Precinct 3					11		11
Precinct 4				20	596		616
Precinct 5		224	162	122	202		710
Grand Total		224	600	955	1,947	4	3,729

BackFill

King County Sheriff's Office Confidential

05/02/01

OccYear	2001
Division	Field Operations
Section	(All)
Unit	(All)
Squad	(All)
Shift	(All)
Compensation	(All)
PaymentMethod	(All)
Weekday	(All)
ActivityType	Overtime

Sum of Hours	OccMonth					
SupervisorReason	01 Jan	02 Feb	03 Mar	04 Apr	05 May	Grand Total
(blank)	8		8	289	11	316
Backfill	224	600	955	1,947	4	3,729
Contracts	147	274	386	380		1,187
Court		11				11
Operational	80	324	451	802		1,656
Training	60	128	77	101		366
Grand Total	519	1,336	1,877	3,520	15	7,266

Reason Type

05/02/01

OccYear	2001
Division	Field Operations
Unit	(All)
Squad	(All)
Shift	(All)
Compensation	(All)
PaymentMethod	(All)
Weekday	(All)
ActivityType	Overtime

Sum of Hours

Section	SupervisorReasonType	SupervisorReason	OccMonth 01 Jan	02 Feb	03 Mar	04 Apr	05 May	Grand Total
Administrative						12	4	
Precinct 2		(blank)	4			6	164	
		Backfill		438	805	1,138	4	
		Contracts		122	151	163		
		Court		11				
		Operational	4	222	376	276	40	
		Training		78	47	40		
Precinct 2 Total			8	870	1,385	1,780	4	
Precinct 3				5		40	4	
Precinct 4			4		41	1,129	7	
Precinct 5			506	461	439	558		
Special Operation Training							8	
Special Operations Total							8	
Grand Total			519	1,336	1,877	3,520	15	

Section

OccYear	2001
Division	Field Operations
Unit	(All)
Squad	(All)
Compensation	(All)
PaymentMethod	(All)
Weekday	(All)
ActivityType	Overtime
OccMonth	03 Mar

Sum of Hours

SupervisorReason	Section	Shift				Grand Total
		1	2	3	4	
(blank)				2	2	4
Backfill	Precinct 2	240	241	221	16	718
	Precinct 4		12		8	20
	Precinct 5	34	44	44		122
Backfill Total		274	297	265	24	860
Contracts		108	65	16	4	193
Operational	Precinct 2	84	86	50	7	227
	Precinct 4	1	4	10		15
	Precinct 5	18	22		11	49
Operational Total		103	111	60	18	290
Training		12	30	29		70
Grand Total		496	504	369	48	1,417

Shift

OccYear	2001
Division	Field Operations
Unit	(All)
Squad	(All)
Compensation	(All)
PaymentMethod	(All)
ActivityType	Overtime
OccMonth	(All)
SupervisorReasonType	(All)
SupervisorReason	(All)

Sum of Hours		Weekday							
Section	Shift	1 Sun	2 Mon	3 Tue	4 Wed	5 Thu	6 Fri	7 Sat	Gra
Administrative		2	4				8	2	
Precinct 2		363	595	646	575	605	678	587	
Precinct 3		5	12	4	10		13	6	
Precinct 4		215	140	161	205	158	125	177	
Precinct 5		77	290	265	340	297	410	287	
Special Operations						8			
Grand Total		662	1,041	1,075	1,130	1,067	1,233	1,058	

Weekday

REACTIVE PATROL STAFFING ALLOCATION
UNINCORPORATED KING COUNTY
April 25, 2001

A	B	C		F
	ON-DUTY MINIMUMS FOR DEPUTY SAFETY	BUDGETED FTES ALLOCATED		ESTIMATED # OF P... HOURS REQUIRED MINS 100% OF THE... (HRS WORKED
SHIFT		NUMBER	ESTIMATED % OF THE TIME MINS WILL BE MET	
PRECINCT 2 1	6	14	82%	
2	8	18	80%	
3	7	16	81%	
TOTAL	21	48		
PRECINCT 3 1	9	21	85%	
2	11	24	75%	
3	10	23	83%	
TOTAL	30	68		
PRECINCT 4 (includes Vashon and Skyway) 1	7	16	81%	
2	7	16	81%	
3	7	16	81%	
TOTAL	21	48		
GRAND TOTAL	72	164		

Estimated backfill overtime worked (not paid) per FTE, per year, would be about 46 hours(2/3 X 11,415 / 164) or... per month.

MPP analysis showed that minimum staffing levels are also sufficient to handle DCFS workload and to perform 2... per deputy, of COPPS.

Allocations are based upon a combination of factors including probability of meeting minimums, workload and op... considerations.

"Estimated % of the time minimums will be met" These calculations factor in vacancies, all training and all absen... comp time, sick, disability, vacation, etc.).

DIVISION LEVEL
QUARTERLY REVIEW OF OVERTIME
REACTIVE PATROL
UNINCORPORATED KING COUNTY
5/3/01 DRAFT

DRAFT

11284

QUARTER   _____

YEAR   _____

CHIEF'S NAME & SIG   _____

(1) Have the Staffing Logs been completed correctly?   YES   NO (explain)

(2) Have you reviewed the overall patterns of overtime use for the month? YES   NO (explain)
     (This review should include review of any management reports that are routinely prepared as well as the precinct level reviews of overtime use.)

(3) Any patterns or changes that merit attention/correction at the division level? YES (explain)   NO

(4) Are vacancies being carried/filled in accordance with Dept policy?   YES   NO (explain)

(5) Should the Precinct allocations be modified?   YES (explain)   NO

(6) Is vacation being granted and operational overtime being use in accordance with GOM Section 2.09?
                                    YES   NO (explain)

(7) Anything else that merits comment?

PRECINCT LEVEL
QUARTERLY REVIEW OF OVERTIME
REACTIVE PATROL
UNINCORPORATED KING COUNTY
5/3/01 DRAFT

_1284_

DRAFT

QUARTER _____
YEAR _____

JURISDICTION_____

REVIEWER'S NAME & SIG _____

(1) Have the Staffing Logs been completed correctly?   YES   NO (explain)

(2) Was backfill overtime only used to maintain minimum staffing levels? YES   NO (explain)

(3) Have you reviewed the overall patterns of overtime use for the month? YES   NO (explain)
   (This review should include review of any management reports that are routinely prepared.)

(4) Are there any patterns or changes in overtime use that merit attention/correction? YES (explain)   NO
   (For example: Any spikes in use? Why and for what? Was the overtime use warranted? Any problems now or anticipated? Plans to correct or prevent problems? Note causes of any signficant increases in overtime use.)

(5) Does it appear that you will stay within your overtime budget for the year? YES   NO (explain)
   (If extraordinary circumstances have affected your overtime budget please outline your plan for recovery.)

(6) Any individuals working significantly more overtime hours than the average? YES (EXPLAIN)   NO
   (Has the overtime use been reviewed and discussed with the individual?)

(7) Is vacation being granted and operational overtime being use in accordance with GOM Section 2.09?
                                        YES   NO (explain)

(8) Anything else that merits comment?

OVERTIME AUDIT PROGRESS
5/4/01 UPDATE

	PROJECT			STATUS	
LIST OF 8/9/2000 OVERTIME AUDIT RECOMMENDATIONS (LOOS...	REACTIVE PATROL STAFFING PROJECT	IRIS OVERTIME FORM PROJECT	OTHER	IN PROGRESS	COMPLETED
2-2-1 Develop procedures to monitor and manage overtime and comp...	X	X		X	
2-2-2 Determine cost of training new officers and build a factor into the...			X		X
2-2-3 Monitor budget and salary savings throughout the year so budg...					
2-2-4 Address vapor positions in 2001 budget.					
2-3-1 Establish Overtime policies and procedures	X	X		X	
2-3-2 Expand overtime reports	X	X		X	
2-3-3 Rate managers on overtime management					
2-4-1 Expand overtime reports.	X	X		X	
2-4-2 Establish backfill overtime policy.					X
2-4-3 Analyze backfill overtime.	X	X		X	
2-4-4 Use MPP.					X
2-5-1 Use and update relief factor along with binomial staffing model.	X	X		X	
2-6-1 Work with district court.			X	X	
2-6-2 Work with Prosecuting Attorney			X	X	
2-6-3 Track court appearances		X		X	
2-6-4 Expand use of standby.					
2-7-1 Address Comp Time		X		X	
2-7-2 Address Comp Time		X	X	X	
2-8-1 Estimate future overtime budget	X	X	X	X	

11284

SHERIFF
KING COUNTY

August 9, 2000
Management Audit of Sheriff's Office Overtime

**Council Proviso Response
and Audit Compliance Report**

Section #3

Council Audit Reports and Attachments: 2000-2001

SHERIFF
KING COUNTY
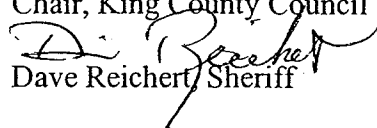
KING COUNTY SHERIFF'S OFFICE
516 Third Avenue W-116
Seattle, WA 98104-2312
Tel: (206) 296-4155 • Fax: (206) 296-0168

David G. Reichert
Sheriff

11284

December 20, 2000

TO: The Honorable Pete von Reichbauer
        Chair, King County Council

FM: Dave Reichert, Sheriff

CC: King County Council
        Ron Sims, King County Executive
        Don Eklund, King County Auditor
        KCSO Command Staff

RE: ***KCSO OVERTIME AUDIT COMPLIANCE UPDATE #2***

As discussed in our report of October 11, 2000, please find attached the second report on our progress in addressing issues related to the overtime audit of the King County Sheriff's Office.

This document should serve to provide you with an update on our continuing efforts to address the overtime audit findings and recommendations. We will continue to provide you with updates after the first of the year and up to the presentation of a report as provided for in the 2001 budget proviso.

I believe these interim reports will help to keep the council informed of our progress as we now begin to implement specific measures related to overtime management for reactive patrol.

Attachment

SHERIFF
KING COUNTY

1999 KCSO Overtime Audit: Compliance Report
Staffing & Overtime Management
#2-12.20.00

Overview

The KCSO submitted the first in a planned series of reports on October 10, 2000. That report primarily dealt with the issue of data collection and management. The Sheriff presented an argument that the most efficient and expedient method to improve data collection systems for overtime management would be to adapt the existing IRIS software, developed by KCSO and already in use in the field.

The report also presented a work plan that KCSO staff would follow through FY 2001 to develop, test, implement and measure new overtime management systems. The following report addresses the proposed work plan processes from October 2000 through January 1, 2001.

Relative to the August 9, 2000 audit of Sheriff's Office overtime, this report addresses, in whole or in part, auditor's findings and recommendations 2.2.1, 2.3.1, 2.3.2, 2.4.1, 2.4.2, 2.4.3, 2.4.4, 2.5.1, 2.8.1.

The specific issues addressed in this report are:
- Staffing policy
- Overtime use and approval policy
- IRIS –based overtime forms, tracking & reporting
- Testing of systems
- Training & rollout of test model

Management Summary

In addressing the many issues raised by the audit we have focused on the overall concept of overtime management. The emphasis on management principles thus dictates that we address overtime as a systems issue. We believe that this approach is consistent with the overall findings and recommendations of the overtime audit.

We have broken down the process to improve our <u>system of overtime management</u> as follows:
- Staffing policy
- Overtime use and approval policy
- Overtime reporting
- Overtime data collection
- Overtime management process (review & accountability)

While the component pieces collectively define the "overtime management system", each has been addressed separately and comprehensively for the past several months. Each piece must be tested, evaluated and refined. Each will influence the value of management information and therefore, KCSO management's ability to evaluate overtime expenditures.

While we now begin to present the "pieces" in response to specific findings and recommendations in the audit, it is important to emphasize that this effort is now and will continue to be a "work in process" throughout 2001.

Revised policies, processes and forms are clearly marked "DRAFT" and will remain so until KCSO management is confident that there is optimal performance by each component piece of the overtime management system.

The ability to evaluate and make adjustments during the implementation of <u>policies and processes</u> is critical to ensure that <u>reliable management information</u> is gathered for evaluation and decision making. We cannot expect to produce credible information, present credible findings or make competent management decisions without the confidence that the individual system components are producing their intended result.

NOTES:
1. This document is an interim report intended to advise the council of progress to date. A report and presentation will be provided in accordance with the council's 2001 budget proviso.
2. It is important to note that this effort deals exclusively with patrol overtime only as per the audit. CID, the Communications/E-911 Center and other areas of the KCSO that incur overtime will be addressed subject to the successful implementation of the patrol overtime management process.
3. By adapting the existing IRIS program, we have been able to revise and develop our overtime management systems, procedures and policies with existing resources and at no additional expense to the County (outside of diverting our own personnel costs to this project).

Staffing Policy

A key component for improving the KCSO's overtime management practices lies in the collection and analysis of reliable, timely and useful data. The drivers of this assumption are staffing and an overtime use policy. The managerial assertion is that minimum staffing levels and overtime management guidelines must be in place first so that precinct command staff have an appropriate, consistent framework they can "manage to".

Staffing and overtime management policies then become the foundation for the "line manager accountability" piece that the auditor referred to. However, it bears repeating that there must first be credible processes, procedures and reliable data before personnel can be evaluated formally on their overtime management performance.

Exhibit A—*Reactive Patrol Staffing Policy* sets forth revised and updated staffing policy guidelines. This is the base policy that drives the staffing allocation model.

Exhibit B—*Reactive Patrol Staffing Allocation*, is a breakdown by precinct and shift of the minimum patrol staffing requirements. Based on the staffing minimums and allocated patrol FTEs the KCSO is able to forecast the percentage likelihood that staffing minimums will be met as well as the amount of overtime that will be required to meet the staffing minimums when there are not enough allocated FTEs available.

In compliance with the auditor's recommendations, the Sheriff's Office, with the assistance and oversight of Dr. Shiquan Liao, used MPP, the auditor's recommended relief factor and the binomial staffing model to develop the Exhibit B staffing plan.

Exhibit C—*Reactive Patrol Staffing Minimums*, provides the rationale, variables and drivers that were factored into determining the staffing minimums policy.

Summary of staffing policy issues:
- Staffing minimums have been revised for precincts and shifts
- A model has been developed that forecasts the amount of overtime required to meet minimums—providing a measurable OT budgeting framework
- Community policing for every patrol position has been factored into the staffing model
- Community policing assignments and strategies will be driven and measured by the staffing model
- Vacancy allocation policy has been refined

Overtime Use and Approval Policy

Exhibit D—*Guidelines for Patrol Use of Overtime* is a comprehensive guide for precinct managers to follow in approving and using overtime as well as for patrol deputies in reporting overtime.

While staffing policy provides a predictive overtime use model based on attendance to meet staffing minimums, overtime policy defines the discretionary decision making framework for managers to work within.

Summary of overtime policy issues:
- Establishes management performance expectations
- Establishes goals to minimize overtime expense
- Sets forth parameters and scenarios for use
- Clarifies earned vacation and paid leave policy

IRIS Project: Data Management

Probably the most significant byproduct of the audit is the adaptation of an existing, proprietary KCSO software program (Incident Reporting & Investigation System-- IRIS) for the purposes of staffing and overtime information management.

The rationale for adapting the IRIS software for overtime management was outlined in detail in the October 10, 2000 Sheriff's Audit Compliance Report.

The IRIS staffing and overtime data collection function will provide an unprecedented level of critical management information to patrol/precinct managers and the Sheriff's administration. IRIS overtime data will enable the KCSO to analyze trends and to budget, forecast and troubleshoot overtime and staffing issues from a valid, real-time base of information.

The key elements of the IRIS overtime system are:
- Court and operational overtime forms merged into a single document (electronic)
- Sergeants input daily/shift staffing data[1] (time efficiency improvement)
- Forms revised to capture management-relevant information
- System is compatible with KCSO budget office processes
- Staffing and overtime (including comp time) information captured in real time
- Management analysis (custom reports) can be generated "point in time" at extensive and varying levels of detail, from "one-deputy-one-shift" to complex department-wide inquiries

Exhibit E—*IRIS Forms* provide a "paper" look at the revised court and operational overtime forms and the daily staff reporting function. Samples of various drop-down menus are also part of this exhibit as they will be shown in the "on-line" training manual developed for the overtime management system.

NOTE: The Sheriff will be hosting a "preview day" in January, 2001 to allow interested Council members and Executive's staff an opportunity to see a full demonstration of the IRIS overtime management capability.

---

[1] Also ensures compliance with established staffing minimums

Testing the IRIS Overtime System

During the months of November and through December, various KCSO staff members have been "Alpha" testing the overtime data collection program.

Training and Limited Rollout

Commencing in early January, 2001, a limited rollout of the IRIS overtime tracking and staffing model will be launched in the Shoreline Precinct. This will include:
- Implementation of staffing policy and minimums model
- Implementation of overtime use and approval policy
- Full use of IRIS forms, tracking
- Appropriate training materials
- Feedback and evaluation

The outcomes of this initial precinct test will help to determine and develop a manageable rollout of the policies and systems throughout the remainder of the KCSO precincts and contract cities.

KING COUNTY SHERIFF'S OFFICE
REACTIVE PATROL STAFFING POLICY
December 8, 2000

11284

The policies below shall apply to the allocation and utilization of reactive patrol deputies. As of January 1, 2000 the Sheriff's office will:

1. Adopt minimum staffing levels for deputy safety for each shift, at each precinct.
2. Use backfill overtime, when (and only when) required to maintain these minimums.
3. Base shift/precinct staff allocations on workload, operational experience and the probability that these minimums will be met (binomial calculations).
4. Use MPP to determine what level of staffing is required to handle Dispatched Calls For Service (DCFS) workload and to perform an average of at least 20 minutes of Community Oriented Policing/Problem Solving (COPPS) per deputy, per patrol hour.
5. When enough deputies are on duty to meet minimums and address # 4 (above), have the rest of the pool work on COPPS.
6. Use information from the Precinct level Crime Analysis Units and the Centralized Crime Analysis Unit for COPPS projects.
7. Record, report and review COPPS activity on a regular basis.
8. Manage and reduce the need for overtime use, where possible, to prevent excessive deputy fatigue.
9. Base precinct overtime budgets on the number of FTEs assigned.
10. Track the status of each Precinct's budgeted FTEs and allocate vacancies in proportion to the number of FTEs assigned.

Please see attached sheets for allocation details.

SHERIFF
KING COUNTY

EXHIBIT A

REACTIVE PATROL STAFFING ALLOCATION
UNINCORPORATED KING COUNTY
January 1, 2001

A		B	C		F
	SHIFT	ON-DUTY MINIMUMS FOR DEPUTY SAFETY	BUDGETED FTES ALLOCATED NUMBER	ESTIMATED % OF THE TIME MINS WILL BE MET	ESTIMATED # OF PAID HOURS REQUIRED TO MINS 100% OF THE TIME (HRS WORKED x
PRECINCT 2	1	6	14	79%	
	2	8	18	80%	
	3	7	15	72%	
	TOTAL	21	47		
PRECINCT 3	1	9	20	74%	
	2	11	24	75%	
	3	10	23	80%	
	TOTAL	30	67		
PRECINCT 4	1	7	16	76%	
(Includes Vashon	2	7	16	76%	
and Skyway)	3	7	16	76%	
	TOTAL	21	48		
GRAND TOTAL		72	162		

Estimated backfill overtime worked (not paid) per FTE, per year, would be about 58 hours(2/3 X 14,148 / 162) or a per month.

MPP analysis showed that minimum staffing levels are also sufficient to handle DCFS workload and to perform 20 per deputy, of COPPS.

SHERIFF
KING COUNTY

DRAFT

REACTIVE PATROL ALLOCATION COMPARISONS			
PRECINCT	BASED ON DCFS	1/1/2001 PLAN	2001 BUDGET
2	41	47	46
3	69	67	72
4	52	48	44
GRAND TOTAL	162	162	162

NOTES

BASED ON DCFS = Vashon and Skyway allocated 12 each. Remaining staff distributed to precincts based upon 1999 Dispatched Calls For Service(DCFS).

1/1/2001 PLAN = These numbers based upon a combination of factors including probability of meeting minimums, workload and operational considerations.

2001 BUDGET = As shown in King County Sheriff's Services-2001 Proposed.

updated 12/8/00 at 3pm

11284

SHERIFF
KING COUNTY

EXHIBIT B

SHERIFF
KING COUNTY

EXHIBIT C

Overview: Reactive Patrol Staffing Minimums.120100

The Field operations Division is proposing Deputy minimums at all Unincorporated King County Sheriff's Office Precincts. The standard 5-2/5-3 shift schedule will be used as the basis for the minimums outlined in the following report. Precinct Majors have the ability to adjust minimums according to their specific needs, such as a power shift, early and late deputies, etc. The minimum number of deputies per shift when employing the three-shift model is suggested as follows:

PCT 2: 1st , 2nd, and 4th Shifts: 6-8-7
PCT 3:   9-11-10
PCT 4:   7-7-7

If the affected Precinct uses a power shift, "Third Shift" or other innovative techniques to address deputy safety, calls for service, and best practices of utilizing deputy strength, the Chief of Field Operations may approve modifications as needed. Examples of modifications include:

PCT 2: During the hours of 0400 to 0800, 6 FTE minimum.
PCT 3: During the hours of 0400 to 0800, 9 FTE minimum.
PCT 4: During the hours of 0400 to 0800, 6 FTE minimum.

The following criteria were instrumental in determining the minimum staff working at the unincorporated Precincts:

♦ **Deputy Safety**

♦ **Geography**

♦ **Infrastructure**

Deputy Safety

1 1 2 8 4 1

- **There are more districts than deputies at all Precincts, (Coverage)**

Deputies are often spaced far apart, which in turn causes multiple safety concerns. At PCT 2 and PCT 3, the area covered is around 500 square miles at each site. That large area is patrolled by as few as 6 and usually no more than 11 deputies. Back up to a call when working these rural districts can range from ten minutes to over one hour with current minimums. All of the Precincts have several urban districts among the rural districts. Priority is given to staffing the urban districts before staffing the rural areas, often leaving deputies working the rural area alone for the whole shift.

- **Safety during a typical shift**

Deputies work multiple districts and are expected to handle multiple districts at all Precincts. This means that even some urban districts are doubled or tripled up per deputy. Deputy safety is affected by drive time, increased back up time when needed, (if making traffic stops, or other on view proactive stops.) The proposed minimums do not address calls for service other than to make sure that enough deputies are present to be able to work twenty minutes an hour on problem solving, and handle calls for service.

- **Mandatory arrest policies**

Domestic Violence incidents, a "No-tolerance" policy on Warrant arrests, and Court Order arrests all have mandatory stipulations. Deputies have to arrest on more cases now than ever. These arrests cause deputies to be out of the district or Precinct for long periods of time. Whether booking, processing, or completing necessary paperwork, deputies are impacted by more mandates than in the past.

- **Increased School violence and gun violence**

The trend to take schools hostage with or without children present and the resulting violence has erupted upon the landscape. Deputies are first responders and have higher expectations to handle school related violence. Most School Districts do not have full time School Resource Officers to supplement Patrol, leaving the added responsibility to deputies.

- **Training**

Deputies receive "In-Service" training, and other mandatory training that directly impacts minimums and safety. Training will continue to play an important "Mandatory" role in the King County Sheriff's Office future.

Geography

All Three Precincts have a similar geographic challenge that is best explained in their respective areas.

■   **Precinct Two**

Precinct 2 is bordered in the North at the Snohomish/King County line, to the south at Interstate 90. The border goes east from the Cascade Mountains, west to Lake Sammamish and Lake Washington. Several Cities border individual districts within Precinct 2, including: Duvall, Snoqualmie, Issaquah, Redmond, Kirkland, Bothell, and Lake Forest Park. The Contract Cities of Kenmore, Woodinville, Carnation, Sammamish, Skykomish, and North Bend are also within the Precinct 2 area. The resulting traffic and distance problems between districts can mean travel times of up to two hours from one end of the Precinct to the other.

Precinct 2 deputies patrol Stevens and Snoqualmie Pass year round, there are small islands of unincorporated areas that fall in or near the Cities of Kirkland and Redmond. The City of Sammamish also geographically separates the residential unincorporated neighborhood of Klahanie from the rest of Precinct 2. There are vast areas of logging roads, and a lack of infrastructure in the eastern portions of Precinct 2, (the C-1 and C-7 districts), response times are great and the area very large.

One deputy needs to offer assistance to the City of North Bend and a second "Officer Safety" deputy must work the neighboring unincorporated area at all times in a contract model unlike any other. The symbiotic relationship is much like a two-deputy minimum in many other "Island" areas like Vashon Island, or Skyway.
PCT 2 is home to many new residential developments in eastern King County near Carnation, Fall City, Issaquah, Preston, and Snoqualmie Ridge. Most of the new growth is concentrated in unincorporated areas served by the minimums of 6-8-7. The growth and the resultant service needs have not been figured into the proposed minimums.

■   **Precinct Three**

PCT 3 has many of the same large area concerns that PCT 2 has. The Precinct boundaries are North at I-90, east to the Cascade Mountains, West to Federal Way and South to the County line. PCT 3 also has remote "Island" unincorporated areas that require service. Unincorporated Federal Way and the West hill of Auburn demand a minimum of two and at times, three deputies. If this isolated area requires additional back up, a car from east of Auburn or Kent must make the ten to twenty minute drive across the valley. The unincorporated area in the northern portions of the Precinct, F-1 and F-2 is a similar "Island" area that is too far removed from the rest of the Precinct to be considered as adjoining districts. Standard response times from the F-5 or F-3 to the F-1, and F-2 area are ten to thirty minutes.

PCT 3 has the Contract Cities of Newcastle, Maple Valley, and Covington within the area served. PCT 3 has remote districts of F-7, F-9 and F-99 where response times range from fifteen minutes to over an hour. Other Cities like Auburn, Kent and Renton have borders that complicate PCT 3 responses and calls for service. PCT 3 receives almost half of the "Other agency Warrant" transports that take deputies out of the Precinct area for considerable time. The issue of late night policy at the RJC is also a complicating issue, which is still being worked on. PCT 3 continues to exhibit residential growth around Covington, east of Kent, and in most districts.

■   **Precinct Four**

The geographic concerns at PCT 4 revolve around two distinct "Island" communities. Vashon Island is both remote and entirely water locked. Vashon is serviced with two ferries from Tacoma and Fauntleroy, both of which have a general lack of service after 10:00 PM, resuming at 6:00 AM. Vashon Island has a labor-management agreed upon two-deputy minimum due to the remote and unserviceable nature of the Island. Calls for service and other workload indicators would not indicate a two-deputy contingent, deputy safety does.

The West Hill or "Skyway" is the other "Island" community. West Hill is set apart from the rest of the precinct much like the F-1/F-2 area. Seattle, Renton, and Tukwila border the West Hill and standard response times from the K-1, K-2 or L-1 are about twenty minutes. Workload indicators do support two deputies working the West Hill, although it is one large district.

Geography accounts for four of the minimum of seven deputies before other districts are filled. Warrant transports from West Hill and Vashon also complicate the minimum deputy levels. PCT 4 completes almost half of the King County Sheriff's Office other agency warrant transports. Generally this added responsibility lands on the K-1, K-2, or K-7 district deputies.

Infrastructure

All three Precincts have individual road and infrastructure problems. During a typical rush hour, the adage that "You can't get there from here" may have been coined about the roads and transit opportunities within the Precinct areas. All Precincts are dependent upon interstates, state highways and local roads that are overburdened as populations exceed the infrastructure. The reason it takes as much as two hours to respond to Skykomish is that a deputy would have to travel north from King County, through Snohomish County to get there. Other localized roads make for travel and deputy-safety problems as well.

At Precincts 2 and 3, high volume traffic areas like I-405, and the Cities of Federal Way, Auburn, Kent, Renton, Bothell, Redmond and Kirkland separate the unincorporated districts. Contract Cities also complicate travel. East-West travel is severely limited, and without intimate knowledge of local short cuts, response times are affected. PCT 4 is entirely urban (except Vashon), situated between other large cities and at the whim of traffic problems.

Other reasons

During the day, five out of seven days a week there are other deputies, detectives, traffic officers, Contract City staff, and other ancillary deputies who work within the Precinct borders. Minimums of 6, 9, and 7 deputy's respectfully on day shift were selected to give deputies the ability to have a back up when responding to dangerous calls, and arrest situations. The Managing Patrol Performance or MPP software was used to make sure that the minimum numbers of deputies was still able to accomplish problem solving in our community-policing model. At any given time, two deputies could be arresting someone, another arrest situation is dispatched and two other deputies need to be able to handle that call safely. The typical calls that day shift deputies handle range from Bank Robbery to Residential audible alarms. During the course of a day, deputies handle routine patrol, community policing, unlimited calls for service, and typical uncertainty that Patrol brings. The "Safety" component of this proposal is not exclusive to the traffic, and congestion of any specific area. Calls for service limit the deputies differently at each Precinct. At PCT 2, distance, lack of infrastructure, and general geography also play a role in deputy safety equations. At PCT 3 and PCT 4 there are the

added geographic tests of Island communities of Vashon, Skyway, Federal Way, and the F-1/F-2 areas.

The swing shift minimum is greater because 5 out of seven days a week the detective and ancillary crew works day shift type hours. Traffic congestion is the worst, and calls for service including arrest situations the highest. Deputies are still attempting to solve problems and handle traffic accidents and school related problems. The majority of the calls for service at any Precinct occur during the 5:00 PM to 10:00 PM time frame. Juvenile crime is higher, shoplifting and theft arrests greater, and reporting of crime in general is greatest during swing shift. Each Precinct minimum began with current accepted minimums, historical minimums, and common sense.

Graveyard deputies have the luxury of improved traffic but less use or no use of any ancillary deputies. Most of the dangerous felony type crime, and most of the Domestic Violence crime occurs on Graveyard shift. The minimum number of deputies working the unincorporated Precincts is sufficient to handle emergency situations, calls for service, and gives the deputies enough back up when necessary. The corresponding lower number than swing shift at PCT 2, and PCT 3 is a responsible way of accomplishing the deputy safety needs, within our budget constraints.

SHERIFF
KING COUNTY

DRAFT

Guidelines for Patrol Use of Overtime:

EXHIBIT D

0.00.000
Policy Statement:

It is the policy of the King County Sheriff's Office to grant earned vacation and other paid leave hours in a fair and consistent manner, while maintaining operational effectiveness and adequate levels of staffing. By this we will provide safe, respectful working conditions for all members; proficient, successful investigations and excellent, fiscally responsible service to our communities.

It shall be the duty of all employees, members, supervisors, managers and commanders to ensure that the use of overtime is closely monitored, is in keeping with good business practices and our core values, and that overtime is utilized in a manner consistent with being good stewards of the public trust.

0.00.000
Shift Extension/Holdover:

It will be the goal of each shift to accomplish their mission without the use of overtime. Non-emergent calls that will require either paperwork or a lengthy investigation are to be held for the oncoming shift if dispatched during the last half-hour of a shift. An exception can be made if the oncoming shift has at least one priority call already holding in that district.

A deputy in the middle of an investigation at the end of the regular shift should be granted the option of continuing that case until completion if it is clear that case continuity would suffer by handing the incident off to the oncoming shift. The decision to extend the shift for the purpose of completing paper work will be reviewed by a supervisor prior to the shift extension and will be determined by several factors.

- Does the incident need to be internally processed right away?
- Are other branches of criminal justice depending on swift processing of the incident?
- Is someone in custody?

Incidents that result in a booking should be completed prior to securing. No such overtime shall be worked without supervisory approval. Unless several calls are holding, the oncoming shift should make any transports pending from the case.

0.00.000
Backfill:

For Vacation: Personnel must be afforded the opportunity to use earned vacation. It is the goal of this policy to ensure that over the course of a year, supervisors approve at least the number of vacation hours accrued by any individual during a year. The number of vacation days that can be approved for any shift on any given day will depend on the number of people assigned to that shift and squad. Approval of vacation beyond these parameters will not be allowed if backfill overtime results.

Assigned to Shift: Approve vacation for:

Assigned to Shift	Approve vacation for:
1-6	1
7-12	2
13-19	3

Approval of vacation beyond these limitations is authorized in any case where it does not require the use of backfill overtime. Shift swapping is allowed. Vacancies and long term absences carried by any shift can be counted as personnel assigned.

For Comptime: Comptime requests will be given every consideration. Comptime requests submitted 72 hours in advance of the scheduled shift start time will normally be approved short of undue hardship on the department. With 72 hours or more advance notice, it shall be the responsibility of the shift sergeant to solicit volunteer deputies to backfill if necessary. Requests submitted short of 72 hours in advance will mean the deputy is responsible for finding a replacement.

For Mandatory Training: Backfill for mandatory training is authorized if no other viable option is available. Mandatory training that can be delayed until more favorable staffing conditions should be rescheduled if the delay will not cause a lapse in qualification or expiration of an essential certification.

For Discretionary Training: The use of backfill overtime for discretionary or continuing education training is not authorized unless approved by a section or precinct commander. Consideration should be given in those circumstances where the training fills an ongoing department need, such as:

- ❑ FTO School
- ❑ Crime Scene Specialist School
- ❑ Where the training is in response to disciplinary action or an identified individual training problem in need of correction

Call Outs: Call outs for precinct detective support for additional patrol staffing (portal to portal call out pay) can be initiated by a field supervisor when circumstances or unusual occurrences warrant the response. Some examples may be;

- Felony suspect(s) in custody for a precinct level detective case where there is a substantial amount of evidence to be processed or tagged, or the need for an immediate, lengthy investigation.
- Windstorms or other severe weather conditions causing widespread serious damage and power outages
- High number of priority "X" and "1" calls pending
- Any unexpected situation that jeopardizes public safety

Prior to initiating precinct level call-outs, field supervisors should check the availability of other on-duty resources, such as other on-duty personnel or neighboring precincts not affected by the crisis.

00.00.000
Contract/Contract City Overtime: Guidelines for the use of revenue backed patrol overtime by contract units, such as METRO, and by contract cities shall be the responsibility of these units.

SHERIFF
KING COUNTY

Exhibit E: IRIS Overtime Request Management

IRIS Training for Officers and Supervisors

Understanding that successfully implementing a department wide change in procedure requires training and support, both of which can be very expensive because it requires overtime to bring officers in for training. Following our IRIS model we have created on-line self-training with step by step "Quick Reference Guides" that each officer can print out as needed. This will drastically reduce our cost of implementing.

- PowerPoint Tutorial (11 Pages)
- Associated Quick Reference Guides (27 pages)

Initial Printed Reports

Our new method of collecting and managing information must still communicate with our Payroll/Accounting systems. For the time being this requires that we print documents that will be used in the same way the handwritten forms were. We also have created 2 report prototypes to explore what the most useful form of detail reports are required.

- Regular Overtime Request Form
- Court Overtime Request Form
- Overtime Report by Date, Activity Type
- Overtime Report by Section, Unit, Date, Activity Type

Initial Analytical Queries

Since the data is now collected electronically we can reorganize it in a variety of ways to give us totals, by Section, Unit, Officer, Type, Approving Supervisor or day of the week. The following Excel Style Queries are the initial prototypes of these analytical cross sections.

- Overtime Hours by Reason Type and Day of the Week
- Overtime Hours by Approving Supervisor and Month
- Overtime Hours by Approving Supervisor and Reason Type
- Overtime Hours by Approving Supervisor by Reason Type by Compensation Type (Paid or Comp time)
- Overtime Hours by Jurisdiction by Reason Type
- Overtime Hours by Division, Section, Unit, Shift, Squad and Overtime Type
- Overtime Hours by Officer by Month
- Overtime Hours by Officer by Reason Type

Lesson Goals

- To provide an overview of the new Overtime Request Management to

- To enable you to submit, review, approve, return, resubmit, and print

Note

This lesson contains only general information on the new Overtime Man
Tool. More detailed information can be found on each slide in the attach
Reference Guides. These Quick Reference Guides can be found where
the Word icons.

Go...

Back Home

Pre-Core Suite

Core Suite

Advanced Suite

EXIT

Core → Overtime Request Management   1

Click on the arrow at the bottom of this slide to start the lesson, or click to go directly to that topic.

Section 1   Introduction

Section 2   Submitting Overtime Requests

Section 3   Creating and Locating Staffing Log, Approving OT Requests

3.1 Creating and Locating Daily Staffing Log
3.2 Approving or Returning Overtime Requests

Section 4   Correcting and Resubmitting an OT Request

Section 5 Printing and Delivering OT Requests

Go...

Back Home

Pre-Core Suite

Core Suite

Advanced Suite

EXIT

The new Overtime Request Management tools automate the way you submit, track, a

From the Overtime Reque
screen users can:

- Create and submit an ov
their approving supervisor

- Create daily staffing logs
to track staffing levels

- Review and approve or r
requests

- Track their overtime requ

- Correct and resubmit ove

- View overtime statistics

King County Sheriff's Office

I.R.I.S. - Incident Reporting and Investigation System

Overtime Request Management

I.R.I.S
Version 3.14

ATTENTION:
NEW BETA 3.14

This is the Last
Scheduled Beta test of
the OT Request System.
All data prior to 1/1/2001
will be deleted as test
data. Use the HELP.
Feedback feature to send
us suggestions, problems
and general feedback.

**Beginning
of Lesson**

Previous Page

The new, automated process for submitting overtime is very similar to the old process. [The] difference is that the requests will be entered into IRIS, instead of being manually writte[n]

Below is a block diagram that shows how the process flow works.

Requestor	Approver	Requestor
Enter and submit request	Enter daily staffing fee. Review and approve or return request, print, sign, and deliver to requestor	If request is approved, sign and deliver to the reviewing supervisor. If request is returned, correct and resubmit.
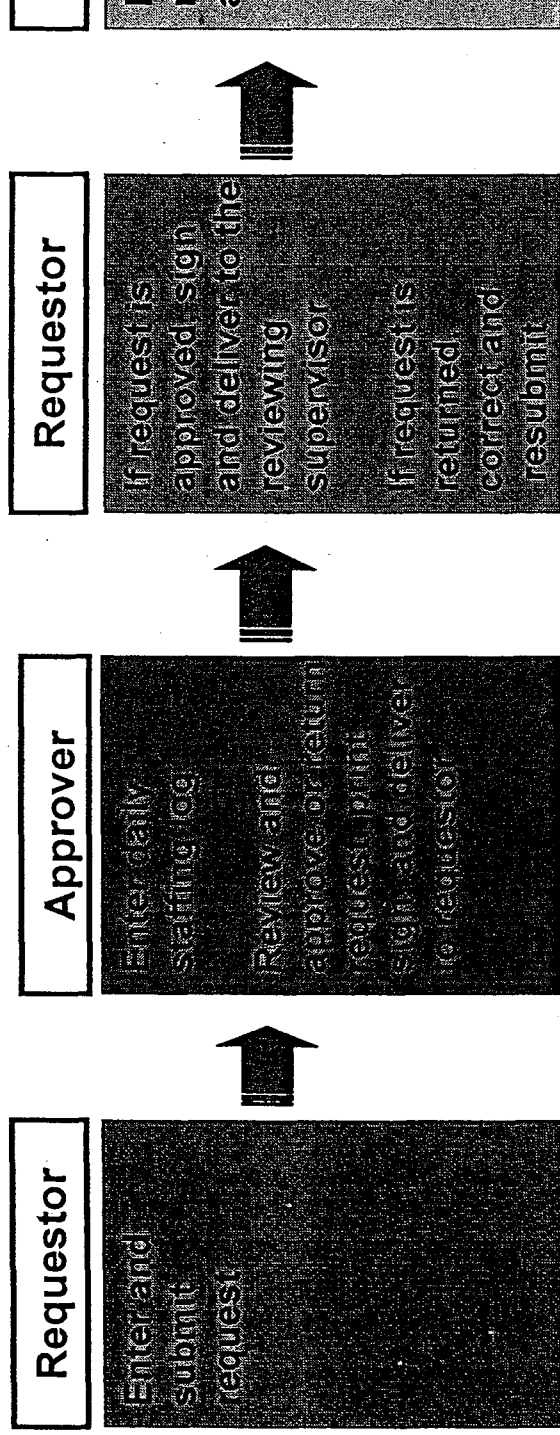
As you can see, the process is still the same. The overtime requests go from the requ[estor to the] approving supervisor (sergeant), to the reviewing supervisor (captain or above). How[ever, once the] overtime has been approved by the approving supervisor, it has been completed in IR[IS...] review and sign the printed request, they do not need to review and approve requests[...]

Requestor

The person requesting the overtime enters the request in the **Open My Overti...** **Process** screen. The requestor also submits their request to the approving su... this screen.

King County Sheriff's Office

I.R.I.S. - Incident Reporting and Investigation System

Overtime Request Management   Automatic Message check is ON!
Check every 0 minute(s)

Exit

Help

Go to...
Main Menu
Briefing Room
Cases
Assignments
Events
People
Vehicles
Property
Overtime
Statistics and Queries
System

Open Staffing Log Entries
Open My Overtime Requests In Process
View Overtime Request File
Overtime Requests I Manage
Manage "OT Requests I need to Approve"
Manage "All OT Requests for My Unit/Shift"
Manage "My Submitted Overtime" Requests
Reports and Statistics - Overtime

ATTENTION:
NEW BETA 3.14

This is the Last
Scheduled Beta test of
the OT Request System.
All data prior to 1/1/2001
will be deleted as test
data. Use the HELP.
Feedback feature to send
us suggestions, problems
and general feedback

F-NEW Find Case Number | F4 Open Combo | F5 Dispatch Hot Search | F6 Search for Address | F7 Search for Person | F8 Search for Vehicle | F9 Return to Menu | F10 Events | F11 Cases | F12 Run Query

Overtime, Greg J. 12/10/00

Overtime
Case Type
Dispatcher   Dymerski, Greg J
Work Location   downtown
Group Desc   0/3
Conversation
Expired   Paid Hours   0
2 hour minimum
OT Date   12/10/00

Paid Overtime
Worked overtime downtown on 12/10/2000 from 12:00 to 14:00 to
complete some extra paperwork.

Click the Word icon to download step-by-step instructions on creating and su...
an overtime request. To download instructions on submitting a court overtime...
click this icon:

Entering and
Submitting Requests

Entering Court
Overtime Requests

Beginning
of Lesson

Previous Page

Next: Creating and Searchi...

Approver

Each day supervisors must enter shift staffing information into the **Open Staffing Lo** screen. This allows them to track staffing level information for reporting and future s projections. You can also search for existing logs from this screen. Staffing informat be entered for deputies; sergeant staffing information is not recorded in this log.

King County Sheriff's Office

I.R.I.S. – Incident Reporting and Investigation System

Overtime Request Management Automatic Message check is ON!
Check every 0 minute(s)

I.R.I.S.
Version: 3.14

Go to...
Main Menu
Briefing Room
Cases
Assignments
Events
People
Vehicles
Property
Overtime
Statistics and Queries
System

Open Staffing Log Entries

Quantify Overtime Requests in Process

View Overtime Request File

Overtime Requests Manager

Manage OT Requests Need to Approve

Manage AOT Requests for My Unit/Shift

Manage My Submitted Overtime Requests

Report and Statistics Overtime

Exit

Help

ATTENTION:
NEW BETA 3.14.

This is the Last
Scheduled Beta test of
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All data prior to 1/1/2001
will be deleted as test
data. Use the HELP
Feedback feature to send
us suggestions, problems
and general feedback.

F3 NEW! Find Case Number
F4 Open Combo
F5 Dispatch Hot Search
F6 Search for Address
F7 Search for Person
F8 Search for Vehicle
F9 Return to Menu
F10 Events
F11 Cases
F12 Run Query

Staffing Log

Shift: 12/12/00

Officer ID:
Division
Section
Unit

Date Worked: 12/12/00 Shift
Shift Staffing Details:

Click the Word icon to download step-by-step instructions on creating a
a daily staffing log.

Daily Staffing Log

Beginning
of Lesson

Previous Page
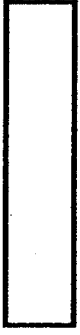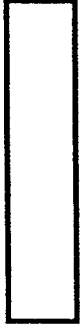
Approver

Requests that need to be approved can be found by opening the **"Manage OT Rec... Approve"** screen. From this screen, supervisors can review the request and appro...

Click the Word icon to download step-by-step instructions on approving or request.

Approving and Returning

Beginning of Lesson

Previous Page

Requestor

Since requests are returned electronically, requestors should frequently monitor the... make sure they getting routed correctly. You can search for requests in the **Open M... Requests in Process** screen.

I.R.I.S.... *King County Sheriff's Office*
Version: 3.14

I.R.I.S. - Incident Reporting and Investigation System   Automatic Message check in ON!
Overtime Request Management   Check every 0 minute(s)

Go to...

Main Menu
Briefing Room
Cases
Assignments
Events
People
Vehicles
Property
Overtime
Statistics and Queries
System

Open Staffing Log Entries
Open My Overtime Requests in Process
View Overtime Request File
Overtime Request Manager
Manage IOT Requests I need to Approve
Manage IOT Requests of My Unit/Shift
Manage My Submitted Overtime Requests
Reports and Statistics - Overtime

ATTENTION:
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data. Use the HELP.
Feedback feature to send
us suggestions, problems
and general feedback.

Click the Word icon to download step-by-step instructions on corre... OT requests.

Correcting and
Resubmitting

Beginning
of Lesson   Previous Page

Requestor

Once the supervisor approves the request, they should print it, sign it, and deliver it. The requestor should then sign it and give the printed request to their reviewing sup for their approval and signature.

IRIS - [Optivertime Request - Report]

SHERIFF
KING COUNTY

King County Sheriff's Office
Overtime

For Use by the Accounting Department ONLY	Function:	Task:	Low Org:

Name: 09041   Name: Gilmer, Jenny
Furlough Days: n/a
WorkLocation: downtown

Division: Technical Services
Section: Information Servic

Unit: IRIS Development
Jurisd: King County

Duty Hours: 0400   To 0800
Case Number:
Shift: 1

Approval

Compensation:	Document Due:	Overtime Start:	Overtime End:	Hours Worked to Nearest Quarter Hour:	Payment Method:
4 hour minimum	11/20/00	4:00:00 AM	8:00:00 AM	4	Paid Hours

Reason for Overtime:
develop training

Reason Type:	Hours:	Jurisdiction: King County	Supervisors Section Comments:

Previous Page

Beginning
of Lesson

The overtime request, which has been approved by the sergeant and signed by both and the deputy, still needs the captain's signature before it can be forwarded to payr captain signs the request, it is ready to be forwarded to payroll.

Authorization: I certify the above information to be true and correct to the best of my knowledge:

Requesting Officer: Webster, Cameron K.	15420	Signature: *Cameron Webster*	Date: 12/14
Approving Supervisor: Gilmer, Jenny	16554	Signature: *Jenny Gilmer*	Date: 12/14
Reviewing Supervisor:	Rank:	Signature:	Date:

Entered By: Webster, Cameron   15420   Date:

STOP
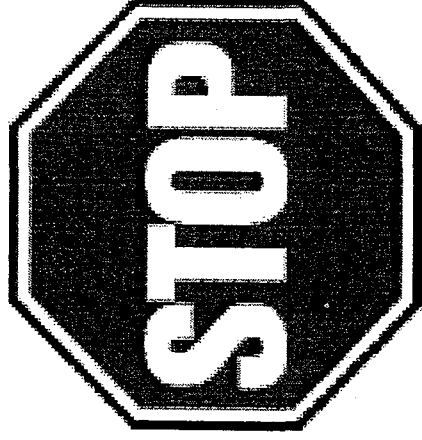
You have reached the end of the lesson.

If you have any feedback, please send it to jenny.gilmer@metrokc.gov

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Beginning of Lesson

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Quick Reference Guide

Entering and Submitting Overtime Requests

In This Guide:

Entering and Submitting Overtime Requests (for OT Requestors)	
Step One	Open the **Open My Overtime Requests In Process** Screen
Step Two	Enter and Submit Your Overtime Request
Also	Printing Overtime Requests

Also See:

Related Documents
For OT Reviewers
• Creating a Daily Staffing Log
• Approving and Returning Overtime Requests
For OT Requestors
• Submitting a Court Overtime Request
• Correcting and Resubmitting Returned Requests

Step One: Open the Add Overtime Request Screen

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Figure 1: Overtime Request Management
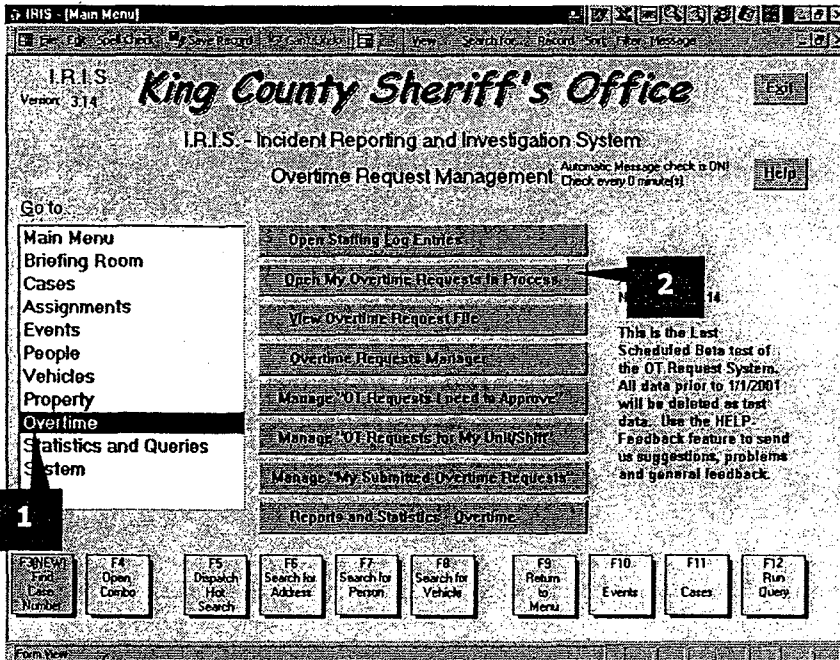
1) From the **Main Menu,** click **Overtime.**

2) Click **Open My Overtime Requests In Process.**

Step Two: Enter Your Overtime Information

Note: IRIS automatically opens all overtime requests that require some action from you. You will automatically see the oldest request that requires action. To create a new request, click **+Add**.

Figure 2: Creating a New Request

1) Enter the appropriate **Activity Type** by selecting the activity from the drop-down list. If you are reporting court overtime, see the **Submitting a Court Overtime Request** Quick Reference Guide.

2) Enter your name in the **Officer/Staff** field. Enter your last name first. Note that once you enter enough letters, IRIS will fill in the rest of the name for you.

3) Enter the **Work Location** of your permanent assignment.

4) Verify the information in the **Charge Overtime To:** section. These fields auto-populate with your personnel information once your name is entered. The information may need to be changed based on whom the overtime was completed for. To change any of the fields, simply click the arrow in the field you want to change and select the correct entry from the drop-down list. These fields include:

- **Division**   - **Section**
- **Unit**   - **Jurisdiction**
- **Shift** (If the overtime you completed was not for a specific shift, choose "NA")

Note: You must complete one overtime request for each jurisdiction in which the overtime was worked.

5) Complete the Furlough fields as follows:
- **Furlough Days**   Select from the drop-down list by clicking on the arrow.
- **Duty Hours From**   Enter the hour you are normally scheduled to start
- **To**   Enter the hour you are normally scheduled to stop

6) Complete the **Compensation** section, filling in the following fields:
- **Payment**   Indicates whether you should be compensated through comp time or paid
- **Type**   The type of overtime you worked. If you select "Other", enter a description in the field to the right of the **Type** field. See notes about Types on page five.[i]
- **OT Date**   Date the overtime was worked
- **OT Start**   Time of day the overtime started
- **OT End**   Time of day overtime ended
- **Hours Worked** This is automatically calculated to the nearest ¼ of an hour.

7) Enter a brief reason describing why the overtime was necessary in the **Reason for Overtime** field. Reason should include an explanation of where the overtime was worked and for what purpose.

8) Complete the **Submission** section, filling in the following fields:
- **Submit To**   From the drop-down list, select the appropriate supervisor. The name you enter in this field is who your request for approval will be routed to.
- **Date**   This is automatically filled in for you. This refers to the date the request was submitted.

9) Click **Submit**.

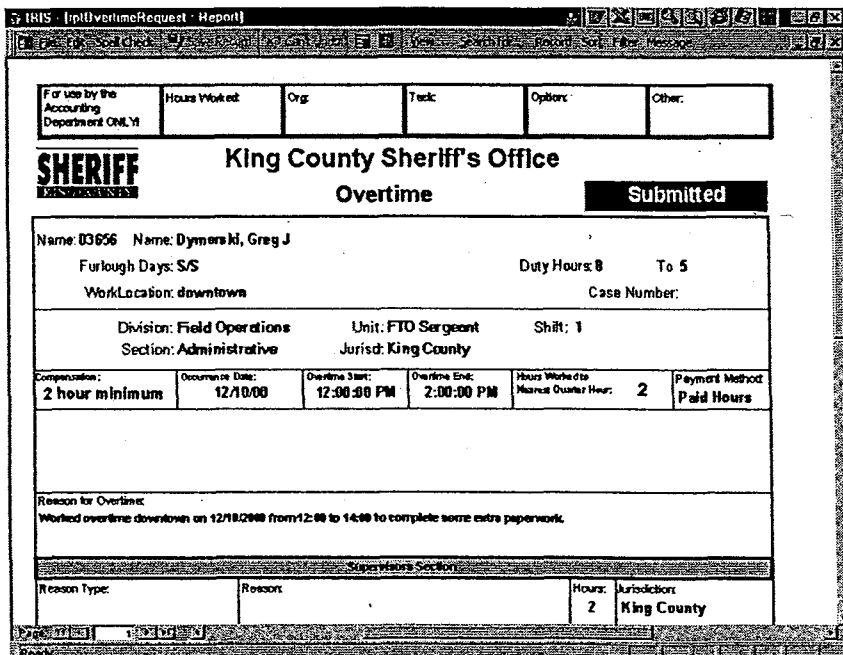## Step Three: Printing Overtime Requests

At this point, you are not required to print the overtime request since it has been submitted electronically. However, if you choose to print it for your own records, follow the steps outlined below.

Figure 3: Printing the Request
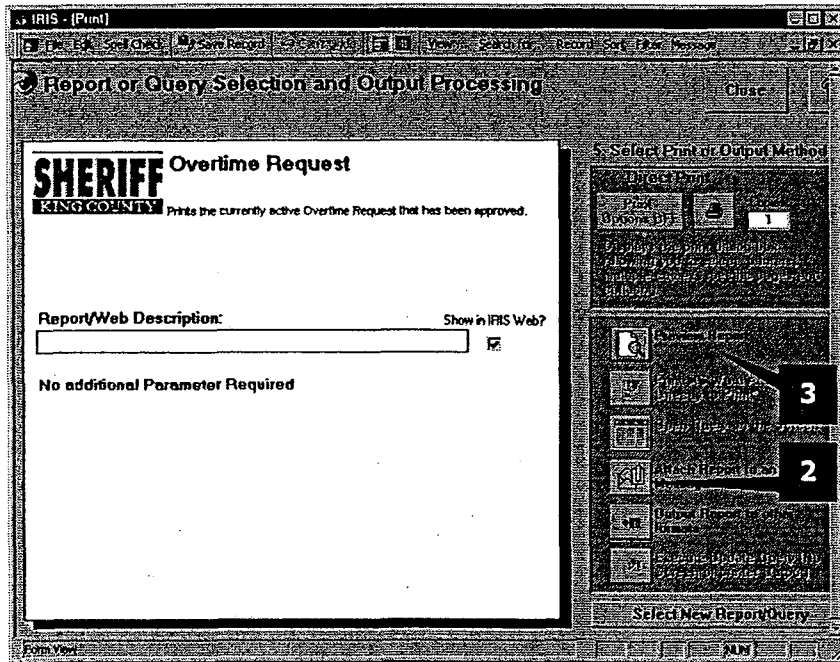
1) From the overtime request screen, click **Print.**

2) To preview the overtime request printout, click **Preview Report.** See figure 4 for an example.

3) Click the print button in the **Direct Print** section.

Figure 4: Previewing the Request

[i] Notes about **Compensation Type**

2 Hour Minimum: Applies to call-outs when a deputy, detective, or sergeant is required to return to work during a time he/she is not scheduled to work. This normally applies portal to portal.

4 Hour Minimum: There are no 4-hour minimums in the Collective Bargaining Agreement as it pertains to "operational overtime".

Portal to Portal: Normally, a callout is paid from the time you leave home to the time you arrive back home, via the most direct route. It does not apply to situations where you sign up for the specific departmental overtime assignments in advance of the day to be worked or to voluntary, non-operational overtime assignments such as Parks, SIR, etc.

Standby: All standbys must be for a fixed, predetermined period of time per Addendum "A" in the Collective Bargaining Agreement. Standby is contracted at half time, however, a word of caution: If the standby restricts an employee from effectively using the time for personal pursuits, it becomes hours worked under the FLSA.

Shift Extension: Applies to overtime worked immediately before or after a normally scheduled shift. If for example, an officer servers at 0400 hours and is called back at 0405 hours, that is considered a "callback (2 hour minimum); not a shift extension.

Other: Must be specific in your description entered into the text field.

IRIS User Education

Quick Reference Guide

Submitting a Court Overtime Request

In This Guide:

Submitting a Court Overtime Request (for OT Requestors)	
Step One	Open the **Open My Overtime Requests In Process** screen
Step Two	Enter and Submit Your Overtime Request
Also	Printing the Request

Also See:

Related Documents
For OT Reviewers
• Creating a Daily Staffing Log
• Approving and Returning Overtime Requests
For OT Requestors
• Entering and Submitting Overtime Requests
• Correcting and Resubmitting Returned Requests

Step One: Open the Add Overtime Request Screen

Figure 1: Overtime Request Management
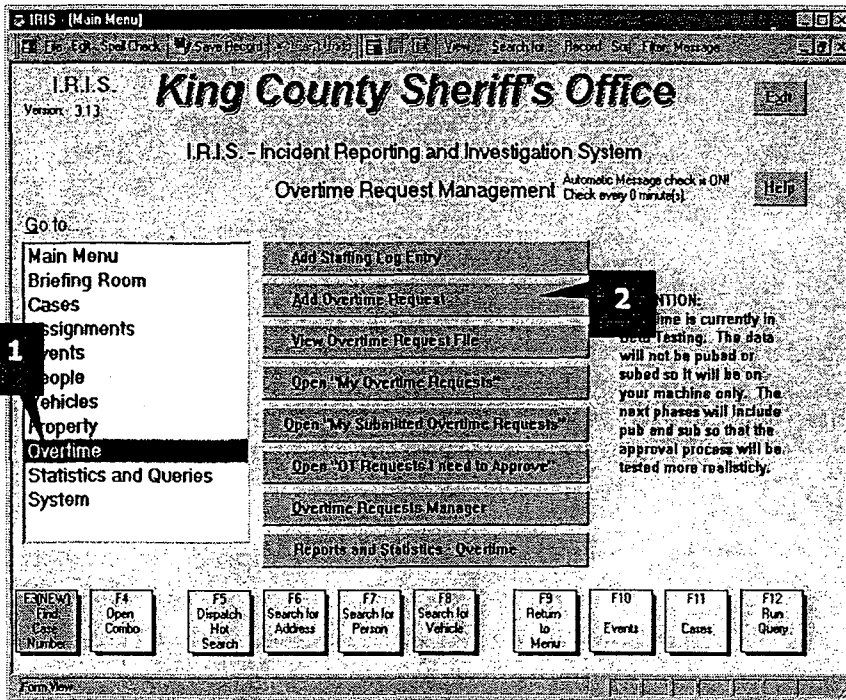
1) From the Main Menu in IRIS, click **Overtime.**

2) Click **Add Overtime Request.**

Step Two: Enter and Submit Your Court Overtime Request

Note: IRIS automatically opens all overtime requests that require some action from you. You will automatically see the oldest request that requires action. To create a new request, click **+Add**.

Figure 2: Entering Court Overtime
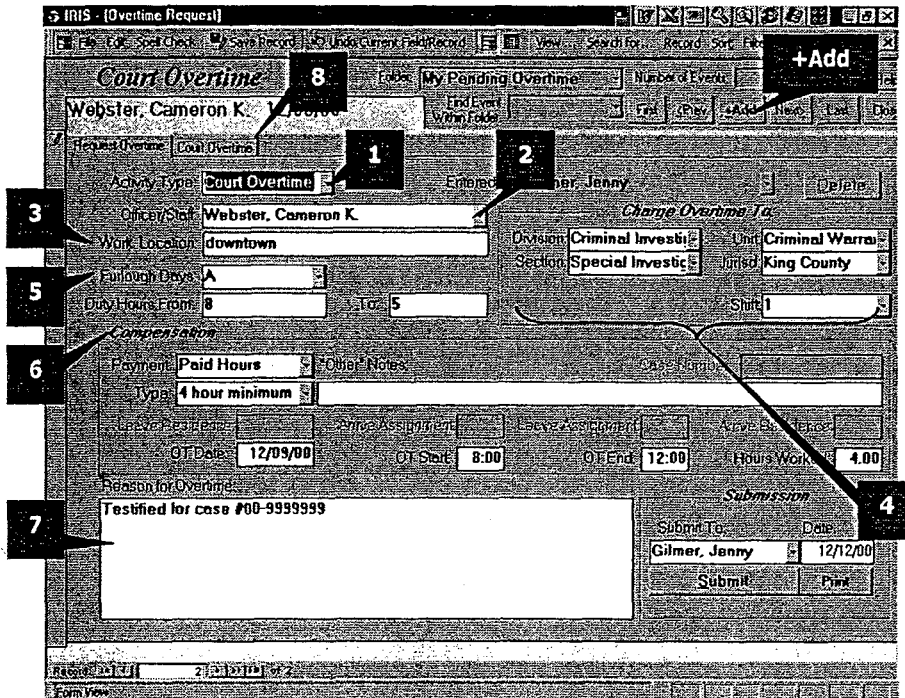
1) Click the **Activity Type** arrow to select **Court Overtime** from the drop-down list.

2) Enter your name in the **Officer/Staff** field. Enter your last name first. Note that once you enter enough letters, IRIS will fill in the rest of the name for you.

3) In the **Work Location** field, enter your normal work location.

4) Verify the information in the **Charge Overtime To:** section. These fields auto-populate with your personnel information once your name is entered. However, the information may need to be changed based on whom the overtime was completed for. To change any of the fields, simply click the arrow in the field you want to change and select the correct entry from the drop-down list. These fields include:

- Division   **- Section**   **- Unit**   **- Jurisdiction**
- Shift (If the overtime you completed was not for a specific shift, choose "NA")

Note: You must complete one overtime request for each jurisdiction in which the overtime was worked.

5) Complete the Furlough fields as follows:
- **Furlough Days**   Select from the drop-down list by clicking on the arrow.
- **Duty Hours From**   Enter the hour you are normally scheduled to start
- **To**   Enter the hour you are normally scheduled to stop

6) Complete the **Compensation** section, filling in the following fields:
- **Payment**   Indicates whether you should be compensated through comp time or paid
- **Type**   The type of overtime you worked. If you select "Other", enter a description in the field to the right of the **Type** field. See notes about types on page seven.[i]
- **OT Date**   Date the overtime was worked
- **OT Start**   Time of day the overtime started
- **OT End**   Time of day overtime ended
- **Hours Worked**   This is automatically calculated to the nearest ¼ of an hour.

7) Enter a brief reason describing why the overtime was necessary in the **Reason for Overtime** field. Reason should include an explanation of <u>where</u> the overtime was worked and for what <u>purpose</u>.

8) Click the **Court Overtime** tab.

Step Two Continued

Figure 3: Entering Court Information

9) If you were the primary officer, click the **Primary** checkbox, otherwise, leave it blank.

10) Enter the case number in the **Case #**.

11) Enter the action you took while at court in the **OfficerAction** field by clicking on the arrow and selecting the appropriate choice from the drop-down list.

12) Select the appropriate case disposition by clicking the arrow and selecting from the **Disposition** list.

13) Enter the disposition factor by clicking the **Disposition Factor** arrow and selecting from the drop-down list.

14) Select the jurisdiction the case is in by clicking the **Jurisdiction** arrow and selecting from the drop-down list.

15) If you were involved in more than one court case during the overtime shift, add the next case number in the **Case #** field and repeat steps 9-14.

16) Select the appropriate work status by clicking the **Work Status** arrow and selecting from the drop-down list.

17) Enter the court name by selecting from the **Court Name** drop-down list.

18) Enter the court type by selecting from the **Court Type** drop-down list.

19) Select an appropriate supervisor from the **Submit To** drop-down list by clicking the arrow.

20) Click **Submit.**

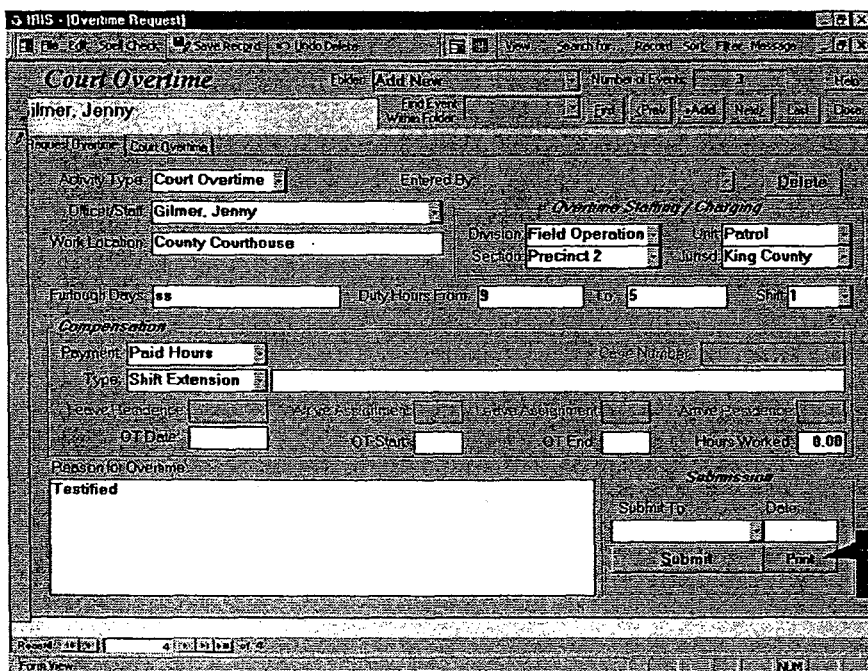## Step Three: Printing Court Overtime Requests

At this point, you are not required to print the overtime request since it has been submitted electronically. However, if you choose to print it for your own records, follow the steps outlined below.

Figure 4: Getting to the Print Option
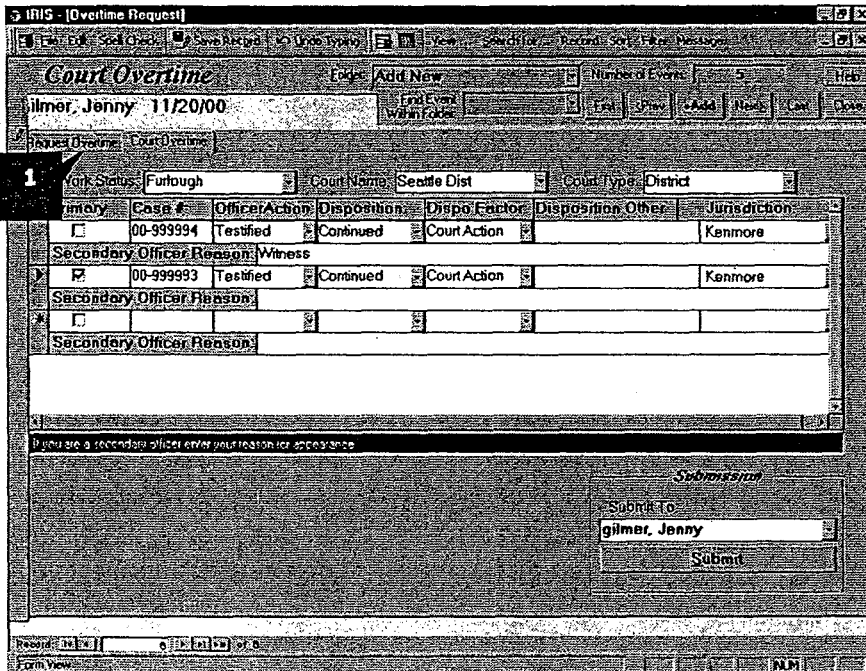
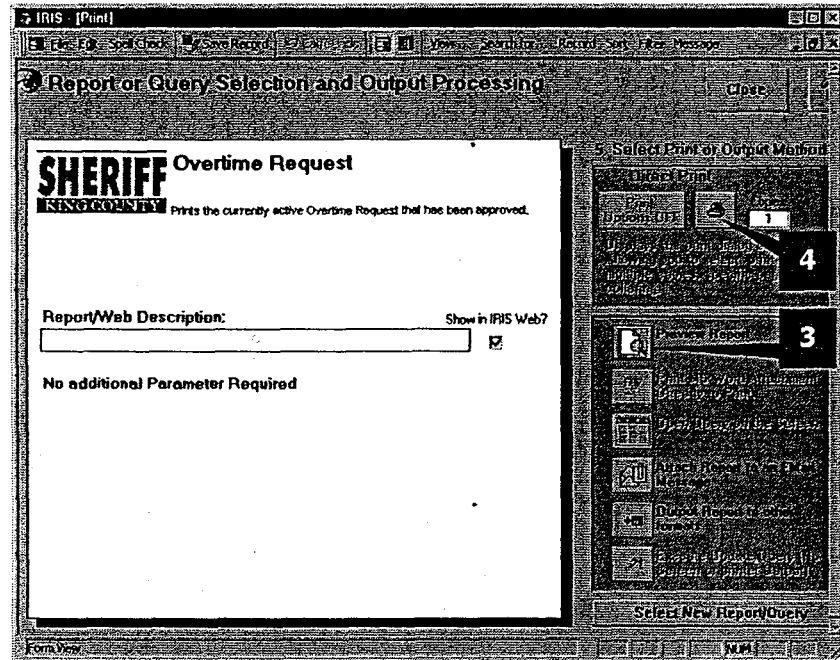1) Click the **Request Overtime** tab.

Figure 5: Printing

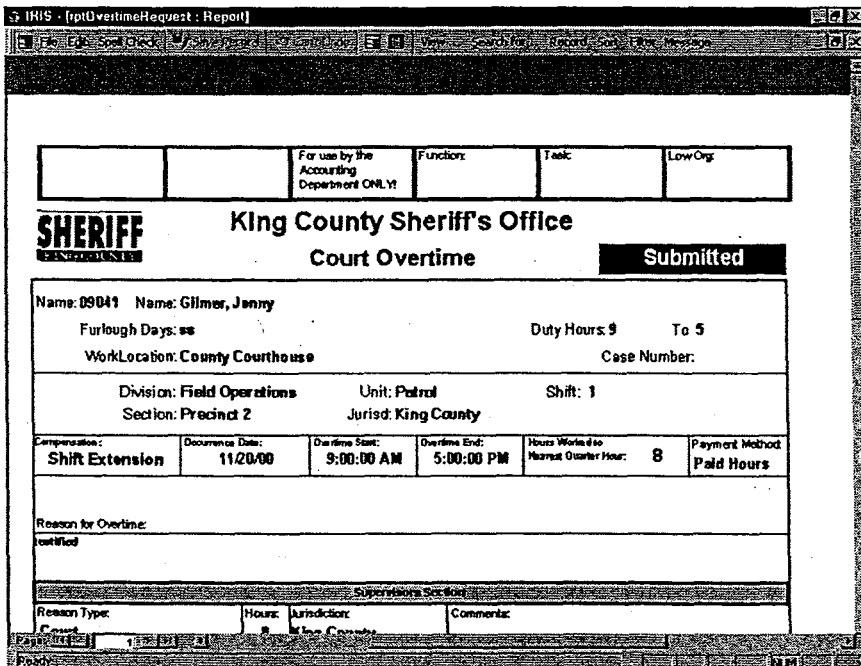2) Click **Print.**

Step Three Continued

Figure 6: Direct Print

3) To preview the overtime request printout, click **Preview Report**. See figure 7 for an example.

4) Click the print button in the **Direct Print** section.

Figure 7: Previewing the Request

IRIS User Education

Quick Reference Guide

Creating or Viewing Your Daily Staffing Log

In This Guide:

Creating Your Daily Staffing Log (for OT Reviewers)	
Step One	Open the **Add Staffing Log** Screen
Step Two	Add Your Daily Staffing Log
Also	Searching for Existing Daily Staffing Logs

Also See:

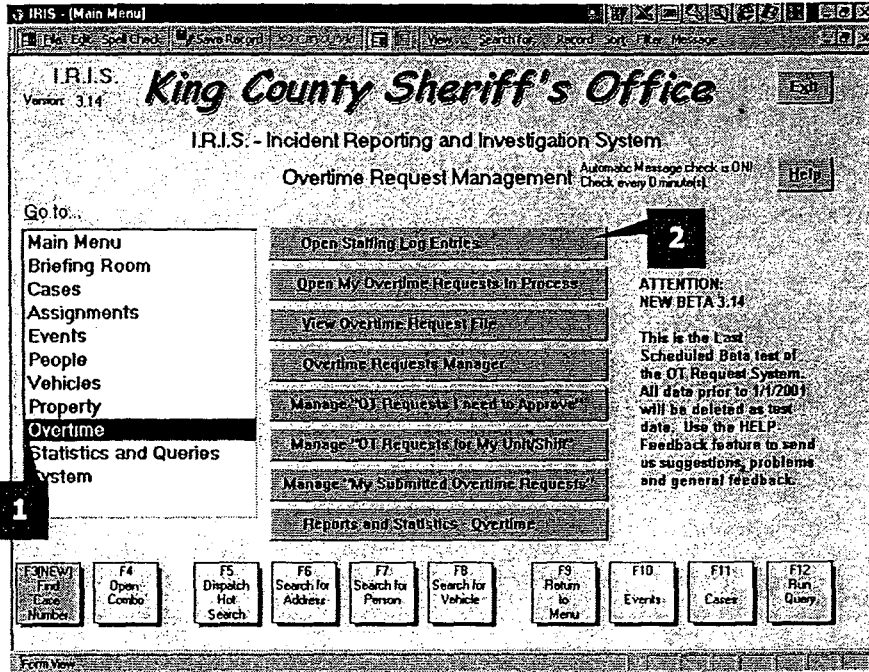| Related Documents |
|---|
| **For OT Reviewers** |
| • Approving and Returning Overtime Requests |
| |
| **For OT Requestors** |
| • Entering and Submitting Overtime Requests |
| • Submitting a Court Overtime Request |
| • Correcting and Resubmitting Returned Requests |

Step One: Open the Add Staffing Log Screen

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Figure 1: Overtime Request Manager

1) From the **Main Menu,** click
Overtime.

2) Click **Open Staffing Log Entries.**

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ⁱ Notes about **Compensation Type**

2 Hour Minimum: Applies to call-outs when a deputy, detective or sergeant is required to return to work during a time he/she is not scheduled to work. This normally applies portal to portal.

4 Hour Minimum: There are no 4-hour minimums in the Collective Bargaining Agreement as it pertains to "operational overtime".

Portal to Portal: Normally, a callout is paid from the time you leave home to the time you arrive back home, via the most direct route. It does not apply to situations where you sign up for the specific departmental overtime assignments in advance of the day to be worked or to voluntary, non-operational overtime assignments such as Parks, SIR, etc.

Standby: All standbys must be for a fixed, predetermined period of time per Addendum "A" in the Collective Bargaining Agreement. Standby is contracted at half time, however, a word of caution: If the standby restricts an employee from effectively using the time for personal pursuits, it becomes hours worked under the FLSA.

Shift Extension: Applies to overtime worked immediately before or after a normally scheduled shift. If for example, an officer servers at 0400 hours and is called back at 0405 hours, that is considered a "callback (2 hour minimum); not a shift extension.

Other: Must be specific in your description entered into the text field.

Step Two: Add Your Daily Staffing Log

Note: The staffing should only include staffing information for deputies. You do not need to include sergeant information.

Figure 2: Staffing Log

1) Enter your name in the **OfficerID** field. Enter your last name first. Note that once you enter enough letters, IRIS will fill in the rest of the name for you.

2) Enter your personnel by clicking the arrows and selecting from the drop-down list. This information includes:
- **Division**
- **Section**
- **Unit**
- **Jurisdiction**
- **Shift**
- **Date Worked**.

3) If there is an event or some sort of factor that affects your staffing for that day, i.e., a planned protest, or several people out on vacation, enter a comment in the **Comments** field for future reference.

4) Begin making entries into the **Staffing Factor** list by clicking the arrow of the first row under the Staffing Factor heading. There are four staffing factors which are required daily entries. These include:
- **Assigned To Shift** (total number assigned to shift for that day)
- **Absent From Shift** (total number absent from your shift that day)
- **Working OT on Shift** (total number working OT for your shift that day)
- **Total Working Shift** (total number actually working; equals total assigned to shift minus total absent plus total working OT on shift)

Select the staffing factor from the drop-down list. Then enter the total number in the **Count** field, the total hours in the **Hours** field, and any appropriate comments in the **Comments** field.

> **Note: Count** refers to the total number of people affected by the staffing factor and **Hours** refers to the total number of hours affected by the staffing factor.
>
> IRIS does not automatically calculate any of this information.

> **Note:** Only enter staffing information for patrol deputies; you do not need to enter staffing information for sergeants, even if you or another sergeant are completing backfill overtime.

5) Continue making entries into the staffing log by clicking the arrow in **Staffing Factor** of the next row. Select from the drop-down list and fill in **Count, Hours,** and **Comments.** Create one new entry for each staffing factor. It's a good idea to enter names of individuals in the **Comments** field.

Searching for Daily Staffing Logs

Figure 3: Getting to the Staffing Log


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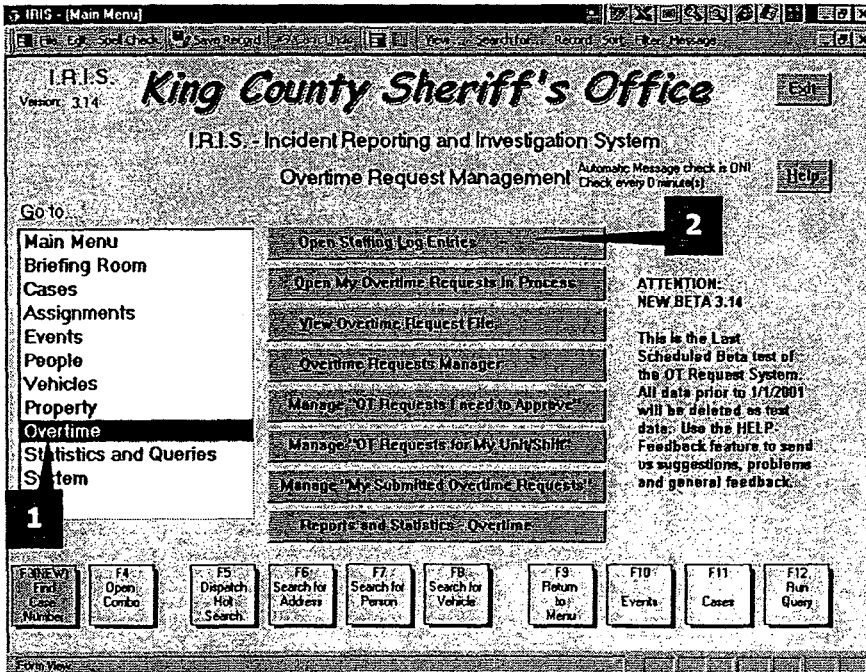
You may want to search for a staffing log when you want to review your own historical logs, or when you need to add an entry to someone else's log after they have left for the day. To search for a staffing log of a specific day, do the following:

1) To get to the staffing log, click **Overtime** in the **Main Menu** of IRIS.

2) Click **Open Staffing Log Entries.**

Searching for Daily Staffing Logs Continued

### Figure 4: Using Form Filters to Search for Staffing Logs
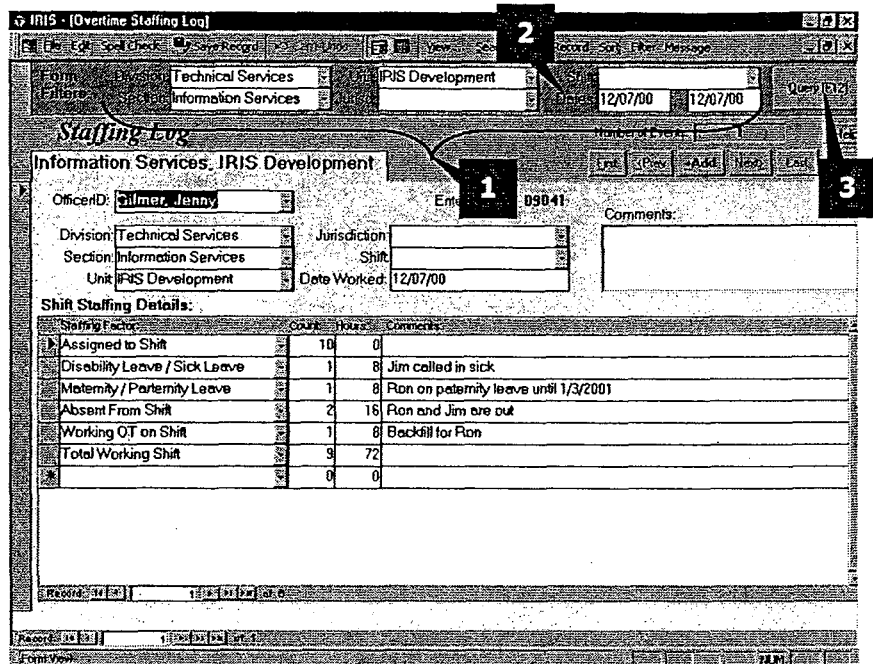
When you open the Staffing Log screen from the IRIS Main Menu, it automatically opens all staffing logs that match the criteria specified in the Form Filters heading (Division, Section, Unit, Jurisdiction, Shift, Dates). All the information automatically entered in this heading are associated with your personnel profile in IRIS. The dates span the past seven days.

1) To view your staffing logs entered over the last seven days, simply click the **<Prev** button.

2) When you do this, you will see the staffing log appear for that day. You can verify what day you are looking at by the **Date Worked** field.

Note: The bottom Record navigation bar tells you how many records there are that fit the criteria you've entered.
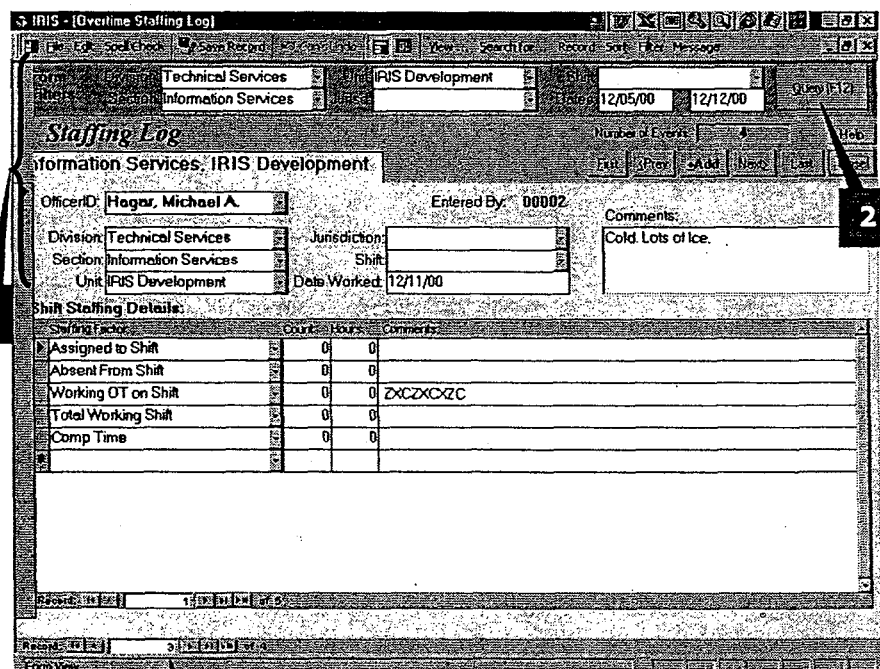
1) If you want to search for a staffing log entered by someone else, you'll need to change the search criteria. You can do searches on any of the following fields by clicking the arrows and selecting from the drop-down lists. To update the Dates field, select the text entered in the Dates field and type over it. If you are doing a search for one specific date, you must enter that date in both Dates fields.

- **Division**   - **Section**
- **Unit**   - **Jurisdiction**
- **Shift**   - **Dates**
- **OfficerID**

2) After you update the information you wish to search on, click **Query.**

3) The number in the Records field at the bottom of your screen tell you how many records match your query.

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Quick Reference Guide

Approving and Returning Overtime Requests

In This Guide:

Approving and Returning Overtime Requests (for OT Reviewers)	
Step One	Open the **Manage "OT Requests I Need to Approve"** Screen
Step Two	Find and Open the Correct Overtime Request
Step Three	Review and Approve or Return the Overtime Request
Step Four	Print, Sign, and Deliver the Request

Also See:

Related Documents
For OT Approvers
• Creating a Daily Staffing Log
For OT Requestors
• Entering and Submitting Overtime Requests
• Submitting a Court Overtime Request
• Correcting and Resubmitting Returned Requests

Step One: Open the "Open OT Requests I Need to Approve" Screen
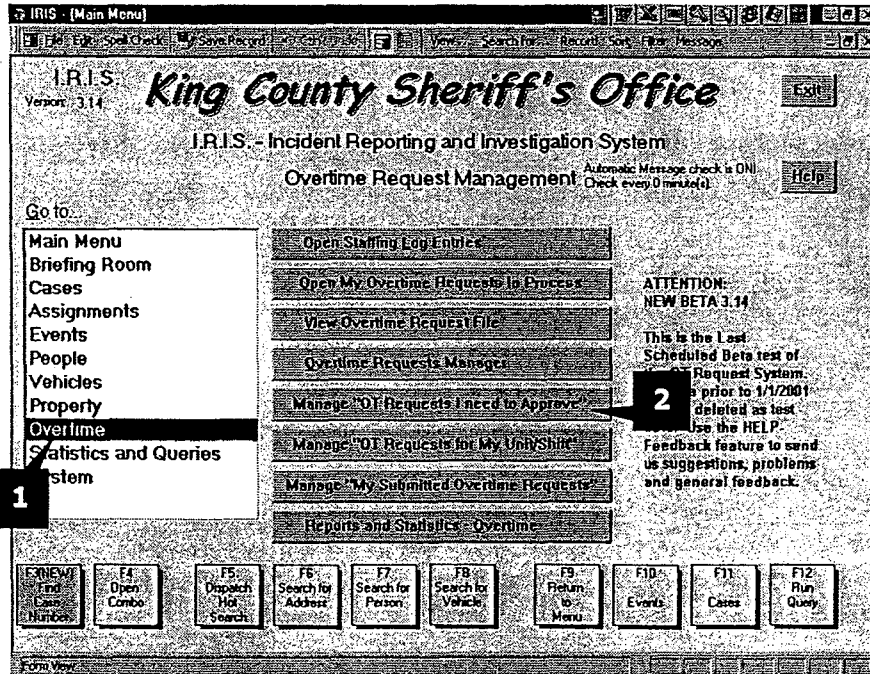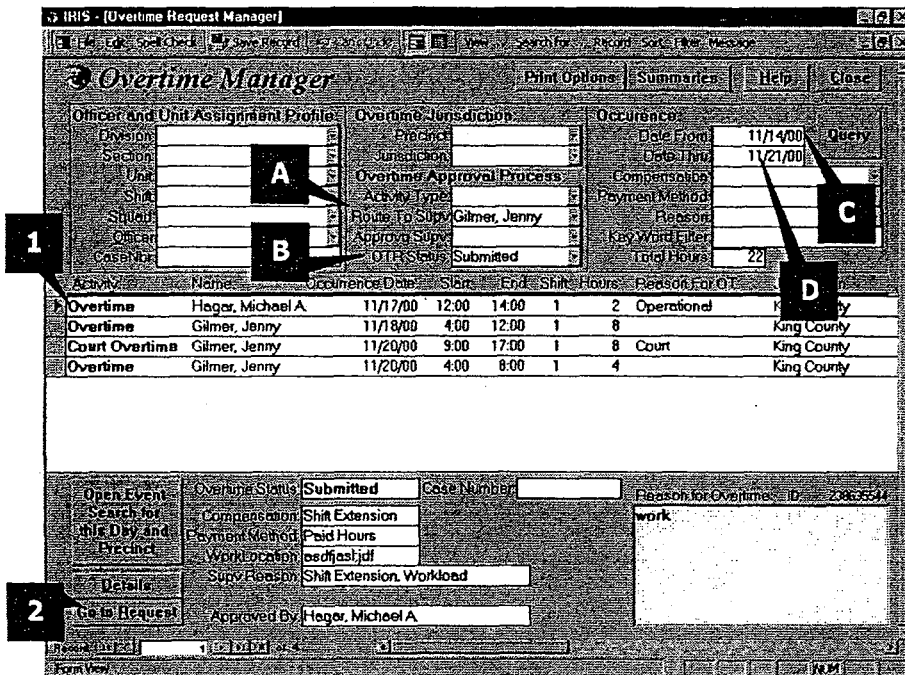

Figure 1: Overtime Request Management

1) From the **Main Menu**, click **Overtime**

2) Click **Manage "OT Requests I Need to Approve"**.

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Step Two: Find and Open the Correct OT Request

Figure 2: Overtime Manager, Pending Approval List

Once you select "**Open OT Requests I Need to Approve**", **Overtime Manager** will be opened with the results of an automatic query, in which the following fields were populated:

A) Route To Supv (the name that you logged into IRIS with will be populated here).
B) OTR Status (this request status will default to "Submitted".)
C) Date From (the date automatically populated in this field will be one week prior to the current date)
D) Date Thru (this date is automatically set to the current date).

To change any of the preceding fields, simply click on the corresponding arrow to change the value using the drop-down list. For the Date From or Date Thru field, simply highlight the text and type over it.

1) To view the details about one of the requests, click anywhere on the row of the request you want to see. The details regarding the status, type of compensation, method of payment, etc., will appear in the area below the list of requests.

2) To open the request, first make sure it is selected by clicking on the row of the request. Then click **Go to Request**.

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Step Three: Review and Approve or Return the OT Request

Figure 3: Reviewing Overtime
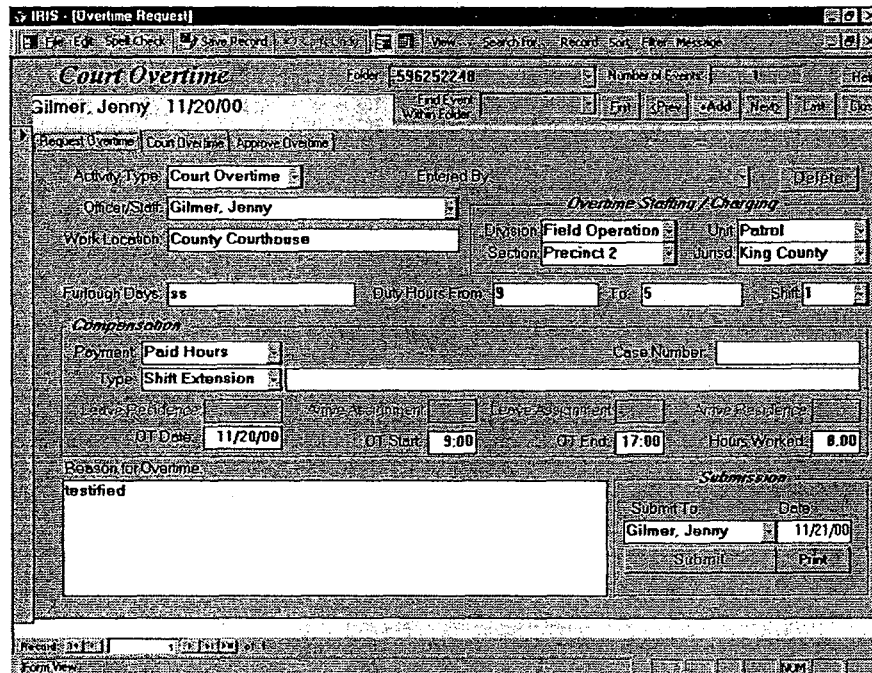
The overtime request you see as an approving supervisor is similar to what the person submitting a request sees. Like the requestor, you will see the **Request Overtime** tab. However, you also have access to the **Approve Overtime** tab. If the OT request was for court overtime, you will also see a **Court Overtime** tab.

Figure 4: Approving Overtime
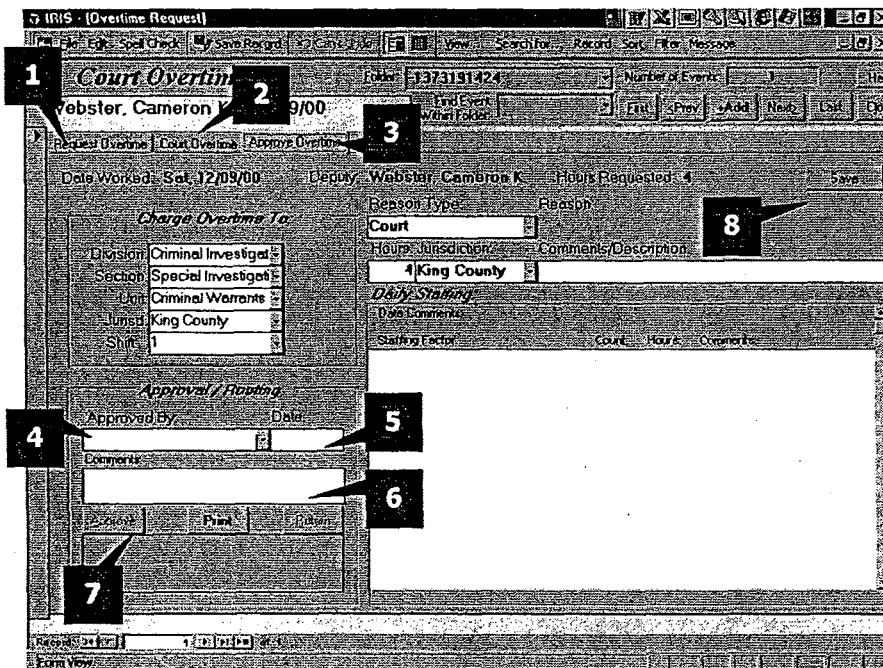
1) Review the details of the request in the **Request Overtime** tab.

2) If it's a court overtime request, click the **Court Overtime** tab to see the court details such as case number, action the officer took while there, and case disposition (see figure 5).

3) Once you review the request, click **Approve Overtime** tab.

4) Enter your name in the **Approved By** field. Enter your last name first. Once you have entered enough letters, the field will automatically be completed for you.

5) Enter the current date in the **Date** field.

6) Add any necessary comments in the **Comments** field. This is especially important if you are returning the overtime.

7) Click **Approve** or **Return**.

8) Click **Save**.

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Step Three Continued

Figure 5: Reviewing Court Overtime

Step Four: Print, Sign and Deliver the Request

Figure 6: Printing

1) Click **Print**.

Figure 7: Direct Print
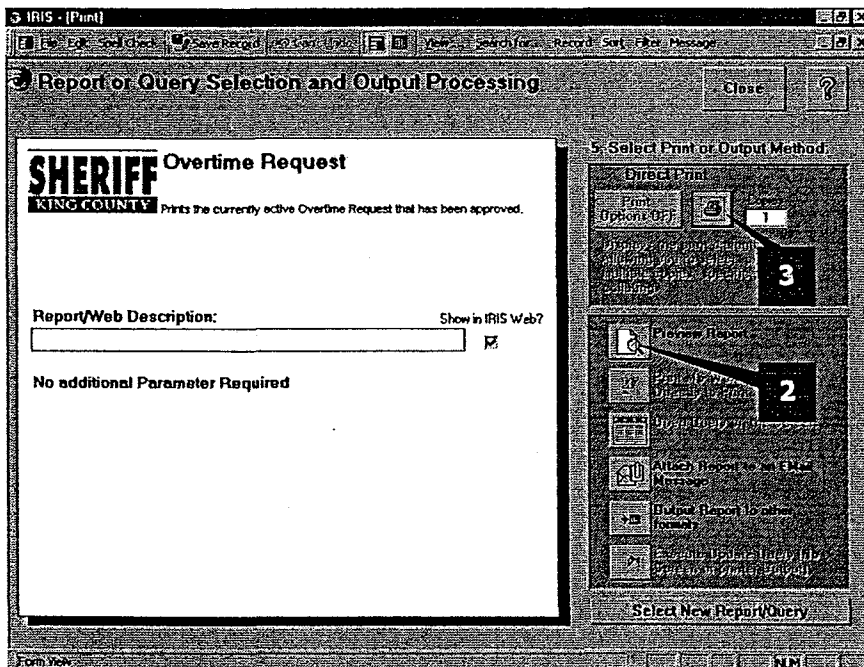
2) To preview the overtime request printout, click **Preview Report**. See figure 8 for an example.

3) Click the print button in the **Direct Print** section.

4) Sign the printed report.

5) Hand deliver the printed report to the person who submitted it.

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Step Four Continued

Figure 8: Print Preview

IRIS User Education

Quick Reference Guide

Correcting and Resubmitting Returned Overtime Requests

In This Guide:

Correcting and Resubmitting Returned Overtime Requests (for OT Requestors)	
Step One	Open the **Open My Overtime Requests In Process** Screen
Step Two	Find and Update the Request

Also See:

Related Documents
For OT Reviewers
• Creating a Daily Staffing Log
• Approving and Rejecting Overtime Requests
For OT Requestors
• Entering and Submitting Overtime Requests
• Submitting a Court Overtime Request

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Note:

Since requests are returned electronically, requestors should frequently monitor their requests to make sure they getting routed correctly. You can search for requests in the **Open My Submitted Overtime Requests** screen.

Step One: Open the "My Overtime Requests" Screen.

Figure 1: Overtime Request Management
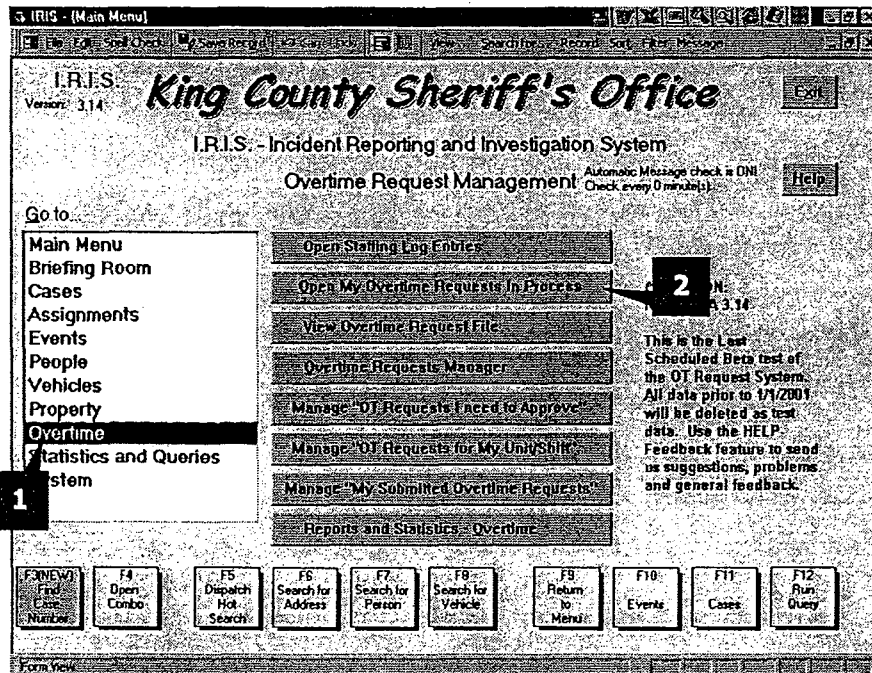
1) From the Main Menu in IRIS, click **Overtime.**

2) Click **Open My Overtime Requests In Process.**

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Step Two: Find and Update the Request

Figure 2: Overtime Manager, Selecting and Opening Requests

1) IRIS automatically opens all requests you have entered which have not yet been approved with the oldest outstanding request showing first. To look at other requests, click the **Next>** button at the top of the screen.

2) Update any of the fields that need to be changed by clicking in the field that needs to be changed. For drop-down lists, simply click the arrow associated with that field and make a new selection. For text boxes, highlight the existing text and type over it.

3) Click **Submit.**

Note: You can tell how many outstanding requests you have by looking at the number in the Record field at the bottom of the screen.

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For use by the Accounting Department ONLY!	Hours Worked:	Org:	Task:	Option:	Other:

King County Sheriff's Office
Overtime

SHERIFF
KING COUNTY

Approved

Name: **03656**   Name: **Dymerski, Greg J**

Furlough Days: **S/S**   Duty Hours: **0730**   To **1530**

WorkLocation: **precinct 2**   Case Number:

Division: **Field Operations**   Unit: **Patrol**   Shift: **2**

Section: **Precinct 2**   Jurisd: **King County**

Compensation: **Other**	Occurrence Date: **12/02/00**	Overtime Start: **2:00:00 PM**	Overtime End: **10:00:00 PM**	Hours Worked to Nearest Quarter Hour: **8**	Payment Method: **Paid Hours**

Reason for Overtime:

worked on furlough day

Reason for Overtime:

PCT 2 covering a comp.

Supervisors Section

Reason Type: **Backfill**	Reason:	Hours: **8**	Jurisdiction: **King County**

Comments:

pay him

Staffing for This Day:

Factor	Count	Hours	Comments
Assigned to Shift	12	0	
Disability Leave / Sick Leave	1	8	pete jones
Disability Leave / Sick Leave	1	4	frank smith
Comp Time	1	8	alice johnson
Training	1	8	lucky green
Absent From Shift	4	28	
Working OT on Shift	2	16	jim dovey and pete lesser
Total Working Shift	10	0	

Authorization: I certify the above information to be true and correct to the best of my knowledge:

Requesting Officer: **Dymerski, Greg J** **03656**	Signature:	Date:
Approving Supervisor: **Dymerski, Greg J** **03656**	Signature:	Date:
Entered By: Dymerski, Greg J Date:	Signature:	Date:

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SHERIFF
KING COUNTY

King County Sheriff's Office
Court Overtime

Approved

Name: **15420** Name: **Webster, Cameron K.**

Furlough Days: **A**   Duty Hours: **8**   To **5**

WorkLocation: **downtown**   Case Number:

Division: **Criminal Investigat**   Unit: **Criminal Warrants**   Shift: **1**

Section: **Special Investigati**   Jurisd: **King County**

Compensation:	Occurrence Date:	Overtime Start:	Overtime End:	Hours Worked to Nearest Quarter Hour:	Payment Method:
4 hour minimum	**12/09/00**	**8:00:00 AM**	**12:00:00 PM**	**4**	**Paid Hours**

Reason for Overtime:
Testified for case #00-9999999

Supervisors Section

Reason Type:	Reason:		Hours:	Jurisdiction:
Court	**Court**		**4**	**King County**

Comments:

WorkStatus:		CourtPurpose:	CourtName:	CourtType:
Work Day			Seattle Dist	District

WorkStatusOther:

Primary	Case Number	Officer Action	Disposition	Disposition Factor	Jurisdiction
☑	00-9999999	Testified	Guilty	Court Action	

Secondary Officer Reason		Other Disposition	

☐	00-9999988	Standby	Dismissed	Court Action	

Secondary Officer Reason		Other Disposition	
standby			

Authorization: I certify the above information to be true and correct to the best of my knowledge:

Requesting Officer: Webster, Cameron K. 15420	Signature:	Date:
Approving Supervisor: Chapin, Susan w. 00086	Signature:	Date:
Entered By: Gilmer, Jenny Date:	Signature:	Date:

112840

King County Sheriff's Office

I.R.I.S. Overtime Manager Results: By Date, Activity Type

OccurredDate:	ActivityType	OfficerID:	Name:	Section:	Reason Type:	Supervisor...
08/27/00	Overtime *Stuff*	03051	Ray, Cecil E	Precinct 2	Backfill	Military Lea
	Overtime	06353	Robicheau, Ruby A.	Precinct 2	Backfill	Training
	Court Overtime	16524	Rasmussen, Ron C.	Precinct 2	Log	Vacation
	Court Overtime *g*	00002	Hagar, Michael A.	Precinct 2	Training	Continuing
08/28/00	Overtime *test*	16524	Rasmussen, Ron C.	Precinct 2	Backfill	Vacation
08/30/00	Court Overtime *I had a lot to do*	00002	Hagar, Michael A.	Precinct 2	Backfill	Vacation
08/31/00	Court Overtime	00002	Hagar, Michael A.	Precinct 2	Training	Continuing
09/01/00	On Duty Court	00002	Hagar, Michael A.	Precinct 2	Court	
	Court Overtime	00002	Hagar, Michael A.	Precinct 2	Training	Continuing
09/02/00	Overtime *More work to do.*	00002	Hagar, Michael A.	Precinct 2	Operational	Call out, Inv
10/25/00	Overtime *asdfasdfasdfwefasdfasdf*	07352	Zornes, Gary L.	Precinct 2	Backfill	Maternity /
10/28/00	Overtime	00002	Hagar, Michael A.	Precinct 2	Operational	Shift Extens
10/29/00	Overtime	00002	Hagar, Michael A.	Precinct 2	Backfill	
	Overtime	00002	Hagar, Michael A.	Precinct 2	Backfill	
	Overtime *Lot of work.*	16524	Rasmussen, Ron C.	Precinct 2	Backfill	
	Overtime	00002	Hagar, Michael A.	Precinct 2	Backfill	Disability Le
	Overtime	00002	Hagar, Michael A.	Precinct 2	Backfill	Disability Le
	Overtime	00002	Hagar, Michael A.	Precinct 2	Backfill	Military Lea
	Overtime *Server problems.*	16524	Rasmussen, Ron C.	Precinct 2	Backfill	Training
	Overtime *ggglljlfcx*	00002	Hagar, Michael A.	Precinct 2	Backfill	Vacation
	Overtime	00002	Hagar, Michael A.	Precinct 2	Court	Court
	Overtime *Lots of Paperwork*	00002	Hagar, Michael A.	Precinct 2	Operational	
	Court Overtime	16524	Rasmussen, Ron C.	Precinct 2	Operational	Call out, Inv
	Court Overtime	00002	Hagar, Michael A.	Precinct 2	Operational	Call out, Wo
11/02/00	Overtime	07352	Zornes, Gary L.	Precinct 2	Backfill	

Search Criteria: WHERE OccurrenceDate Between #01/13/00# And #12/20/00#; and OvertimeStatus Like "Approved"

SHERIFF King County Sheriff's Office

I.R.I.S. Overtime Manager Results: By Section, Unit, Date, Activity Type

Precinct 2
Patrol

OfficerID:	Name:	OccurredDate:	ActivityType:	Status:	
Shift:					
00002	Hagar, Michael A.	10/29/00	Overtime	Backfill	Training
16524	Rasmussen, Ron C.	10/29/00	Overtime	Backfill	Court
			Server problems.		
00002	Hagar, Michael A.	10/29/00	Overtime	Court	Court
Shift: 1					
00002	Hagar, Michael A.	08/30/00	Court Overtime	Backfill	Vacation
			I had a lot to do		
		08/31/00	Court Overtime	Training	Continuing
		09/01/00	On Duty Court	Backfill	Disability L
		10/29/00	Overtime	Backfill	Disability L
		10/29/00	Overtime	Backfill	Military Le
		10/29/00	Overtime	Operational	
		10/29/00	Overtime	Operational	Call out, W
			Lots of Paperwork		
		10/29/00	Court Overtime	Operational	
		12/11/00	Overtime	Backfill	
			Worked hard.ASDFASDFSDF		
04823	Clark, Daryl J.	12/14/00	Overtime	Operational	Shift Exten
			slslsks		
18433	Simon, Wilbert T	12/15/00	Court Overtime	Court	Court
			court case #00-90-00000 / did not testify.		*Suspect plead.*
		12/16/00	Overtime	Operational	busy
			worked hard		
Shift: 2					
06353	Robicheau, Ruby A.	08/27/00	Overtime	Backfill	Training
00002	Hagar, Michael A.	08/27/00	Court Overtime	Training	Continuing
			g		
		09/01/00	Overtime	Training	Continuing

Search Criteria: WHERE OccurrenceDate Between #01/13/00# And #12/20/00#; and Division = 'Field Operations' And Section = 'Precinct 2' And Unit = 'Patrol' A[nd] OvertimeStatus Like "*Approved*"

SupervisorReasonType	1 Sun	2 Mon	3 Tue	4 Wed	5 Thu	6 Fri	7 Sat
	8	16	16	-13	15	18	3
Backfill	43	12	9	11	5	35	13
Contracts Misc					2		
Court	16	6	2		4	14	8
Operational	19	10	9	8	35	13	13
Training	22				0	14	

ApprovingSupervisorName	00/08	00/09	00/10	00/11	00/12
	17	4	15	8	60
Chapin, Susan w.					8
Clark, Daryl J.					14
Davis, Brett F.					8
Dymerski, Greg J				21	79
Hagar, Michael A.	4	8	16	5	14
Hatch, Michael D.					2
Knauss, James K.					33
Rasmussen, Ron C.	20	12	24	1	
Webster, Cameron K.					14

ApprovingSupervisorName	<>	Backfill	Contracts Misc	Court	Operational	Training
	63	9		2	13	14	2
Chapin, Susan w.		4			4		
Clark, Daryl J.		12					2
Davis, Brett F.						8	
Dymerski, Greg J		33			13	43	12
Hagar, Michael A.	0	22			13	12	0
Hatch, Michael D.						2	
Knauss, James K.		10				23	
Rasmussen, Ron C.		36				9	12
Webster, Cameron K.		2			7	-3	8

ApprovingSupervisorName	SupervisorReasonType	<>	Comp Time	Paid Hours
			17	46
	Backfill		4	5
	Contracts Misc			2
	Court		6	7
	Operational			14
	Training			2
Chapin, Susan w.	Backfill			4
Chapin, Susan w.	Court			4
Clark, Daryl J.	Backfill		4	8
Clark, Daryl J.	Training			2
Davis, Brett F.	Operational		8	
Dymerski, Greg J	Backfill			33
Dymerski, Greg J	Court		6	7
Dymerski, Greg J	Operational		18	25
Dymerski, Greg J	Training		8	4
Hagar, Michael A.			0	
Hagar, Michael A.	Backfill	0	5	17
Hagar, Michael A.	Court		8	5
Hagar, Michael A.	Operational			12
Hagar, Michael A.	Training			0
Hatch, Michael D.	Operational			2
Knauss, James K.	Backfill			10
Knauss, James K.	Operational			23
Rasmussen, Ron C.	Backfill	1		35
Rasmussen, Ron C.	Operational		4	5
Rasmussen, Ron C.	Training			12
Webster, Cameron K.	Backfill			2
Webster, Cameron K.	Court		3	4
Webster, Cameron K.	Operational		5	-8
Webster, Cameron K.	Training	8		

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Jurisdiction	<>	Backfill	Contracts Misc	Court	Operational	Training
	1	0				
Beaux Arts					8	
Burien					4	
Covington		2		4		
Kenmore	3	23		1	4	
King County	48	98	2	41	65	22
Newcastle	2					
Other Contracts					8	
Sea Tac					1	2
Shoreline	10	5		3	17	12

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Division	Section	Unit	Shift	Squad	Count	Overtime	On Duty Co
Criminal Investigations	Criminal Intelligence	Criminal Intelligence Unit	1				
Criminal Investigations	Major Investigations	Domestic Violence	1				
Criminal Investigations	Major Investigations	Major Crimes	N/A				
Criminal Investigations	Major Investigations	MARR	N/A				
Criminal Investigations	Precinct 5	Burglary/Larceny Detectives	N/A			3	
Criminal Investigations	Special Investigations	Criminal Warrants	1			4	
Criminal Investigations	Special Investigations	Drug Enforcement	1				
Criminal Investigations	Special Investigations	Drug Enforcement	N/A				
Criminal Investigations	Special Investigations	Fraud-Computer Forensics	N/A				
Criminal Investigations	Special Investigations	Vice	N/A				
Field Operations	Administrative	Admin. Sergeant				4	
Field Operations	Administrative	Admin. Sergeant	1				
Field Operations	Administrative	Admin. Sergeant	N/A				
Field Operations	Administrative	FTO Sergeant					
Field Operations	Administrative	FTO Sergeant	1			1	
Field Operations	Administrative	FTO Sergeant	N/A				
Field Operations	Precinct 2					8	
Field Operations	Precinct 2	Administration	1				
Field Operations	Precinct 2	Patrol					
Field Operations	Precinct 2	Patrol	1			11	
Field Operations	Precinct 2	Patrol	2			10	
Field Operations	Precinct 2	Patrol	3			5	
Field Operations	Precinct 3	Patrol	1				
Field Operations	Precinct 3	Patrol	2				
Field Operations	Precinct 4	Administration	1				
Field Operations	Precinct 4	Burglary/Larceny Detectives	1				
Field Operations	Precinct 4	Patrol	1				
Field Operations	Precinct 4	Patrol	2				
Field Operations	Precinct 4	Vashon Island Substation	4				
Field Operations	Precinct 5	Administration	1				
Field Operations	Precinct 5	Administration	N/A				
Field Operations	Precinct 5	Burglary/Larceny Detectives	4				

OfficersName	00/08	00/09	00/10	00/11	00/12
Abreu, Joseph					8
Adams, Leland F					8
Belter, Jessica A.					2
Bertrand, Randy F.					4
Chapin, Susan w.					8
Church, Jessica					2
Clark, Daryl J.					30
Crenshaw, Raphael N.					1
Davis, Patricia A.					12
Davis, Steven L.					-19
Donner, James P.					8
Draper, Edward M					4
Dymerski, Greg J				24	59
Eng, Paul					2
Gates, D B.					10
Gilmer, Jenny					2
Habakangas, Constance K.			3		8
Hagar, Michael A.	27	24	45	9	0
Hatch, Michael D.					5
Hiemstra, Sybrand A.					15
Hurley, William M.					6
Knauss, James K.					11
Lange, Kurt D.					-18
Lavin, Beth A.					1
Liu, Thomas E.					4
McSwain, John C					1
Meyers, Maurene					1
Miner, Michael D					4
Minshull, Clayton R.					8
Olmsted, Troy E.					4
Rasmussen, Ron C.	7		4		
Ray, Cecil E	4				
Robicheau, Ruby A.	3				
Roybal, Kimberly D.					6
Rozsnafszky, Nicholas J.					3
Rusk, Clement D.					4
Seltzer, John B					1
Simon, Wilbert T					8
Webster, Cameron K.					16
Zornes, Gary L.			3	1	3

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OfficersName	<>	Backfill	Contracts	Misc	Court	Log	Operational	Training
Abreu, Joseph							8	
Adams, Leland F		8						
Belter, Jessica A.	2							
Bertrand, Randy F.		2			2			
Chapin, Susan w.	8							
Church, Jessica							2	
Clark, Daryl J.	2	12					16	
Crenshaw, Raphael N.							1	
Davis, Patricia A.	4	4					4	
Davis, Steven L.	-19							
Donner, James P.								8
Draper, Edward M	4							
Dymerski, Greg J	18	24		2	4		28	8
Eng, Paul							2	
Gates, D B.	10							
Gilmer, Jenny	2							
Habakangas, Constance K.		8					3	
Hagar, Michael A.	8	52			32		-2	14
Hatch, Michael D.							5	
Hiemstra, Sybrand A.	15							
Hurley, William M.	2	2					2	
Knauss, James K.							7	4
Lange, Kurt D.	-20				1		2	
Lavin, Beth A.		1						
Liu, Thomas E.	4							
McSwain, John C	1							
Meyers, Maurene	1							
Miner, Michael D							4	
Minshull, Clayton R.	8							
Olmsted, Troy E.							4	
Rasmussen, Ron C.		4					7	
Ray, Cecil E		4						
Robicheau, Ruby A.		3						
Roybal, Kimberly D.							6	
Rozsnafszky, Nicholas J.					3			
Rusk, Clement D.	4							
Seltzer, John B	1							
Simon, Wilbert T	4				2		2	
Webster, Cameron K.	2				5		7	2
Zornes, Gary L.	3	4						

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SHERIFF
KING COUNTY

KING COUNTY SHERIFF'S OFFICE
516 Third Avenue W-116
Seattle, WA 98104-2312
Tel: (206) 296-4155 • Fax: (206) 296-0168

David G. Reichert
Sheriff

October 11, 2000

TO: The Honorable Pete von Reichbauer
       Chair, King County Council

FR: David G. Reichert

C: King County Council
       Ron Sims, King County Executive
       Don Eklund, Auditor
       KCSO Command Staff

RE: KCSO AUDIT COMPLIANCE: INFORMATION MANAGEMENT

Dear Council Chair von Reichbauer:

Enclosed with this memo, please find a briefing paper concerning our current and ongoing efforts to address the overtime audit recommendations. You will note that this paper deals specifically with the issue of data collection and management related to overtime.

I am very pleased with the progress being made by our staff in addressing the auditor's various recommendations. We are fortunate to have the expertise "in house" to tackle a variety of overtime audit compliance matters.

I must also acknowledge the Department of Judicial Administration for lending us the assistance of Dr. Shiquan Liao. He has been invaluable to our team in providing outside perspective, strategic thinking and analytical skills.

I will continue to provide you with similar updates on additional audit topics as we progress.

Thank you.

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SHERIFF
KING COUNTY

1999 KCSO Overtime Audit: Compliance Report

Data Collection & Management Issues
10.10.00

Background

The King County Auditor's June 16, 2000 review of Sheriff's Office Overtime included a number of recommendations. Recommendation 2.2.1 called for improving the way we collect detailed overtime-related data. Other recommendations related to data and staffing management issues were 2.3.2, 2.4.1 and 2.4.3. To simplify the data collection process, the report also suggested that consideration should be given to converting the existing overtime form to a Scantron type of form. A Scantron form would be filled out by hand then run through a scanner to enter the responses into a database.

Goals

Regarding the data collection on overtime, we believe that any data we collect must be relevant to the business needs of the Sheriff's Office. In the process of responding to the Auditor's report, we have set the following goals:

(1) Data collection is usually time-consuming and resource demanding. Any data collected must be relevant and useful to meet the long-term business needs.
(2) Data collection effort should not add excessive burden on the front line officers and be relatively easy to implement (both technically and administratively).
(3) A Data collection system should be developed along with a reporting system, including future reports that can be used by different management levels in the Sheriff's office.
(4) Any data collection system adopted by the Sheriff's office needs to be technically feasible and compatible with the existing systems to minimize extra resource requirement.

Review Process

In response to the Auditor's report, a multi-disciplinary Sheriff's office team reviewed current overtime reporting procedures and examined options for improvement. The primary tasks were to:

(1) Combine the existing 2 overtime forms (court and operational) into a single new form.

(2) Make sure the new form captured relevant information required for review and analysis of allocation, scheduling and overtime use.

(3) Find an efficient method of entering the overtime information into a database.

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(4) Explore ways that can be used to access and organize the data for reports, review and analysis.

(5) Develop and/or maintain compatibility with, and avoid degradation of, existing systems (e.g. MPP, IRIS, Payroll, etc.).

In addition, the team, along with the Sheriff's command staff and budget & accounting office, are tasked with determining the types of reports that would be most beneficial for managing staffing and overtime. Management reporting will be addressed under separate cover.

Findings

The group examined the Scantron system suggested by the Auditor as well as the feasibility of developing a modification for the Sheriff's Office existing IRIS system.

Scantron

Scantron appeared to be a fairly simple, inexpensive tool that could machine read the overtime form information. It also had the potential for other uses within the department (e.g. entering data from citizen surveys). However, investing in the Scantron option poses significant obstacles:
- The existing overtime forms (court & general) would have to be redone in a Scantron format.
- All overtime-qualified personnel (including managers and administrative) would have to be trained in using the Scantron format.
- It would be difficult/impossible to combine the existing court and operational overtime forms, with additional fields, into a single Scantron form.
- The Sheriff's Office Payroll Unit felt that a Scantron form would be much more difficult to read and would therefore degrade their current operations.
- Data would not be available for review and analysis until the forms were read at a central location.
- Overall, Scantron would create a new, independent information system that would not interface with KCSO budget & accounting systems. It would also require additional training and human resources to use and interface with information in the budget & accounting office.

Based on the preceding analysis of Scantron, the Sheriff's technology staff, in cooperation with the KCSO budget & accounting office, has determined that incorporating a Scantron system would not be efficient and would require additional resources to adapt to the current KCSO technology environment. A Scantron-like system may appear to be an easy approach, but lacks the potential to meet the long-term business needs.

IRIS

Further discussions and examination revealed that an IRIS based (OT) system had been through the design phases as a result of the Sheriff's 1998 internal overtime management review and recommendations.

Higher priorities related to KCSO's primary law enforcement role precluded development at that time. The IRIS system, developed by KCSO tech staff, had already taken into consideration the information merging and management reporting systems needs that appear to be obstacles with the Scantron option. Adapting the IRIS system to include overtime reporting, tracking &

management options provides more overall compatibility. Because some components of IRIS are already in use in the Sheriff's Office, adding an overtime tracking module appears to require less training and resources.

- The overtime information could be entered once, directly into a computer. No redundant entering or machine reading of the data would be required.
- The merging of the operational and court overtime forms, as well as additional entry fields, could be accomplished through the use of drop down menus and other computerized capabilities (in progress).
- The printed form would be made consistent with existing systems for Payroll to read and use.
- Data would be readily available for tracking and analysis through a reporting system.
- Overtime tracking & management capability can be merged with existing and future portions of IRIS to build on a cohesive personnel, scheduling and time management system.
- Required fields can be controlled at the data entry level (no data= no submission= no money).
- The system has the potential to be compatible with existing and future allocation, scheduling and management systems (e.g. MPP, CAD, etc.).
- Existing ACCESS based IRIS reporting formats can be adapted to the overtime data. If/when combined with budgetary and scheduling data, the data elements in the IRIS system could be used as an analysis tool for evaluating relief factor models.

The Managed Patrol Performance (MPP) Issue

The auditor's report emphasized the use of MPP at Precinct #4 as a factor in reducing overtime. While MPP's role in the overtime issue at Precinct #4 was a fortunate byproduct of the system's primary function, it is important to understand that MPP is not an 'overtime management system'. MPP is designed to calculate and allocate staffing in response to particular goals and issues, for example supporting problem solving/community oriented policing or meeting specific response time goals.

At Precinct #4, overtime management was addressed as a precinct policy issue by precinct supervisors after MPP had been utilized as a modeling tool for staffing. The MPP software has no component for overtime management.

The KCSO uses MPP to examine patrol staffing and workload issues. MPP is a computer 'model' that relates staffing, workload and geographical information. Our goal with MPP is to use it as a tool to optimize staffing so that overtime can be better managed based on more current, consistent and reliable staffing models. Here is an example how the KCSO might use MPP:

Based on community and department input and concerns, the average response time goals for emergency calls for a specific area is determined to be no more than 7 minutes. Based on the current workload and staffing of that area, MPP can estimate the number of patrol cars and staff that need to be on duty to achieve the desired 7-minute average. While MPP can estimate the number of cars/personnel that will be required, it does not suggest how these staffing levels should be achieved. To accomplish that, specific policy, as well as a deployment plan/schedule need to be developed.

We do plan to follow recommendation 2.4.4, however, and expand the use of MPP as a staffing management tool.

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Expectations

We understand that the implementation of a reporting system on overtime requires concerted effort from all the staff involved. An implementation of such a system will demand certain changes in data collection, reporting and policy. When the IRIS-based overtime component is implemented, we have the following expectations:

(1) The Sheriff's Office will be able to obtain up-to-date information on the overtime use, through the envisioned reports with different levels in details.

(2) The Sheriff's Office will be able to obtain consistent data on overtime use, therefore enable us to compare historical data and make management decisions/recommendations.

(3) Overtime data can be combined with other data in developing/exploring better staffing models to better manage overtime on an ongoing basis.

Work Plan

September/October 2000- Prepare merged operational and court overtime formats with added entry fields to capture detailed data not currently entered.

November, 2000- Update OT and staffing policy. Update staffing model for testing. Initiate beta test.

December, 2000- Evaluate and adjust staffing models and OT management.

January, 2001- Conduct training for limited release and evaluation of IRIS-based system.

February/March, 2001- Evaluation of initial data from trial. Develop management report models appropriate to requirements of different command/supervision levels. Evaluate effectiveness of (OT management) policies against trial data.

April/May, 2001- Initiate procedures and practices for tactically using the data from the system to optimize OT expenditures through different scheduling schemes.

June/December, 2001- Evaluate results, policies and procedures. Adjust and refine systems.

NOTES: The KCSO forecasts that it will take most of FY2001 to test, refine, train and rollout an updated staffing and OT management program. However, the results of the effort should be available on a quarterly basis and potentially valuable for the Y2002 county budgeting process. Staffing models, OT policy and procedural changes will each be discussed under separate cover.