

Secondary Employment Audit

Audit and Review Unit, Compliance Bureau, New Orleans Police Department

Audit Time Period: January-June 2016

Released June 19, 2017

EXECUTIVE SUMMARY

At the request of the Office of the Consent Decree Monitor (OCDM), the New Orleans Police Department (NOPD) Compliance Bureau's Audit and Review Unit (the Unit) conducted an audit of compliance with the secondary employment requirements of the Consent Decree (CD), which are outlined in paragraphs 332-374.

The Office of Police Secondary Employment (OPSE) and various NOPD and City departments offered their complete cooperation and support. OPSE, created in 2012, coordinates NOPD's paid detail program. To read OPSE's response to this audit, see Appendix 10.

The Unit audited 75 objectives and sub-objectives for police secondary employment from January through June 2016. The audit did not include details coordinated by NOPD's Special Events Office. For the audit time period NOPD's Special Events Office coordinated and paid officers for permitted events, such as second lines, races, and parades.

The Unit found NOPD secondary employment to be compliant (measured as $\geq 95\%$ adherence to requirements) with 55 (73%) of the audit objectives and sub-objectives; 20 (27%) require additional steps to reach full compliance. The majority of non-compliance stemmed from OPSE's lack of access to certain NOPD records, like employment status and shift data. NOPD and OPSE have already begun to implement solutions to the majority of the noncompliant audit findings, including improvements in information sharing.

The Unit conducted this performance audit in accordance with generally accepted government auditing standards. These standards require the Unit to plan and perform the audit to obtain sufficient and appropriate evidence to provide a reasonable basis for its findings and conclusions based on its audit objectives. The Unit believes the evidence obtained provides a reasonable basis for its findings.

PURPOSE

The purpose of this audit is to evaluate compliance with the secondary employment requirements of the Consent Decree (CD) entered into by the United States Department of Justice and the City of New Orleans. The City of New Orleans' Office of Police Secondary Employment (OPSE), created in 2012, coordinates the New Orleans Police Department's (NOPD) paid detail program. The Office of the Consent Decree Monitor (OCDM) requested that NOPD's Compliance Bureau conduct an audit of compliance with the secondary employment requirements of the Consent Decree.

REFERENCE MATERIAL

The following paragraphs of the Federal Consent Decree and New Orleans Police Department policy were used as criteria for this audit:

Paragraphs 332-374; *United States of America (Plaintiff) vs. City of New Orleans (Defendant): Consent Decree Regarding the New Orleans Police Department*; Filed July 24, 2012 and amended July 25, 2014.

New Orleans Police Department; *Policy 1041: Secondary Employment*; Effective December 17, 2013.

Office of Police Secondary Employment, *Policies and Procedures for Customers and Officers*, Version 3.0, Effective December 2013.

DATA SOURCES

The following data sources were used for this audit:

ADP	Officers receive payment for NOPD work and OPSE details through ADP, a timekeeping and payroll system.
OPSE Authorization Forms	NOPD utilizes the OPSE Authorization Form to grant officers approval to work details.
Public Integrity Bureau (PIB) Formal Disciplinary Records	NOPD's Public Integrity Bureau keeps track of suspensions and other formal discipline.
OPSE Policy and Guidelines	The CD lists requirements for OPSE policy and guidelines. OPSE's polices are approved by OCDM and DOJ.
NOPD Policy and Guidelines	The CD lists requirements for NOPD policy and guidelines. NOPD does not have a secondary employment policy approved by OCDM and DOJ.
OPSE Employer Information/Customer Packets	Information explaining the type of employer, the nature of the work, and any relevant historical information.
ISELink (ISE)	OPSE's scheduling tool and pay and assignment database. OPSE shift timesheet data is entered into ISE manually.
Rotation Exemption List (RSEs)	The Director of OPSE maintains a list of details that are exempt from the rotation requirement as set out in CD Paragraph 340.
Academy Personnel and Records	The Academy tracks officer field training.

Employment Information NOPD's Recruitment office, Personnel office, and the City of New Orleans' Civil Service office maintain employment records for officers. These include pay plans and employment status.

RESULTS SUMMARY

Below is a summary of the audit objectives and corresponding results for each objective. Please refer to the **Audit Objectives** section for further explanation of the audit criteria and results.

Objective	# Compliant	% Compliant
SECTION ONE – OPSE SALARIES		
1. Salaries are independent of details coordinated	11/11	100%
SECTION TWO – ROTATION, SELECTION, AND AUTHORIZATION		
2. OPSE maintains a rotation system	Not Assessed (Policy Revision Pending)	
3. a) Posted shifts are assigned according to criteria	4/4	100%
b) Shifts that are not posted and filled through ISE meet the criteria for filling shifts by other approved methods	95/95	100%
4. a) Officers do not work details while performing unsatisfactorily	Insufficient documentation	
b) Officers do not work details while under suspension	99/99	100%
c) Officers do not work details while under administrative reassignment	99/99	100%
d) Officers do not work details while under investigation for committing a crime	99/99	100%
5. Officers did not work details while: Sick, Injured On-Duty, Worker's Compensation, Maternity Leave, Leave Without Pay, Suspended, Administrative Reassignment with a restricted police commission. And officer completed a full tour of duty before working a detail after being on one of the above statuses	98/99	99%
6. Officer has authorization form signed within one year prior to date of detail	96/99	97%

7. Total detail hours for the week did not exceed 24 hours or the limit approved by the NOPD Superintendent	95/99	96%
8. <i>Part 1</i> NOPD employees do not work more than 16 hours in a 24 hour period	162,059/171,319	95%
<i>Part 2</i> Reserve Officers do not work more than 16 hours in a 24 hour period	1,277/1,309	98%
9. a) i. OPSE Shifts worked by reserve officers with an authorization form less than one year old	80/92	87%
a) ii. Reserve officers authorized to work details within a year volunteered 36 hours the previous month of the authorization form and are in good standing	32/92	35%
b) Reserve officer detail authorization forms include a copy of the reserve officer's monthly time report	0/92	0%
c) Details worked by reserve officers in plain clothes were approved by the Superintendent	Not Applicable	
d) Reserve officers have not been employed by their detail customer within the past two years	Insufficient documentation	
e) Details worked by reserve officers who graduated police academy more than one year prior	92/92	100%
f) Details worked by reserve officers whose total volunteer time for the prior month was a minimum of 36 but not greater than 40 hours and whose total detail time for the current month is not greater than 28 hours.	16/92	17%
g) Details were worked by reserve officers whose total volunteer time for the prior month was a minimum of 40 hours and total detail time for the current month is not greater than 32 hours.	[f) and g) assessed together]	
h) Details worked by reserve officers are coordinated by OPSE.	92/92	100%
SECTION THREE - STAFFING, SUPERVISION, AND PAY		
10. a) A plan for in person inspections of details exists	Not Compliant (See Write-Up)	
b) Details receive in-person inspections based on their frequency	Not Compliant (See Write-Up)	

	c) The required number of supervisors were present for the duration of the detail.	24/28	86%
11.	i. Officers carry appropriate departmental equipment while working details	36/37	97%
	ii. Officers fulfill their regular responsibilities while working details	Compliant (See Write-Up)	
12.	No officer supervises another officer of higher rank while working a detail.	25/28	89%
13.	Travel time to and from details is not compensated	82/98	84%
14. & 15.	Officers under probationary P/O I status work details while under the supervision of a Sergeant or above.	210/265	79%
16.	Lateral or rehired officers in FTO are supervised while working a detail	Compliant (See Write-Up)	
17.	a) Sergeants and Lieutenants who worked a Patrol Officer shift were paid the Patrol Officer rate	5,755/5,755	100%
	b) Captains and above work details in a supervisory role	178/179	99%
	c) Captains who work Sergeant or Lieutenant shifts are paid the Sergeant or Lieutenant rate	7/7	100%
18.	A system is in place allowing supervisors to know:		
	a) What details are being worked in their district	51/99	52%
	b) Who is working them	Not Compliant (See Write-Up)	
18.	c) Detail locations were identified in the system	51/99	52%
SECTION FOUR - FORMS, REPORTS, NOTIFICATIONS, AND DATABASE			
19.	a) OPSE's shift database is searchable by detail	Compliant (See Write-Up)	
	b) OPSE's shift database is searchable by employee	Compliant (See Write-Up)	
	c) OPSE's shift database identifies the employee(s) working each detail	Compliant (See Write-Up)	
	d) OPSE's shift database lists detail hours	Compliant (See Write-Up)	
	e) OPSE's shift database lists detail locations	Compliant (See Write-Up)	
	f) OPSE maintains a historical database of details	Compliant (See Write-Up)	
	g) OPSE maintains a current database of details	Compliant (See Write-Up)	

20. a) Fee schedule includes information regarding administrative fees	Compliant (See Write-Up)	
b) Fee schedule includes information regarding hourly wage rates	Compliant (See Write-Up)	
c) Fee schedule includes information regarding equipment usage costs	Compliant (See Write-Up)	
d) Fee schedule includes a description of all other costs incorporated into detail fees, if applicable	Compliant (See Write-Up)	
21. a) OPSE's customer agreement notifies customers of the following responsibilities:		
a) i. Agreeing to hire all NOPD details through OPSE	Compliant (See Write-Up)	
a) ii. Making all payments in advance, if required	Compliant (See Write-Up)	
a) iii. Acknowledging that payments may be forfeited in full or in part due to a late cancellation	Compliant (See Write-Up)	
a) iv. Agreeing to have officers sign in and out of details	Compliant (See Write-Up)	
a) v. Acknowledging that they cannot compensate officers or a friend or relative of an officer in any form other than with small amounts of food or beverages in exchange for secondary employment	Compliant (See Write-Up)	
b) OPSE notified customer of requirements in advance of detail	23/85	27%
22. Detail authorization forms allow supervisors and OPSE to:		
a) Assess whether applicants meet the criteria to work details as specified by Policy 1041	Compliant	
b) Know whether applicants are active officers or reserve officers in good standing at the time of their authorization	Compliant	
c) Consider the applicant's disciplinary record, complaint history, and work performance	Compliant	
d) Consider the applicant's experience	Compliant	
e) Know whether applicants for detail supervisor positions are sergeants or above	Compliant	

23.	a) Officer has authorization form signed within one year prior to date of detail (same as Objective 5)	96/99	97%
Detail authorization forms require the officer to acknowledge:			
	b) i. He/she understands that working secondary employment is a privilege subject to strict criteria	Compliant	
	b) ii. He/she represents NOPD while working secondary employment	Compliant	
	b) iii. He/she must abide by all NOPD policies while working secondary employment	Compliant	
	b) iv. He/she may be disciplined by NOPD for policy violations committed while working secondary employment	Compliant	
24.	OPSE will implement a system so that each District has a current and historical record of all details.	51/99	52%
SECTION FIVE - CUSTOMER APPROPRIATENESS			
25.	NOPD employees work details through OPSE	Compliant (See Write-Up)	
26.	OPSE customers are not City of New Orleans departments or agencies	1,595/1,595	100%
27.	Officers do not work details for prohibited employers	98/99	99%
28.	Details cannot be described as the following:		
	a) Representing someone before a court on a matter in which the City is a party or has a substantial interest.	Compliant	
	b) Serving as an expert witness in any civil or criminal proceeding in which the City is a party or has a substantial interest.	Compliant	
	c) Occurring during court hours while the officer is under a subpoena for that day.	Insufficient information	
	d) Disposing confidential information they have obtained via the course of their normal duties	Compliant	
	e) Conducting investigations for their OPSE employer during their on-duty time	Compliant	
	f) Financially associated with an officer	Compliant	
	g) Splitting shifts	95/99	96%

AUDIT OBJECTIVES

Notes:

1. OCDM has acknowledged compliance for CD paragraphs 332, 333, 334, 336, 337, 338, 339, 342, 349, 351, 355, 369, and 370, and these paragraphs are not included in this review. These paragraphs will be included in future reviews as necessary.
2. OCDM will conduct a complimentary, qualitative review of compliance with the secondary employment requirements of the Consent Decree. As part of this review, OCDM will assess compliance with CD paragraphs 352 and 372, which NOPD did not assess in this audit.

SECTION ONE – OPSE SALARIES

Objective No. 1: OPSE Salaries are Independent of Details Coordinated

Criteria

CD Paragraph 335 states: “The Director’s and all other Coordinating Office employees’ salaries shall be independent of the number of off-duty secondary jobs worked or the amount of revenue generated by secondary employment.”

Review Procedures

The Unit requested documentation describing the structure of each OPSE employee’s salary. Such documentation came from the City of New Orleans’ Civil Service Department for classified employees and from the City of New Orleans Chief Administrative Office for unclassified employees. OPSE salaries that were independent of the number of details the person receiving the salary coordinated or was involved in coordinating met the criteria for this objective.

Results

Members from the Chief Administrative Officer and Civil Service Commission confirmed that OPSE salaries are independent of the number of details worked and are paid by the City’s general fund when OPSE’s revenues are insufficient and OPSE employee’s cannot receive bonuses when OPSE’s revenues exceed the office’s expenses.

The following table includes all OPSE employee titles, salary grades, salary ranges, and the NOPD Compliance Bureau’s determination about compliance:

OPSE Employee Position Title	Salary Description		Compliance Determination
	Grade	Min-Max (\$)	
POL SEC EMPL COORD ANALYST II	69	37,959-62,390	Compliant
INFORMATION TECH SPEC III	86	57,909-95,181	Compliant

POL SEC EMPL MGT SUPERVISOR	90	63,960-105,126	Compliant
POL SEC EMPL COORD ANALYST II	69	37,959-62,390	Compliant
MARKETING DEVELOPMENT COORD	81	51,144-84,062	Compliant
POL SEC EMPL COORD ANALYST II	69	37,959-62,390	Compliant
POL SEC EMPL COORD ANALYST II	69	37,959-62,390	Compliant
POL SEC EMPL COORD ANALYST II	69	37,959-62,390	Compliant
MANAGEMENT DEV SPECIALIST I	75	44,061-72,420	Compliant
POL SEC EMPL ADMIN	99	79,987-131,468	Compliant
POL SEC EMPL COORD ANALYST II	69	37,959-62,390	Compliant
Overall Score	11/11 (100%)		Compliant

Sources for the table above:

1. "Department of City Civil Service City of New Orleans Revised Pay Plan for The Classified Service"; Approved by the Civil Service Commission and the City Council; Updated Through May 23, 2016.
2. Civil Service Deputy Personnel Director; Email containing the names of all OPSE employees and their titles as of June 8; June 30, 2016, 11:19 AM.

SECTION TWO – ROTATION, SELECTION, AND AUTHORIZATION

Objective No. 2: OPSE Maintains a Rotation System

Criteria

CD Paragraph 340 states: “The Coordinating Office shall establish a rotation system that provides a fair and equitable number of secondary employment opportunities to all NOPD employees in consideration of preferences for assignment and availability. The Coordinating Office shall rotate NOPD employees working Recurring Secondary Employment positions at least every 365 days. The Director shall determine when NOPD employees may return to work for the same employer. This 365 day RSE rotation requirement shall not apply to those individual officers who regularly work recurring assignments at Major Special Event venues, schools, banks, churches, and hospitals. The Director may grant an exception to this rule if the secondary employment work being done requires unique or specialized knowledge or training.”

Review Procedures

The present rotation system was not assessed; a revised rotation system policy and procedures may be pending (as of the audit period, Jan-June 2016). The City of New Orleans, Department of Justice, and Office of the Consent Decree Monitor are discussing the implementation and monitoring of this requirement. The Unit will assess this requirement after these discussions have concluded.

Objective No. 3: Details are Assigned According to Criteria and Approved by OPSE

Criteria

CD Paragraph 341 states: “The Coordinating Office shall fill all new secondary employment opportunities and temporary vacancies pursuant to written and consistently applied criteria. NOPD employees shall not be permitted to select substitutes or allow another employee to work an assigned secondary job in place of the employee.”

Review Procedures

- a) The Unit reviewed OPSE’s written detail assignment criteria, per current OPSE policy, and the assignment history logged in ISE to determine whether assignments that are posted and filled in ISE are consistent with assignment criteria. Assignments that were consistent with OPSE’s assignment criteria met the criteria for this objective.
- b) The Unit reviewed ISE to determine whether an OPSE employee approved all shifts that are not posted and filled in ISE according to written and consistently applied criteria. Shifts that were not posted and filled in ISE that were approved by an OPSE employee according to written and consistently applied criteria met the criteria for this sub-objective.

Results

a) Of the 99 shifts in the sample, four (4%) were posted and filled through ISE. This means any authorized officer could have expressed interest in the shift via the ISE self-service portal. All four of the posted shifts were filled according to OPSE's assignment criteria. Because the ISE posting system automatically chooses interested officers according to the selection criteria, the Unit does not believe additional sampling would produce different results. The DOJ-approved OPSE policy for the audit time period includes the following for selection criteria:

"A. 3. Selectability

a. Members deemed fully eligible and reliable, and who have signed up for a specific job, will be organized into a candidate pool by the ISELINK software. Officers in a candidate pool will be scheduled for post shifts in that job according to the following criteria:

i. Number of secondary employment hours each officer has worked that calendar year, from least to most.

ii. If two or more officers have worked exactly the same number of hours that calendar year, the officer with the fewest cancellations will be favored.

iii. If two or more officers have worked the same number of hours that year, and have the same number of cancellations, the officer with more total time in service will be favored."

b) All of the 95 shifts that were not posted and filled through ISE were approved by an OPSE employee.

After receiving comments from OPSE staff, the 95 shifts that were not posted and filled through ISE can be described as the following:

- 73 were RSEs with no swap, meaning the officer who regularly works the recurring detail worked the detail.
- 8 were escorts, which are coordinated by NOPD.
- 6 were SMG shifts, which are coordinated by SMG.
- 3 were details requiring special skills: two required DOT certification and one was a mounted detail.
- 3 were RSEs with a swap, meaning the officer who normally works the recurring shift could not work the shift and someone in the pool—who normally works the recurring detail at a different regular time—filled-in for the officer.
- 2 were proactively filled by OPSE staff.

It is important to note that, per an agreement with the DOJ and Judge Morgan, escorts and SMG Managed Facilities shifts were not assigned by OPSE during the audit time period. NOPD assigned the escort shifts and SMG assigned and paid officers for their shifts while OPSE tracked the time, invoiced customers, and monitored for compliance with the consent decree and practices approved by the consent decree monitoring team.

The approved OPSE policy for the audit time period does not have criteria for the 95 shifts that were not posted and filled through ISE. However, OPSE's proceeding policy has criteria for all 99 shifts in the sample. See Appendix 8 for OPSE's pending policy.

Objective	# Compliant	% Compliant	Compliance Determination
3 a) Posted shifts are assigned according to criteria	4/4	100%	Compliant
3 b) Shifts that are not posted and filled through ISE meet the criteria for filling shifts by other approved methods	95/95	100%	Compliant

Objective No. 4: Officers Work Details Under Appropriate Statuses

Criteria

CD Paragraph 343 states: "The Coordinating Office shall remove NOPD employees from the secondary employment roster where the employees are performing unsatisfactorily, are under suspension, administrative reassignment, or have been charged with a crime."

Review Procedures

The Unit used ISE to determine whether details were worked by officers that were any of the following at the time of the detail:

- a) Performing unsatisfactorily, as specified by their Commander. Commanders suspend officers from working details by notifying OPSE. Details filled by officers were on OPSE's roster and had not been suspended from details by their Commander met the criteria for this objective.
- b) Under suspension, as specified by ADP or the Superintendent's transfer lists. Details filled by officers were on OPSE's roster and were not under suspension met the criteria for this objective.
- c) Under administrative reassignment, as specified by ADP or the Superintendent's transfer lists. Details filled by officers that were on OPSE's roster and were not under administrative reassignment met the criteria for this objective.
- d) Charged with a crime. Officers that were on OPSE's roster and had not been charged with a crime met the criteria for this objective.

Results

(See next page)

Objective	# Compliant	% Compliant	Compliance Determination
4 a) Not Under Detail Suspension as Requested by the Officer's Commander	Insufficient Documentation		Not Assessed
4 b) Not Under Suspension	99/99	100%	Compliant
4 c) Not Under Admin Reassignment	99/99	100%	Compliant
4 d) Not charged with a crime	99/99	100%	Compliant

4 a): Although OPSE has a process to comply with this objective, OPSE does not have a record of commander initiated detail suspensions. OPSE's process is to note the change in its roster and mark the officer as de-authorized in ISE when a commander notifies OPSE that an officer cannot work details. When the relevant commander notifies OPSE that the officer can work details again, OPSE updates its roster and ISE accordingly but does not track these changes. Due to the lack of tracking documentation, the Unit was unable to assess compliance with this objective.

Recommendations

4 a): OPSE should keep a record or log of commander initiated detail suspensions. After reviewing the audit recommendations, OPSE has agreed to track commander initiated detail suspensions in ISE.

Objective No. 5: Officers Work Details While Under Appropriate Statuses (Part Two)

Criteria

CD Paragraph 360 states: "Regardless of prior approval, members shall not engage in secondary employment while absent in the following status: sick; Injured On-Duty; Worker's Compensation; Maternity Leave; Leave Without Pay; or Suspended or under Administrative Reassignment with a restricted police commission. Members must return to full duty status and have completed a full tour of duty prior to working a secondary employment opportunity."

Review Procedures

The Unit reviewed OPSE details worked and ADP work statuses to determine whether any officers worked a detail when they were under one of the following statuses:

- Sick
- Injured On-Duty
- Worker's Compensation
- Maternity Leave
- Leave Without Pay

- Suspended
- Administrative Reassignment with a restricted police commission.

The Unit also determined whether officers worked a full tour of duty, after an absence cited in CD Paragraph 360, before engaging in secondary employment. Details for which the officer(s) working the detail were not under one of the listed statuses and worked a full tour of duty prior to the detail met the criteria for this objective.

Results

Objective	# Compliant	% Compliant	Compliance Determination
5. Officers do not work details while under any of the following statuses:			
• Sick	98/99	99%	Compliant
• Injured On-Duty	99/99	100%	Fully Compliant
• Worker's Compensation	99/99	100%	Fully Compliant
• Maternity Leave	99/99	100%	Fully Compliant
• Leave Without Pay	99/99	100%	Fully Compliant
• Suspended	99/99	100%	Fully Compliant
• Administrative Reassignment with a restricted police commission.	99/99	100%	Fully Compliant
Officer completed a full tour of duty before working a detail	98/99	99%	Compliant
Total Shifts Complying with All Criteria	98/99*	99%	Compliant

*Officers are considered sick until they are under another status. In this instance the officer was sick on a Sunday and worked a detail in the afternoon Monday before working an NOPD shift Monday evening. According to NOPD policy, this officer was sick until he/she punched-in Monday evening.

Objective No. 6: Officers Have Authorization Forms Signed Within One Year of Detail

Criteria

CD Paragraph 344 states: "Approval to work secondary employment is not automatically based on assignment through the Coordinating Office. Members shall also be required to comply with all NOPD internal procedures governing off-duty secondary employment, including the completion of an NOPD Secondary Employment Authorization Form."

Review Procedures

The Unit reviewed a sample of details assigned through ISE and verified whether the officers working the details had active, approved NOPD Secondary Employment forms on file for the time period. These forms provide authorization for one year and are maintained by OPSE. Officers that have worked a detail and have an active, approved NOPD Secondary Employment form on file met the criteria for this objective.

Results

Objective	# Compliant	% Compliant	Compliance Determination
6. Has Authorization Form signed within one year prior to date of detail	96/99	97%	Compliant

Objective No. 7: 24 Hour Rule

CD Paragraph 364 states, "Secondary employment by NOPD employees will be limited to a maximum of 24 hours per seven-day work week (Sunday through Saturday). Exceptions to the hour limitation may be granted for Major Special Events where manpower requirements are so intensive that sufficient resources may not be available for the safe operation of the event (e.g., Jazz Fest, Mardi Gras). Application for such an event exception will be made in advance via interoffice correspondence (NOPD Form 105) by an employee or event commander that estimates the number of hours an employee can exceed the maximum threshold. The application will be forwarded through the appropriate chain of command for final approval by the Superintendent. Secondary employment in excess of the 24-hour limitation cannot be worked unless approved in advance by the Superintendent."

Review Procedures

The Unit reviewed OPSE shift data from ISE to determine whether officers exceeded the established detail limit for the weeks covering the review period. The weekly limit was 24 hours unless an extension was authorized by NOPD's Superintendent. Sunday through Saturday periods for which officers did not exceed the week's established detail limit met the criteria for this objective.

Results

Objective	# Compliant	% Compliant	Compliance Determination
7. Total Detail Hours for the week did not exceed 24 hours or the limit approved by the Superintendent	95/99	96%	Compliant

Recommendations

OPSE is exploring digital timesheets. These would make punch in and out times for OPSE shifts more accurate and would likely result in a higher rate of compliance for this objective.

Objective No. 8: 16 Hour Rule

CD Paragraph 365 states, “No employee, including Reserve officers, shall work more than 16 hours within a 24-hour period. (The 24-hour period begins the first time the employee reports for either regular duty or secondary employment allowing for a minimum of eight hours of rest within each 24-hour period.) These hours are cumulative and include normal scheduled work hours, overtime, off-duty secondary employment, and outside employment.”

Review Procedures

The Unit reviewed NOPD ADP corrected timecards and OPSE shift data from ISE. Twenty-four hour periods beginning at the start of each NOPD and OPSE shift for which the officer worked 16 hours or less for NOPD, OPSE or both over the following 24 hours met the criteria for this objective.

The Unit also measured the frequency of 24 hour periods in which an officer worked greater than 16 hours and 35 minutes. The Department believes the 16 hour rule was created with eight hour NOPD shifts in mind, which would have allowed for eight hours of detail work without violation. However, NOPD shifts are 8 hours and 35 minutes, so the Unit decided to also review violations over 16 hours and 35 minutes as an alternative interpretation of this requirement.

Results

The Unit audited reserve officer compliance with this requirement separately. Reserve officer volunteer time data is not available in a digital format for the months of May and June 2016.

Part 1

Part 1 of this section assesses the compliance of all officers except reserve officers with the 16 hour rule. Part 2 assesses the compliance of reserve officers with the rule for the months of January through April 2016.

The Unit reviewed the entire population of shifts worked by NOPD officers (not including reserve officers). From January through June 2016, NOPD officers worked 159,693 shifts for NOPD and 25,940 shifts for OPSE.

For each shift, the Unit considered the work time for the four consecutive shifts. See Appendix 5 for a description of the Unit's data preparation.

Officers sometimes work multiple shifts during the course of the day. For example, sometimes they work an OPSE shift and an NOPD shift. Sometimes they work two NOPD shifts. Sometimes they mistakenly punch out and punch in immediately. The following is an example of four consecutive shifts worked by an officer in this time period:

Shift 1		Shift 2		Shift 3		Shift 4	
Punch In	Punch Out	Punch In	Punch Out	Punch In	Punch Out	Punch In	Punch Out
8 am	4:35 pm	11 pm	3 am	3 am	7 am	7 am	3:35 pm
8 hrs 35 mins		4 hrs		4 hrs		8 hrs 35 min	

The 16 hour rule states the 24 hour period begins at punch in for each shift. Because officers can work multiple shifts in a day, the Unit looked at unique officer days, meaning the Unit counted one day for each day an officer worked and one violation per day.

The Unit considered total work time greater than 16 hours and 36 seconds to be a 16 hour violation. The Unit considered total work time greater than 16 hours 35 minutes and 24 seconds to be greater than 16 hours and 35 minutes.

For the audit time period there were 132,825 officer days. 8,852 (6.7%) officer days violated the 16 hour rule. 6,468 (4.9%) of the violations were greater than 16 hours and 35 minutes.

Paragraph 365 states "no employee...shall work more than 16 hours in a 24-hour period". When including civilian NOPD employees in this analysis, there were 171,319 employee days, 9,260 (5.4%) had violations, and 6,634 (3.9%) were greater than 16 hours and 35 minutes. Excluding Mardi Gras, there were 161,525 employee days, 7,172 (4.4%) were violations, 5,097 (3.2%) were greater than 16 hours and 35 minutes.

Objective	# Compliant	% Compliant	Compliance Determination
8. Part 1 NOPD employees do not work more than 16 hours in a 24 hour period	162,059/171,319	95%	Compliant

Part 2

The Unit audited reserve officer compliance with the 16 hour rule for the months of January through April 2016. The Department stopped using the TRIP system to track reserve officer volunteer time on May 16, 2016. Since then, reserve officer volunteer time is not maintained digitally, but with time sheets for individual officers for as little as one shift. It was not feasible for the Unit to manually enter all volunteer time for the months of May and June 2016.

The analysis includes all the shifts, OPSE and NOPD, worked by the 31 reserve officers in the sample for the time period (January-April 2016).

The analysis for Part 2 follows the same methodology as Part 1.

For the audit time period (January-April 2016) there were 1,309 reserve officer days. 32 (2.4%) reserve officer days violated the 16 hour rule. 30 (2.3%) of the violations were greater than 16 hours and 35 minutes.

Objective	# Compliant	% Compliant	Compliance Determination
8. <i>Part 2</i> Reserve Officers do not work more than 16 hours in a 24 hour period	1,277/1,309	98%	Compliant

Recommendations:

1. NOPD and OPSE should inform officers that the 16 hour limit is not a “daily” limit, but a 24 hour limit starting at punch-in for each NOPD or OPSE shift. NOPD Departmental emails regarding the 16 hour rule should consider using the following verbiage: “The 16 hour rule, which means you cannot work more than 16 hours in a 24-hour period, remains in effect....”. After reviewing the draft recommendations, OPSE informed the Unit that when it finds an officer breaks the 16 hour rule, it clarifies the rule. OPSE confirmed that there appears to be a common misconception about the 16 hour tally resetting at midnight. It is important to note, since the initial draft of this audit, NOPD Departmental emails clarify the 16 hour rule.
2. NOPD and OPSE should consider using the same scheduling system so that it would be impossible for an officer to schedule a shift that would break the rule.
3. NOPD and OPSE should develop a method for automating an analysis of this requirement to provide more timely and frequent analyses.
4. Reserve officers should use a digital system for tracking their volunteer time, preferably with ADP.

It is important to note OPSE is exploring digital timesheets. These would make punch in and out times for OPSE shifts more accurate and would likely result in a higher rate of compliance for this objective.

Objective No. 9: Reserve Officers

Criteria

CD Paragraph 366 states: "Commissioned Reserve officers are allowed to register for and work secondary employment assignments through the Coordinating Office if they are full time active duty officers in good standing or Commissioned Reserve Officers on the Effective Date. The following further limitations and restrictions shall apply to all Reserve members, however:

- a) Plain clothes secondary employment coordinated through the Coordinating Office must be approved by the Superintendent or his designee prior to allowing any Reserve officer to work in plain clothes;
- b) Reserve officers shall not work secondary employment for their current employer or for anyone for whom they have worked full time during any period within two years of the Effective Date;
- c) Reserve officers shall not work secondary employment during the first year after graduation from the Reserve Police Academy;
- d) Reserve officers who volunteer a minimum of 36 hours in a calendar month are eligible to work a maximum of 28 hours in secondary employment during the following calendar month (e.g., a reserve officer who volunteers 36 hours in August would be eligible to work a maximum of 28 hours of secondary employment in September);
- e) Reserve officers who volunteer a minimum of 40 hours in a calendar month will be eligible to work a maximum of 32 hours of secondary employment during the following calendar month;
- f) Reserve ranking officers are not authorized to approve secondary employment. All request forms shall be submitted to the Commander of the Reserve Division for approval and forwarding through the chain of command;
- g) Reserve officers shall attach a copy of their monthly time report to their secondary employment authorization request form; Reserve officers shall follow all policies and procedures of NOPD, the NOPD Reserve Division and this Agreement while working secondary employment; and
- i) Reserve officers are prohibited from coordinating secondary employment for any member of the Department, either regular or reserve members. Reserve officers are also prohibited from individually or cooperatively coordinating secondary employment and the collection of fees for secondary employment contracted through the Coordinating Office."

Review Procedures

The Unit reviewed the authorization process for reserve officers to work details to determine whether:

- a) All reserve officers that were authorized to work details volunteered full-time (at least 36 hours) the previous month and were in good standing.

- b) Reserve officer detail authorization forms included a copy of the reserve officer's monthly time report.

The Unit used ISE and documentation described below to review details worked by reserve officers and to determine whether the following sub-objectives were met, if applicable:

- c) Details worked by reserve officers that involved plain clothes were submitted to the reserve commander and approved through the chain of command, as documented by plain clothes approval forms.
- d) Details worked by reserve officers who had not been employed by the detail customer within the past two years. The Unit attempted to review available employment information for reserve officers from NOPD's Recruitment office and the City of New Orleans' Civil Service office and to compare the information against details worked.
- e) Details worked by reserve officers who graduated reserve academy more than one year prior, as documented by PowerDMS or other Academy documentation. This requirement does not apply to retired NOPD officers who have transitioned into a reserve officer role or retired officers from other police departments who do not have to complete the full reserve academy program.
- f) Details worked by reserve officers whose total volunteer time for the prior month was a minimum of 36 but not greater than 40 hours and whose total detail time for the month in question is not greater than 28 hours.
- g) Details were worked by reserve officers whose total volunteer time for the prior month was a minimum of 40 hours and total detail time for the month in question is not greater than 32 hours.
- h) Details worked by reserve officers are coordinated by OPSE. The Unit attempted to identify details worked but not coordinated by OPSE according to the review procedure set out in **Objective 25**.

If the authorization process for reserve officers to work details met sub-objectives a) and b) and reserve officer details met sub-objectives c) through h), the reserve officer authorization and detail processes met the criteria for this objective.

Results

The Unit used a sample to audit this objective. The sampling methodology is explained in the **Methodology** section of this report, and the sample's OPSE shift IDs are listed in Appendix 1.

Relative to objective 9. c., no plain clothes details were worked by reserve officers during the audit time period.

The Unit was also unable to audit objective 9.d due to insufficient documentation. The Unit could not locate relevant employment histories for all but one reserve officer. The Unit contacted the City of New Orleans Civil Service department and NOPD's Recruitment Section in attempts to gather such documentation.

Objective	# Compliant	% Compliant	Compliance Determination
9. a) i. Shifts worked by reserve officers with an authorization form less than one year old.	80/92	87%	Not Compliant
9. a) ii. Reserve officers authorized to work details within a year volunteered 36 hours the previous month of the authorization form and are in good standing.	32/92	35%	Not Compliant
9. b) Reserve officer detail authorization forms include a copy of the reserve officer's monthly time report.	0/92	0%	Not Compliant
9. e) Details worked by reserve officers who graduated police academy more than one year prior. Does not apply to retired NOPD officers or retired lateral officers.	92/92	100%	Compliant
9. f) Details worked by reserve officers whose total volunteer time for the prior month was a minimum of 36 but not greater than 40 hours and whose total detail time for the current month is not greater than 28 hours.	16/92 [f) and g) assessed together]	17%	Not Compliant
9. g) Details were worked by reserve officers whose total volunteer time for the prior month was a minimum of 40 hours and total detail time for the current month is not greater than 32 hours.			
9. h) Details worked by reserve officers are coordinated by OPSE.	92/92	100%	Compliant

9. a) i. Three authorization forms were older than one year of the shift worked by the reserve officer in the sample. Eight were not reserve officer authorization forms. One had no authorization form.

9. a) ii. Reserve officers who were not compliant according to 9. a) i. were considered non-compliant for this sub-objective.

9. a) All reserve officer secondary employment authorization forms were signed by the reserve officer commander, indicating the reserve officer is in good standing.

9. b) NOPD's Reserve Division commander approves reserve officer detail authorization forms, indicating the reserve officer is in good standing. The forms are not documented with the reserve officers' prior volunteer time attached. The Unit and OPSE believe this requirement is redundant of 9. f) and g).

9. f) and g): 9 OPSE shifts were worked by reserve officers whose total OPSE shift time for the month was less than or equal to 28 hours and whose total volunteer time for the previous month was greater than or equal to 36 hours. 7 OPSE shifts were worked by reserve officers whose total OPSE shift time was greater than 28 hours and less than or equal to 32 hours and whose total volunteer time for the previous month was greater than or equal to 40 hours. 62 OPSE shifts were worked by reserve officers whose total OPSE shift time for the month was greater than 32 hours. 47 OPSE shifts were worked by reserve officers whose total volunteer time for the previous month was less than 36 hours. In summary, 16 (17%) of the 92 shifts in the sample met the criteria for f) and g). After reviewing the audit, OPSE stated they allow reserve officers to work as many details as officers.

9. h) The results of this objective are based on the results of objective 25.

Recommendations

9. a) ii. and b) Include a field on the detail authorization form to record reserve officer volunteer time for the prior month. After reviewing the audit, OPSE has been working with NOPD IT and NOPD Reserve Command to create a solution that will allow OPSE to review reserve officer volunteer time for detail eligibility.

9. f) and g) OPSE and NOPD should consider using the same scheduling system, and reserve officers should track their volunteer time with that system.

SECTION THREE - STAFFING, SUPERVISION, AND PAY

Objective No. 10: Details are Inspected and Have Appropriate Supervision

Criteria

CD Paragraph 345 states: “The Coordinating Office shall develop and implement a plan for working with NOPD to ensure that supervisors conduct in-person inspections of secondary employment sites based upon the frequency worked. Supervisory oversight at Major Special Events or larger venues, which meet minimum supervisor staffing level requirements specified under this Agreement, shall be the responsibility of those ranking officers who were selected by the Coordinating Office to work the secondary employment assignment. The required number of supervisory officers specified under minimum staffing requirements for Major Special Events or larger venues must be present for the duration of the secondary employment assignment.”

Review Procedures

- a) The Unit reviewed whether a plan for in-person inspections exists and whether the plan calls for the frequency of inspections to be based upon the frequency of the detail.
- b) The Unit attempted to review available documentation to determine whether details have received an in-person inspection by a supervisor. The Unit attempted to determine whether the frequency of details is proportionate to the frequency of inspections. Details that were inspected by the local district supervisor at an appropriate frequency met the criteria for this objective.
- c) The Unit will check ISE and use NOPD rank data to determine whether the required number of supervisors were present for the duration of the detail and in accordance with the staffing ratios specified in Appendix 9.

Results

- a) The Unit was unable to locate a plan for inspecting OPSE shifts.
- b) The Unit was unable to locate documentation of secondary employment shift inspections by NOPD supervisors.
- c) 47 of the 99 OPSE shifts in the sample did not require a supervisor based on how many officers worked that day at that customer location. However, the supervision requirements apply when at least five officers work at the same time at the same customer location. 16 of 99 OPSE shifts in the sample involved five or more officers working at the same time. The Unit randomly selected 14 more shifts involving five or more officers working at the same time. See Appendix 3 for the 30 shift IDs for the sample used for this sub-objective.

Ten of the shifts in the sample that were worked for SMG appeared as one detail in ISE, but were actually two separate details—one for pedestrians in and outside the Superdome and one for vehicle traffic around the Superdome. The shift IDs for these ten shifts are: 35090135, 35090353, 33785324, 35089978, 35090165, 33790521, 35402399, 34386302, 35527745, and 34387218. The spreadsheet in the review packet entitled “Supervision Analysis” has a separate tab for each one of

these SMG details. The Unit audited the group (pedestrians or traffic) for which the officer in the sample worked. For example the officer for shift 35090135 worked the pedestrian detail and the Unit only considered the pedestrian detail relevant to that shift.

The Unit also learned from OPSE staff that two of the shifts (36346629, 36346631) were documented as separate for invoicing purposes only to allow the customer (Festival Productions New Orleans) to bill their client (Gray Line Tours) based on a price determined by the customer and the customer's client. In other words, the actual staffing ratios did not reflect the invoiced staffing ratios. The Unit decided to deselect these two shifts, bringing the total sample size to 28.

The Unit determined whether an officer was working as a supervisor based on his/her NOPD rank. Of the 28 shifts in the sample, 24 (86%) had the required number of supervisors according to the supervision table (see Appendix 9).

Objective	# Compliant	% Compliant	Compliance Determination
10. a) A plan for in-person inspections of details exists			Not Compliant
10. b) Details receive in-person inspections based on their frequency			Not Compliant
10. c) The required number of supervisors were present for the duration of the detail.	24/28	86%	Not Compliant

For the 28 OPSE shifts, there were five officers of the rank sergeant or above who were paid as a patrol officer according to the station code¹ for the shift and filled a supervisor position according to their rank. For these shifts, OPSE did not appoint a supervisor when one was required. The Unit considered these sergeants to be supervisors, because ranking officers are implicitly supervising officers of a lower rank.

Recommendations

a) and b) NOPD should create a plan to inspect secondary employment shifts in proportion to the frequency the customer employs an officer. The Unit believes the Compliance Bureau's Performance Standards Section may be the most appropriate unit for conducting inspections of OPSE shifts.

¹ Station codes indicate OPSE's role and pay assignment for the shift. A complete list of station codes can be found in the accompanying spreadsheet for this objective.

c)

1. ADP Time Detail (NOPD shifts) data should include a column that indicates an officer's rank. This data should be linked to a digital HR file. This historical rank data would allow this analysis to be automated. Currently the Unit has to create historical rank data with current rank data and promotion data to perform this analysis.
2. OPSE and NOPD should consider using the same scheduling system that includes rank information. This would give OPSE current rank information.
3. OPSE should also modify the assignment system to not allow a P/O to be assigned to a shift, if the additional P/O would exceed the supervisor ratio requirement. After receiving feedback from OPSE, the Unit learned OPSE gets approvals from district commanders or the special events section commander to continue with details when supervision ratios are insufficient. OPSE communicates with leadership to avoid cancelling the detail and negatively impacting public safety.
4. The Unit noticed a couple supervision issues when an officer arrived late and left late. By staying late, the additional officer broke the supervision requirement, because OPSE had only planned for four officers to work the next shift. OPSE should address such situations in policy.

Objective No. 11: Officers Working Details Are Equipped and Fulfill Their Regular Responsibilities

Criteria

CD Paragraph 368 states: "Employees working secondary employment shall have the same responsibility to carry appropriate departmental equipment (e.g., police radios) and document their activities in the same manner as if they were on-duty, including completing incident, arrest, and use of force reports, and reporting allegations of misconduct or observed misconduct.

Review Procedures

The Unit inspected a random sample of officers working details to identify whether officers were appropriately equipped and dressed. Officer's working traffic details must wear reflective vests. All officers working details must be in uniform, and must wear a full duty equipment belt with an authorized gun, handcuffs, magazines, and other authorized gear.

In addition, the Unit assessed whether appropriate documentation exists such as an incident, arrest, and use of force reports and/or misconduct allegations, if applicable, for a random sample of details.

Officers carrying the appropriate equipment who submit incident, arrest, use of force, and misconduct reports as necessary met the criteria for this objective.

Results

i. NOPD's Performance Standards Section (PSS) of the Compliance Bureau visited 30 detail locations between September 26, 2016 and October 11, 2016. Each morning the Unit randomly selected 8-10 details scheduled to occur during normal business hours. See Appendix 6 for sample of details for this procedure. PSS inspected the uniforms of 37 officers. 36 (97%) had no uniform issues.

ii. The Unit searched NOPD's Electronic Police Report (EPR) database for reports written- or incidents occurring during the time the officer was working a detail in the sample. One officer made an arrest during his/her shift. The report was approved by a supervisor and the officer did not use force; no use of force report was necessary. However, the Unit cannot determine the universe of incidents needing documentation while working OPSE shifts and therefore cannot identify incidents that should have been documented but were not.

Additionally, the Unit interviewed NOPD's PIB regarding any known failures to fulfill officer duties while on a detail. PIB received no complaints of officers failing to fulfill their responsibilities while working a detail during the audit time period.

Objective	# Compliant	% Compliant	Compliance Determination
11. i. Officers carry appropriate departmental equipment while working details	36/37	97%	Compliant
11. ii. Officers fulfill their regular responsibilities while working details	Compliant		

Objective No. 12: Officers Supervise Officers of Equal or Lower Rank

Criteria

CD Paragraph 346 states: "The Coordinating Office shall ensure that no NOPD employee is supervising another employee of higher rank."

Review Procedures

The Unit used ISE and rank data provided by NOPD personnel to determine whether detail supervisors held a lower rank than any of the officers working that same detail under their supervision. Details for which the assigned supervisor was not outranked by any of his/her subordinates met the criteria for this objective.

Results

See Appendix 3 for additional sampling requirements for objective 10. Because three of the shifts in the sample for objective 10 had no supervisor at all, the Unit randomly selected three more OPSE

shifts that involved five or more officers working at the same time. See Appendix 3 for the shift IDs for the three additional shifts needed for this objective.

Ten of the shifts in the sample that were worked for SMG appeared as one detail in ISE but were actually two separate details—one for pedestrians in and outside the Superdome and one for vehicle traffic around the Superdome. The shift IDs for these ten shifts are: 35090135, 35090353, 33785324, 35089978, 35090165, 33790521, 35402399, 34386302, 35527745, and 34387218. The spreadsheet in the review packet entitled “Supervision Analysis” has a separate tab for each one of these SMG details. The Unit audited the group (pedestrians or traffic) for which the officer in the sample worked. For example the officer for shift 35090135 worked the pedestrian detail and the Unit only considered the pedestrian detail relevant to that shift.

The Unit also learned from OPSE staff that two of the shifts (36346629, 36346631) were documented as separate for invoicing purposes only to allow the customer (Festival Productions New Orleans) to bill their client (Gray Line Tours) based on a price determined by the customer and their client. In other words, the actual staffing ratios did not reflect the invoiced staffing ratios. The Unit decided to deselect these two shifts, bringing the total sample size to 28.

Of the 28 OPSE shifts in the sample, 25 (89%) did not have an officer supervising an officer of higher rank. One example of a finding was a shift with one lieutenant working as a patrol officer and three sergeants working as sergeants.

Objective	# Compliant	% Compliant	Compliance Determination
12. Details do not have officers supervising another officer of higher rank	25/28	89%	Not Compliant

Recommendations

1. OPSE should implement a process to ensure it has the current rank of all officers scheduled to work details. This could be accomplished with OPSE and NOPD using the same scheduling system that includes current rank information.
2. OPSE may need to adopt a practice that allows them to adjust detail supervisor roles (PO, SGT, LT, CMDR) after shifts have filled.

Objective No. 13: Travel Time To and From Details is Not Compensated

Criteria

CD Paragraph 353 states: “Travel time to and from secondary employment shall not be compensated, unless it involves specialized patrol services or use of specialized equipment.”

Review Procedures

The review procedure as approved in the original audit work plan is as follows:

The Unit will compare detail durations in ISE with ADP timecards for non-specialized units to identify inconsistencies between detail duration and time paid for details which could indicate pay for travel time. Details with consistent duration information or with sufficient explanations for any inconsistencies will meet the criteria for this objective.

The Unit interprets this above procedure to mean the audit should look for differences in the amount ISE indicates an officer should be paid for a pay period and the amount an officer is paid for a pay period, and to interpret any additional pay to be compensation for travel time. This would require the Unit to total the pay data in ISE for a pay period and compare it to the lump sum on an officer's check. The Unit did not conduct this procedure for the audit.

The Unit conducted the following review procedure for the audit:

The Unit reviewed a sample of OPSE shifts. The Unit reviewed the NOPD shifts before and after the OPSE shift in question. OPSE shifts with at least a 15 minute gap between an NOPD shift, in accordance with NOPD Policy 1041, met the criteria for this objective.

Results

The Unit audited the sample of OPSE shifts for this objective. One OPSE shift did not have relevant travel time because the officer was on annual leave before and after the OPSE shift. Of the 98 other OPSE shifts, 82 (84%) had a gap of at least 15 minutes between the NOPD shift before and after the OPSE shift. Eight (8%) had no gap between the OPSE shift and the NOPD shift. Six (6%) of which had an overlap between the OPSE shift and the NOPD shift.

NOPD Policy 1041 specifies officers must allow 15 minutes of travel time between OPSE and NOPD shifts. It is important to note that 15 minutes may be more than enough time for officers to travel to or from a detail. For example, one officer in the sample works in the 8th district (French Quarter) and works a French Quarter Security detail; that officer only needs to step outside the district office.

Objective	# Compliant	% Compliant	Compliance Determination
13. Travel time to and from details is not compensated	82/98	84%	Not Compliant

Recommendations

The handwritten detail timesheet system is subject to human error, including rounding error. Additionally, when a customer fails to submit a timesheet, OPSE assumes the officer(s) worked the scheduled time. It is important to note OPSE is exploring digital timesheets. These would make

punch in and out times for OPSE shifts more accurate and would likely result in a higher rate of compliance for this objective.

Objective No. 14: Probationary P/O I Officers Work Details Under Supervision

Criteria

CD Paragraph 357 states: “Only a POST certified commissioned member who has successfully completed his/her FTO training and has achieved permanent status as Civil Service “Police Officer I” may work police-related secondary employment assignments unsupervised.”

Review Procedures

The Unit used ISE and ADP data to review all unsupervised detail assignments to determine whether the assigned officer was a probationary P/O I. Details that did not have unsupervised probationary P/O I officers will met the criteria for this objective.

Results

Objective	# Compliant	% Compliant	Compliance Determination
14. & 15. Officers under probationary P/O I status work details while under the supervision of a Sergeant or above.	210/265	79%	Not Compliant

See the Results section of Objective No. 15, below, for details.

Objective No. 15: Probationary P/O I Officers Work Details Under Supervision Continued

Criteria

CD Paragraph 358 states: “POST certified commissioned members who completed FTO training, but have not obtained permanent status of Civil Service “Police Officer I,” may work secondary employment if supervised by a ranking officer at the grade of sergeant or above.”

Review Procedures

The Unit used ISE and ADP data to determine whether details worked by officers who had completed FTO but had not yet obtained permanent Police Officer I status were supervised by an officer ranking at least a sergeant. Details with non-permanent Police Officer I officers who were supervised by an officer of at least a sergeant met the criteria for this objective.

Results

The Unit found no details worked by officers in FTO training during the audit time period. There were 29 officers in FTO training between January 3 and April 23, 2016 and 29 between May 1 and June 30, 2016.

97 Officers were under probationary P/O I status at some point during the audit time period. 21 worked details while under probationary status during the audit time period.

The 21 officers worked 265 details while under probationary P/O I status during the audit time period. They worked at the same time as a sergeant or above 83% (220/265) of the time. However, 10 of the 220 details appear to be under-supervised (less than 1 ranking officer per 5 officers). Thus, the Unit believes the officers under probationary P/O I status working details during the audit time period had a proper amount of supervisors 79% (210/265) of the time.

Objective	# Compliant	% Compliant	Compliance Determination
14. & 15. Officers under probationary P/O I status work details while under the supervision of a Sergeant or above.	210/265	79%	Not Compliant

Recommendations

OPSE and NOPD should develop a system so that OPSE knows the current rank and status of all officers scheduled to work details. This could be accomplished with OPSE and NOPD using the same scheduling system that includes current rank and status information.

Objective No. 16: Lateral Officers in FTO Work Details Under Supervision

Criteria

CD Paragraph 359 states: "POST certified commissioned members hired as lateral transfers successfully completing FTO training may work authorized secondary employment unsupervised."

Review Procedures

The Unit used ISE and records provided by the NOPD Academy to determine whether officers that were lateral transfers were supervised while working details. Details worked by lateral transfers in FTO who were supervised while working the detail met the criteria for this objective.

Results

Six officers were lateral or rehired officers on FTO between January and June 2016. One of them worked one detail while being supervised.

Objective	Compliance Determination
16. Lateral or rehired officers in FTO are supervised while working a detail	Compliant

Objective No. 17: Pay Reflects the Shift Requirements and Not the Officer's Rank

Criteria

CD Paragraph 371 states: "Sergeants and lieutenants shall be allowed to back-fill a police officer opening, but those supervisors electing to fill such a vacancy are eligible for compensation at the hourly rate approved for the police officer position as negotiated between the Coordinating Office and the employer...."

General Order 972 and NOPD Policy 1041.7 states: "Police Commanders, Majors, and Captains shall only be allowed to fill open vacancies at a staffing level equivalent to a supervisor position; however, those senior supervisors electing to fill such a vacancy would be eligible for compensation at the hourly rate approved for the supervisor position."

Review Procedures

The Unit considered a detail position to be "back-filled" when the position was filled by an officer with a higher rank than required by the ISE station code for the shift. A complete list of station codes for the audit time period are in supporting spreadsheet for this objective:

- a) The Unit reviewed ISE to determine whether sergeants or lieutenants who back-filled a detail for an officer were paid the same as the negotiated rate for the officer. Details for which sergeants or lieutenants back-filled a detail for an officer and were paid the original negotiated rate met the criteria for this objective.
- b) The Unit determined whether any captains or above worked details in a non-supervisory role. Details for which captains or above filled a supervisory role met the criteria for this objective.
- c) The Unit determined whether any captains or above worked details in a position that could have been supervised by a sergeant or lieutenant as determined by shift's station code. Detail positions that could have been supervised by a sergeant or lieutenant that were worked by a captain or above and the captain or above was paid the rate of the sergeant or lieutenant met the criteria for this objective.

Results

a) During the audit time period, sergeants and lieutenants worked 6,191 OPSE shifts with station codes for patrol officers. 436 were for SMG, for which the Unit does not have pay rate information. For 100 percent of the shifts that sergeants and lieutenants worked with patrol officer station codes the pay rate matches the station code rate; the sergeants or lieutenants were paid the patrol officer rate.

b) During the audit time period Captains or above worked 179 OPSE shifts. 1 OPSE shift worked by a captain had a station code of PO (Patrol Officer) Tier 2, which is a non-supervisory position.

c) During the audit time period Captains or above worked 42 shifts that could have been filled by a lower rank. 34 were for SMG shifts, for which the Unit does not have pay rate information. For seven details, the Captain or above was paid as lieutenant's rate, and for one the Captain was paid a patrol officer rate.

Objective	# Compliant	% Compliant	Compliance Determination
17. a) Sergeants and Lieutenants who worked a Patrol Officer shift were paid the Patrol Officer rate	5,755/5,755	100%	Compliant
17. b) Captains and above work details in a supervisory role	178/179	99%	Compliant
17. c) Captains who work Sergeant or Lieutenant shifts are paid the Sergeant or Lieutenant rate	7/7	100%	Compliant

Objective No. 18: A System Exists Allowing NOPD to Know About All Current Details

Criteria

CD Paragraph 373 states: "The Coordinating Office will implement a system so that on-duty NOPD patrol supervisors are aware of each secondary job within that supervisor's geographical coverage area and the identity of each employee working each secondary job."

Review Procedures

The Unit determined whether:

A system is in place that allows patrol supervisors to know

- a) what details are being worked in his/her district
- b) who is working those details; and
- c) whether details were identified in the system.

Details for which the detail and the officer(s) working the detail in a given district are identified in a system accessible to patrol supervisors complied with this criteria.

Results

a) Supervisors can check what details are being worked in their district by accessing CAD (computer-aided dispatch). NOPD policy 1041 requires the ranking officer working the detail to

notify dispatch of the paid detail and when there is no ranking officer the most senior officer shall notify dispatch. The Unit determined whether OPSE shifts in the sample had a corresponding CAD entry. Of the 99 shifts in the sample, 51 (52%) had a corresponding CAD entry.

b) The system is not designed to inform supervisors of every officer that is working the detail. Only one officer contacts dispatch to record the location. The CAD comments often record the number of officers and sometimes the names, which is only practical for smaller details.

c) The results for this objective are the same as sub-objective a).

Objective	# Compliant	% Compliant	Compliance Determination
18. a) A system is in place allowing supervisors to know: i. What details are being worked in their district	51/99	52%	Not Compliant
ii. Who is working the details	Not Compliant		
18. b) Detail locations were identified in the system	51/99	52%	Not Compliant

Recommendations

OPCD is working on a new system for officers to notify dispatch about their locations while working details. The new system will have officers use their radios which have GPS and identifying information. This will make it easier for officers to notify OPCD and for OPCD to record officer information.

Additionally, OPSE is working to create a digital timesheet system that will include GPS. This system will have a complete map of officers working details.

SECTION FOUR - FORMS, REPORTS, NOTIFICATIONS, AND DATABASE

Objective No. 19: OPSE Maintains a Current and Historical Database of Details

Criteria

CD Paragraph 347 states: “The Coordinating Office shall be responsible for collecting and maintaining a searchable database of all secondary employment worked. This database shall be searchable by secondary employment assignment and by employee and shall identify the employee working the secondary employment, secondary employment hours, and assignment locations. This database shall maintain historic and current information on all employees’ secondary employment.”

Review Procedures

The Unit will determine whether OPSE’s ISE database:

- a) Is searchable by detail;
- b) Is searchable by employee;
- c) Identifies the employee(s) working each detail;
- d) Lists detail hours;
- e) Lists detail locations;
- f) Includes historic information for all employees; and
- g) Includes current information for all employees, including upcoming details.

If the ISE database was searchable by sub-objectives a) through g), it met the criteria for this objective.

Results

The ISE database meets all of these requirements for details coordinated by OPSE. During the audit time period, January through June 2016, OPSE did not track events managed by NOPD’s Special Events Office. That office managed (coordinated and paid officers) for all permitted events, such as: wedding second lines, races, parades, and social aid and pleasure club second lines. Additionally, ISE does not contain future escorts or SMG managed details, because OPSE does not know about them until they receive payment; ISE has all historical SMG and escort details.

g) The Unit believes OPSE is compliant with this sub-objective. It is important to note OPSE does not have current detail information for escorts and SMG managed events. OPSE does not coordinate those details and receives no advance notice about them.

Objective	Compliance Determination
19. a) OPSE’s shift database is searchable by detail	Compliant
19. b) OPSE’s shift database is searchable by employee	Compliant

19. c) OPSE's shift database identifies the employee(s) working each detail	Compliant
19. d) OPSE's shift database lists detail hours	Compliant
19. e) OPSE's shift database lists detail locations	Compliant
19. f) OPSE maintains a historical database of details	Compliant
19. g) OPSE maintains a current database of details	Compliant

Objective No. 20: OPSE's Fee Schedule is Public and Meets Requirements

Criteria

CD Paragraph 348, as amended by the July 2014 court order, states: "A schedule of fees will be established by the court to offset costs associated with the coordination and required support provided through the Coordinating Office to take into account costs, including but not limited to, administrative fees, hourly wage rates, and equipment usages. The schedule of fees shall be publicly available."

Review Procedures

The Unit determined whether a fee schedule exists, is publicly available, and includes the following information:

- a) Administrative fees;
- b) Hourly wage rates;
- c) Equipment usage costs; and
- d) A description of all other costs incorporated into detail fees, if applicable.

If OPSE made publically available the court mandated fee schedule and it included the information listed above, OPSE met the criteria for this objective.

Results

OPSE has published fee schedules in the following locations:

- OPSE Home Webpage, <http://nola.gov/opse/>
- "Policies and Procedures for Customers and Officers", found at: <http://nola.gov/nola/media/OPSE-Media/Policy.pdf>
- Rates for motorcycle escorts, mounted and canine units, found at: <http://nola.gov/nola/media/OPSE-Media/Motorcycle-rates.pdf>

Objective	Compliance Determination
20. a) Fee schedule includes information regarding administrative fees	Compliant

20. b) Fee schedule includes information regarding hourly wage rates	Compliant
20. c) Fee schedule includes information regarding equipment usage costs	Compliant
20. d) Fee schedule includes a description of all other costs incorporated into detail fees, if applicable	Compliant

Objective No. 21: Customer Packets

Criteria

CD Paragraph 350 states: “The Coordinating Office shall ensure that all potential employers are notified of their responsibilities, including:

- a) Agreeing that individuals or entities seeking to employ off-duty NOPD employees to work secondary employment must work through the Coordinating Office;
- b) Making all payments in advance and acknowledgement that advanced payments may be subject to forfeiture or penalty assessment associated with late cancellations;
- c) Agreeing to have secondary employees sign in and sign out every work day; and
- d) Acknowledging that they are prohibited from providing any compensation, either cash or in-kind, including bonuses or gifts, beyond nominal compensation in the form of food or beverages, to an NOPD employee or the friend or relative of an NOPD employee in exchange for any secondary employment services provided.”

OPSE policy customer section E paragraphs 1 and 3a state:

“1. Unless exempted through the Preferred Customer Program, customers will make all payments in advance, no later than 48 hours prior to the beginning of the first required shift. Advance payments may be subject to forfeiture or penalty assessment associated with late cancellations (see also “Customer Cancellations”).

3. Preferred Customer Program.

a. A customer may be exempt from the advance payment requirement of the Consent Decree if the customer is a state or governmental agency or the customer has provided evidence that its corporate policy does not allow advance payments and the Director, in his discretion, determines that the customer has the financial viability to make full payment in a timely manner after services have been provided. If the customer fails to make full and timely payment after services have been rendered, the officer will be paid from the administrative fees collected by the OPSE, and all legal rights will be executed to recoup any funds that the employer is obligated to pay and has failed to pay for services provided.”

Review Procedures

a) The Unit reviewed OPSE's customer agreement documents to determine whether detail employers were notified of their responsibilities, including:

- i. Agreeing to hire all NOPD details through OPSE.
- ii. Making all payments in advance, if required.
- iii. Acknowledging that payments may be forfeited in full or in part due to a late cancellation.
- iv. Agreeing to have officers sign in and out of details.
- v. Acknowledging that they cannot compensate officers or a friend or relative of an officer in any form other than with small amounts of food or beverages in exchange for secondary employment.

b) The Unit reviewed whether OPSE sent the customer packet notification in advance of the requested detail being worked.

Results

Six details in the sample were worked for SMG. SMG has an MOU which sets different responsibilities for OPSE and SMG. The Unit believes the SMG details are not applicable to this objective.

Customer packets include all the required information. OPSE states that it sends customer packets to all new customers in advance of the requested details being worked unless the detail is a last minute request.

The Consent Decree specifies customers must be "notified", which may be earlier than the date the customer signed the agreement. There are signed customer agreements for 77 (83%) of the 93 applicable details, 23 (25%) of which had a signed customer agreement prior to the officer working the detail.

Eight of the 93 applicable details are escorts, for which OPSE receives no advance notice. Escorts are managed by NOPD. OPSE tracks them and manages payment. If escorts are excluded from the requirement, 27% (23/85) of the applicable details had a signed customer agreement prior to the officer working the detail.

Objective	# Compliant	% Compliant	Compliance Determination
21. a) OPSE's customer agreement notifies customers of the following responsibilities:			
a) i. Agreeing to hire all NOPD details through OPSE			Compliant
a) ii. Making all payments in advance, if required			Compliant

a) iii. Acknowledging that payments may be forfeited in full or in part due to a late cancellation	Compliant		
a) iv. Agreeing to have officers sign in and out of details.	Compliant		
a) v. Acknowledging that they cannot compensate officers or a friend or relative of an officer in any form other than with small amounts of food or beverages in exchange for secondary employment.	Compliant		
b) OPSE notified customer of requirements in advance of detail	23/85	27%	Not Compliant

Objective No. 22: Detail Authorization Forms

Criteria

CD Paragraph 356 states: “NOPD and the Coordinating Office shall establish a standard form by which NOPD employees can register to work secondary employment assignments. No employee shall be eligible to work secondary employment without first registering with the NOPD Compliance Section and obtaining authorization from the employee’s direct supervisor and unit commander. Secondary employment authorization shall be valid for one calendar year. When determining whether an NOPD employee qualifies for authorization to work secondary employment, NOPD and the Coordinating Office shall evaluate factors that include:

- a) The quality of the employee’s primary employment performance, assessed pursuant to written criteria;
- b) Whether the employee is an active member of the NOPD or grandfathered Reserve officer in good standing;
- c) The applicant’s disciplinary record, complaint history, and work performance history;
- d) The applicant’s level of experience; and
- e) Whether the employee is seeking a supervisory or non-supervisory position. Non-supervisory NOPD employees may not supervise secondary employment.”

Review Procedures

The Unit reviewed detail authorization forms to determine whether the forms allow supervisors and OPSE to:

- a) Assess whether applicants meet the criteria to work details as specified by Policy 1041.

- b) Identify whether applicants are active officers or reserve officers in good standing at the time of their authorization.
- c) Consider the applicant's disciplinary record, complaint history, and work performance.
- d) Consider the applicant's experience.
- e) Identify whether applicants for detail supervisor positions are sergeants or above.

If the detail authorization forms allowed for a) through e), OPSE and NOPD met the criteria for this objective.

Additionally, the Unit interviewed NOPD's Performance Standards Section, a section of the Compliance Bureau, about denied authorization requests to determine additional criteria used to authorize officers to work details.

The requirement to register before working a detail and the validity of the authorization form for one year will be addressed in **Objective 23**.

Results

a), b), and c) Policy 1041 requires supervisors to consider the officer's performance before approving the officer's detail authorization form. The Unit believes this meets the criteria for these sub-objectives.

d) The authorization form requires the officer to record their "Off FTO Date" which tells the signees how long the officer has been an officer. The form also allows the officer to list special certifications they may have.

e) The form requires the officer to list their rank.

Objective	Compliance Determination
22. The authorization form allows supervisors and OPSE to:	
a) Assess whether applicants meet the criteria to work details as specified by Policy 1041	Compliant
b) Know whether applicants are active officers or reserve officers in good standing at the time of their authorization	Compliant
c) Consider the applicant's disciplinary record, complaint history, and work performance	Compliant
d) Consider the applicant's experience	Compliant
e) Know whether applicants for detail supervisor positions are sergeants or above	Compliant

Frequency and Nature of Denied Detail Authorization Forms

Authorization forms relevant to January through June 2016 are those dated no earlier than January 1, 2015 and no later than June 30, 2016. The Performance Standards Section of NOPD's Compliance Bureau is the last NOPD signature on detail authorization forms for the Superintendent. Between January 1, 2015 and June 30, 2016, three authorization forms were not authorized. Two of the forms were denied because the officer took excessive sick time and the third because the officer had undocumented sick time. Policy 1041 requires officers to submit their authorization form with a copy of their attendance record.

Recommendations

The Authorization Form should more explicitly state that the signatures of reviewing supervisors indicate that the requesting officer complies with all requirements noted on the Authorization Form.

Objective No. 23: Detail Authorization Forms Continued

Criteria

CD Paragraph 367 states: "NOPD employees seeking to work any secondary employment shall submit a signed Secondary Employment Registration Form ("Registration Form") initially and annually thereafter to the Coordinating Office. This Registration Form shall include acknowledgment that:

- a) The employee understands that working secondary employment is a privilege subject to strict criteria;
- b) The employee represents NOPD while working secondary employment;
- c) The employee must abide by all NOPD policies while working secondary employment; and
- d) The employee may be disciplined by NOPD for policy violations committed while working secondary employment."

Review Procedures

- a) The Unit used ISE and Authorization forms provided by OPSE staff to determine whether officers working details had signed authorization forms on file with OPSE that were less than one year old. Officers that worked details and had signed authorization forms on file with OPSE that were less than one year old met the criteria for this objective.
- b) The Unit determined whether authorization forms acknowledge the following:
 - i. The employee understands that working secondary employment is a privilege subject to strict criteria;
 - ii. The employee represents NOPD while working secondary employment;

- iii. The employee must abide by all NOPD policies while working secondary employment; and
- iv. The employee may be disciplined by NOPD for policy violations committed while working secondary employment.

Authorizations forms that acknowledged the above listed items met the criteria for this objective.

Results

a) 96 (97%) of the OPSE shifts in the sample were worked by officers with valid/current authorization forms.

b) i, ii, and iii: The authorization form requires officers to check a box with the following language: "I recognize and accept that permission to work secondary employment is a privilege being provided to me as a member in good standing of the New Orleans Police Department and that while representing this agency and the City of New Orleans I am expected to perform in accordance with all NOPD regulations and policies and to the high professional standards set by the New Orleans Police Department". The Unit believes these three sub-objectives are met by this section of the authorization form.

iv: The authorization form requires officers to check a box with the following language: "I acknowledge the New Orleans Police Department strictly prohibits its members from participating in the solicitation, coercion, or individual or cooperative coordination or brokering of paid detail opportunities. Any attempt to circumvent, or actual circumvention, of the secondary employment policy or the secondary employment system as set forth and managed by the Officer of Police Secondary Employment shall subject officers to discipline as warranted, up to and including dismissal." The Unit believes the criteria for this sub-objective is met by this section of the authorization form. Policy 1041 – Secondary Employment (secondary employment) requires officers to comply with all NOPD policies.

Objective	# Compliant	% Compliant	Compliance Determination
23. a) Officer has authorization form signed within one year prior to date of detail (same as Objective 5)	96/99	97%	Compliant
Detail authorization forms require the officer to acknowledge:			
b) i. He/she understands that working secondary employment is a privilege subject to strict criteria			Compliant
b) ii. He/she represents NOPD while working secondary employment			Compliant

b) iii. He/she must abide by all NOPD policies while working secondary employment	Compliant
b) iv. He/she may be disciplined by NOPD for policy violations committed while working secondary employment	Compliant

Objective No. 24: NOPD Has a Record of Current and Historical Details

Criteria

CD Paragraph 374 states: “The Coordinating Office will implement a system so that each District shall have a current and historical record of all secondary employment worked in the District.”

Review Procedures

The Unit determined whether OPSE provides a current and historical record of all details worked in each district. If OPSE provided a current and historical record of all details worked in each district, it met the criteria for this objective.

Results

ISE has a record of all details that were worked by NOPD officers and were coordinated by OPSE. OPSE does not code details by district nor does it give a member of each district access to the administrator view of ISE. It is the Unit’s understanding that OPSE cannot provide a list of details for a specified time period for a specific district.

However, NOPD is implementing a system for these purposes using CAD, as mentioned in objective 18. Per objective 18, the system appears to contain a record of 33 percent of the details worked during the audit time period. The CAD items for details record the district in which the detail took place. CAD information is available to supervisors as soon as the officer working the details calls dispatch. CAD can also provide a historical record of all details called-in.

Objective	# Compliant	% Compliant	Compliance Determination
24. OPSE will implement a system so that each District has a current and historical record of all details	51/99	52%	Not Compliant

SECTION FIVE - CUSTOMER APPROPRIATENESS

Objective No. 25: OPSE Coordinates Details

Criteria

CD Paragraph 354 states: "NOPD employees are not permitted to solicit secondary compensation or employment. Individuals or entities seeking to employ NOPD employees to work secondary employment must work through the Coordinating Office."

Review Procedures

The Unit interviewed PIB to determine whether any officers or reserve officers have coordinated details without OPSE. Details that have been coordinated by OPSE met the criteria for this objective.

Results

The Unit did not include escorts, details coordinated by NOPD's Special Events Office, or details coordinated by SMG in this objective. For the audit time period, NOPD's Special Events Officer managed (coordinated and paid officers) for all permitted events, such as wedding second lines, races, parades, and social aid and pleasure club second lines.

The Unit contacted the commander of NOPD's Public Integrity Bureau (PIB). PIB has not received any complaints of unauthorized details from January 2016 through June 2016.

Objective	Compliance Determination
25. NOPD employees must work details through OPSE	Compliant

Objective No. 26: OPSE Customers are Not City Agencies

Criteria

CD Paragraph 361 states: "Secondary employment for City departments and agencies shall be prohibited. Instead, departments and agencies shall cover compensation for employees through authorized City reimbursement procedures."

Review Procedures

The Unit determined whether any OPSE employers are city agencies. OPSE employers that are not city agencies met the criteria for this objective.

Results

Using ISE, the Unit reviewed all OPSE customers for the time period. None are agencies or departments of the City of New Orleans. Some customers are independent political organizations

within Orleans parish, such as the Sewerage and Water Board, the Downtown Development District, and charter schools.

Objective	# Compliant	% Compliant	Compliance Determination
26. OPSE customers are not City of New Orleans departments or agencies.	1,595/1,595	100%	Compliant

Objective No. 27: Detail Customers are Approved Business Types

Criteria

CD Paragraph 362 states: "In addition to the secondary employment positions prohibited under current NOPD policy, the following types of work or services shall be prohibited as secondary employment:

- a) Work in or for Alcoholic Beverage Outlets as defined under NOPD policy;
- b) Private investigations;
- c) Chauffeur services; except where chauffeur services to public officials, executives or celebrities is secondary to a primary purpose of security. Notwithstanding the foregoing prohibition, motorcycle escorts for chauffeur services and limousines are permitted;
- d) Security at sexually oriented businesses;
- e) Employment requiring that the employee act as a civil process server; and
- f) Security at pawn shops."

Review Procedures

The Unit reviewed a sample of OPSE employers to determine whether any qualify as one of the following unauthorized types of OPSE employers:

- a) Alcoholic beverage outlets (ABO). ABOs are defined under NOPD policy as: "...a bar, lounge, [or] alcoholic beverage outlet (ABO), and establishments where the primary source of revenue is derived from the sale of alcoholic beverages consumed on the premises."
- b) Private investigations.
- c) Chauffeur services, except for security details for public officials, executives, or celebrities that include chauffeur service. Motorcycle escorts for chauffeur services and limousines are permitted
- d) Businesses that have an obvious sexual nature.
- e) Civil process serving businesses.
- f) Pawn shops.

OPSE employers that did not qualify under one or more of the aforementioned categories—a) through f)—met the criteria.

Results

The 99 OPSE shifts in the sample were for 45 customers. 98 (99%) meet the criteria for this objective. One customer appears to be an ABO. Crystal Plaza Shopping Center completed the “Type of business or organization” field on the customer packet with “Crystal Daiquiri”. The customer owns the entire plaza in which the daiquiri shop is located. The customer hires officers to keep the daiquiri customers from negatively impacting the other plaza shops. The invoices are paid by CHR Holding Group which owns the entire plaza. However, the OPSE shifts are worked late in the evening when the other shops in the center are closed. The Unit understands this OPSE shift is in a grey area. After the audit time period NOPD’s Superintendent’s office decided to disapprove this OPSE customer.

Objective	# Compliant	% Compliant	Compliance Determination
27. Officers do not work details for prohibited employers	98/99	99%	Compliant

Objective No. 28: The Nature of Details Meet Requirements

Criteria

CD Paragraph 363 states: “NOPD employees are prohibited from working secondary employment that conflicts with the employee’s NOPD duties and ethical obligations. Prohibitions include:

- a) Representing anyone before any court or agency of the City, with or without compensation, on a matter in which the City is a party or has a substantial interest;
- b) Serving as an expert witness in his or her private capacity in any civil or criminal proceeding in which the City is a party or has a substantial interest;
- c) Working secondary employment during court hours while the employee is under a conflicting subpoena;
- d) Disclosing confidential information acquired in an official capacity to any secondary employer;
- e) Using on-duty time to conduct investigations or take other law enforcement action on behalf of a secondary employer where there would be an actual conflict of interest or appearance of a conflict of interest;
- f) Knowingly participating in, or soliciting the creation of, any corporation, company, trust, fund, or cooperative banking account for the purpose of billing, receiving compensation, or coordinating services of secondary employment; and

g) Taking an assignment that will interrupt or occur during the employee's assigned on-duty NOPD shift."

Review Procedures

The Unit reviewed ISE and OPSE employer applications to determine whether any details could be described as the following:

- a) Representing someone before a court on a matter in which the City is a party or has a substantial interest.
- b) Serving as an expert witness in any civil or criminal proceeding in which the City is a party or has a substantial interest.
- c) Occurring during court hours while the officer is under a subpoena for that day. The Unit will review DI-1s for officers missing court and determine if the officer worked a detail during court hours.
- d) Disposing confidential information they have obtained via the course of their normal duties. The Unit will interview OPSE and PIB to determine whether officers have disclosed to their OPSE employers confidential information they have obtained via the course of their normal duties.
- e) Conducting investigations for their OPSE employer during their on-duty time. The Unit will interview OPSE and PIB to determine whether officers have used on-duty time to conduct investigations for their OPSE employers.
- f) Financially associated with an officer. The Unit will interview OPSE and PIB to determine whether any NOPD officers are financially associated with an OPSE employer, not including pay for details.
- g) Interrupting the officer's assigned tour of duty. Specifically, details that split an officer's shift occur in the middle of a shift for which the officer returns to work before the shift is over. The Unit will compare ADP Corrected Timecards to ISE to determine if a detail split an officer's shift.

Additionally, the Unit interviewed PIB to determine if any details could be described as any of sub-objectives a) through g).

Details that could not be described as any of a) through g) met the criteria for this objective.

Results

The Unit identified the following:

- a), b), d), e), f) PIB handled no complaints for the audit time period relevant to sub-objectives: a), b), d), e), and f).
- c) PIB handled no complaints for the audit time period relevant to sub-objective c). Additionally, the Unit does not believe CourtNotify, NOPD's subpoena notification system, contains sufficient information to audit this objective. CourtNotify is a notification system that does not update as subpoenas change. It is highly possible that an officer worked a detail on a day he/she received a

subpoena and the officer was in contact with the District Attorney's office and was told he/she were not needed in court that day.

g) The Unit reviewed the NOPD shifts before and after each OPSE shift in the sample. Four OPSE shifts appear to split an NOPD shift. The NOPD shift before and after the OPSE shift are on the same day, appear to be the officer's regularly scheduled shift, and appear to be abbreviated by the OPSE shift. 95 (96%) meet the criteria for this objective.

Objective	# Compliant	% Compliant	Compliance Determination
28. Details cannot be described as the following:			
a) Representing someone before a court on a matter in which the City is a party or has a substantial interest.	Compliant		
b) Serving as an expert witness in any civil or criminal proceeding in which the City is a party or has a substantial interest.	Compliant		
c) Occurring during court hours while the officer is under a subpoena for that day.	Insufficient information		
d) Disposing confidential information they have obtained via the course of their normal duties.	Compliant		
e) Conducting investigations for their OPSE employer during their on-duty time.	Compliant		
f) Financially associated with an officer.	Compliant		
g) Splitting shifts.	95/99	96%	Compliant

METHODOLOGY

The Unit reviewed a statistically valid, representative, stratified, random sample of OPSE shifts worked by NOPD officers and a separate sample for reserve officers. Part 1 covers the sampling of NOPD Officers and Part 2 covers reserve officers.

Data Cleaning

See Appendix 4 for a description of the Unit's data cleaning procedures.

Part 1

Population

From January 2016 to June 2016 OPSE coordinated 27,127 details worked by NOPD officers. The Unit described these details by size (# of officers working at a time), frequency of detail (# of days the customer-location hired an officer), whether OPSE determined the detail to be recurring (RSE), and whether the officer working the detail was a reserve officer. The Unit used these descriptions to stratify the sample (specifics below).

Sample

Based on a population of 27,127 shifts, a representative sample for a one-tailed test, a confidence interval of 95% and a margin of error of 4%, requires a sample size of 96 shifts. Based on the strata detailed below, the Unit used a sample of 99 shifts.

Frequency of Detail

# of Customer Days*	# of Shifts	% of Shifts	Description*	Min Sample Needed**	Sample Used	% of Sample
26+	22,050	81.3%	Weekly and more frequent	79	79	79.8%
13-25	1,129	4.2%	Bi-weekly and less frequent than weekly	4	4	4.0%
6-12	2,089	7.7%	RSE limit (12/yr) and less frequent than bi-weekly	8	8	8.1%
2-5	962	3.5%	More than once but less than the RSE limit	4	4	4.0%
1	897	3.3%	One time only detail	4	4	4.0%

*These descriptions extrapolate to the entire year.

**Rounded-up to the nearest whole number

Size of Detail

# of Officers	# of Shifts	% of Shifts	Description	Min Sample Needed**	Sample Used	% of Sample
69+	1,643	6.1%	Captain or above required*	6	6	6.1%
15-68	2,419	8.9%	Lieutenant or above required*	9	9	9.1%
5-14	10,056	37.1%	Sergeant or above required*	36	37***	37.4%
1-4	13,009	48.0%	No supervisor required*	47	47	47.5%

*See Appendix 9 for staffing requirements. Additionally, an officer that is not yet POST certified must have a supervisor.

**Rounded-up to the nearest whole number

***Added one to bring total to 99 and keep percentages as close as possible to the population.

Recurring Secondary Employment (RSE)

Shift Type	# of Shifts	% of Shifts	Description	Min Sample Needed**	Sample Used	% of Sample
RSE	14,291	52.7%	As determined by OPSE*	51	52***	52.5%
Not RSE	12,836	47.3%		46	47***	47.5%

*See Appendix 7 for list of RSEs provided by OPSE

**Rounded-up to the nearest whole number

***Added one to bring total to 99 and keep percentages as close as possible to the population.

Reserve

Shift Type	# of Shifts	% of Shifts	Description	Min Sample Needed**	Sample Used	% of Sample
Reserve	1,145	4.2%	As determined by NOPD, see Appendix 4	5	5	5.1%
Not Reserve	25,982	95.8%		92	94***	94.9%

**Rounded-up to the nearest whole number

***Added one to bring total to 99 and keep percentages as close as possible to the population.

Sample Selection

The Unit took the following steps determine the strata and sample the population.

Label shifts by strata:

1. Size of Detail Strata
 - a. Create a column in the OPSE pay detail data that concatenates CustID, Customer Name, Location, and Date

- b. Find unique values of the new column and copy them to a new worksheet
 - c. Count the frequency of each unique value to determine the number of officers working each "Customer Day"
 - d. Create 4 bins (4 separate columns): 69+ officers, 15-68 officers, 5-14 officers, 1-4 officers
 - e. Label each "Customer Day" as True or False for each bin
 - f. Import bins into the pay detail tab to label each shift
2. Frequency of Detail Strata
- a. Create a column in the OPSE pay detail data that concatenates CustID, Customer Name, and Location
 - b. Find unique values of the "Customer Locations" and copy them to a new worksheet
 - c. Count the frequency of each unique value in the list of the unique values created for Size of Detail Strata to determine the number of days the customer-location hired officers.
 - d. Create 5 bins (5 separate columns): 26+ days, 13-25 days, 6-12 days, 2-5 days, 1 day
 - e. Label each Customer location as true or false for each bin
 - f. Import bins into the pay detail tab to label each shift
 - g. *Discussion:* Now we know which shifts were worked for a customer that hired an officer 13-25 days during the audit time period, for example.
3. RSE
- a. Create column for identifying "Customer Locations" that are RSEs
 - b. Label "Customer Locations" as RSEs True or False based on the list provided by OPSE (see Appendix 7 for merged list)
 - c. Import RSE label into pay detail tab to label each shift
4. RESERVE
- a. Label already exists and was modified during the data cleaning process, see [Data Cleaning](#) above.

Determine criteria to meet strata proportions:

1. Create new worksheet for designing the sample
2. Create 99 rows and a column for each strata criteria (one for Reserve, one for RSE, etc.)
3. Enter true or false for each cell.
 - a. Ensure strata requirements for each strata criteria are met (5 reserve cells are true, 52 RSE cells are true, etc.)
 - b. Put the Reserve, RSE, Size and Frequency strata in random order
 - i. Use Excel's RAND function to assign each row a random number. Sort the column from smallest to largest.
4. Concatenate true/false columns to create a combined requirement for each row in the sample design worksheet and in the pay detail worksheet
 - a. Ensure each combined requirement in the sample design worksheet exists in the population (pay detail worksheet) at least as many times as your sample design requires
 - i. Manually adjust true/false values until the sample exists in the population

Randomly pick shifts based on criteria:

1. Create a column in the pay detail data for matching the shift's concatenated true/false criteria to the sample design criteria.
2. Create a column in the pay details data to generate a random number (using Excel's RAND Function) for all matches in step 1.
3. Sort matches based on their random number from smallest to largest
4. Pick the match with the smallest number.
 - a. For repeats of true/false strata criteria pick shifts in order from the smallest to largest using the random number column.
5. See Appendix 1 for the sample's Assignment IDs.
6. The Unit found no reasons to de-select any of the randomly selected shifts.

Part 2

Population

From January 2016 to June 2016 OPSE coordinated 1,145 details worked by NOPD reserve officers. The Unit described these details by size (# of officers working at a time), frequency of detail (# of days the customer-location hired an officer, and whether OPSE determined the detail to be recurring (RSE). The Unit used these descriptions to stratify the sample (specifics below).

Sample

Based on a population of 1,145 reserve officer OPSE shifts, a representative sample for a one-tailed test, a confidence interval of 95% and a margin of error of 4% requires a sample size of 89 shifts. Based on the strata detailed below, the Unit used a sample of 92 shifts.

Frequency of Detail

# of Customer Days*	# of Shifts	% of Shifts	Description*	Min Sample Needed**	Sample Used	% of Sample
26+	966	84.4%	Weekly and more frequent	76	76	82.6%
13-25	20	1.7%	Bi-weekly and less frequent than weekly	2	2	2.2%
6-12	97	8.5%	RSE limit (12/yr) and less frequent than bi-weekly	8	8	8.7%
2-5	36	3.1%	More than once but less than the RSE limit	3	3	3.3%
1	26	2.3%	One time only detail	3	3	3.3%

*These descriptions extrapolate to the entire year.

**Rounded-up to the nearest whole number

Size of Detail

# of Officers	# of Shifts	% of Shifts	Description	Min Sample Needed**	Sample Used	% of Sample
69+	86	7.5%	Captain or above required*	7	7	7.6%
15-68	23	2.0%	Lieutenant or above required*	2	2	2.2%
5-14	256	22.4%	Sergeant or above required*	20	20	21.7%
1-4	780	68.1%	No supervisor required*	61	63***	68.5%

*See Appendix 9 for staffing requirements. Additionally, an officer that is not yet POST certified must have a supervisor.

**Rounded-up to the nearest whole number

***Added two to bring total to 92 and keep percentages as close as possible to the population.

Recurring Secondary Employment (RSE)

Shift Type	# of Shifts	% of Shifts	Description	Min Sample Needed**	Sample Used	% of Sample
RSE	635	55.5%	As determined by OPSE*	50	51***	55.4%
Not RSE	510	44.5%		40	41***	44.6%

*See Appendix 7 for list of RSEs provided by OPSE

**Rounded-up to the nearest whole number

***Added one to bring total to 92 and keep percentages as close as possible to the population.

Sample Selection

The Unit took the same steps as in *Part 1* to determine the strata and sample the population.

STAFFING

One performance auditor with guidance from one Compliance Manager and the Compliance Commander conducted this audit.

INQUIRIES

For questions about the audit, please contact NOPDAUDITS@nola.gov.

Appendix 1: Sample

The Following are the Assignment IDs for the sample the Unit used to audit objectives: 3-7, 13, 18-19, 21, 23-24, 27, and 28. AssignmentID is the unique identifier for each detail shift worked by an officer recorded in the OPSE ISE database.

Shift	ASSIGNMENTID	Shift	ASSIGNMENTID	Shift	ASSIGNMENTID
1	35374120	34	34882963	67	35388713
2	34688635	35	35072701	68	35200408
3	34856237	36	34349080	69	35056258
4	35283579	37	35957608	70	35204032
5	35953104	38	34225060	71	35508694
6	35090135	39	32840615	72	34966153
7	35697872	40	36045947	73	33790521
8	34210303	41	36123076	74	36346629
9	34768539	42	35774398	75	35530952
10	34009236	43	32840977	76	35573591
11	35212341	44	35580690	77	36047821
12	34432446	45	36346631	78	35089978
13	35000452	46	36089761	79	34677866
14	34969841	47	35284778	80	35914198
15	34966134	48	35111073	81	35797708
16	36078648	49	35233932	82	35200730
17	33725450	50	34824378	83	35797680
18	35529113	51	35591929	84	34676613
19	34689190	52	35188383	85	35416178
20	35090165	53	33785324	86	34345742
21	34915507	54	34678824	87	35553064
22	35113664	55	36523691	88	35284596
23	35198775	56	35431519	89	36422136
24	35090353	57	35922180	90	35678550
25	34849377	58	35511065	91	35000278
26	34832295	59	34340580	92	35075774
27	35681021	60	35774412	93	35797193
28	35119574	61	34552618	94	33826708
29	35611473	62	34677327	95	35618404
30	35063158	63	36765029	96	35552947
31	35778641	64	34019673	97	35849343
32	35762106	65	36375746	98	35455288
33	35918878	66	35519102	99	35103887

Appendix 2: Reserve Sample

The following are the Assignment IDs the Unit used to audit Objective 9.

Shift	ASSIGNMENTID				
		31	36082883	62	35612741
1	35878589	32	34680033	63	36490766
2	36326405	33	34849802	64	34877680
3	35404023	34	36082877	65	35585840
4	36347312	35	33549378	66	35803586
5	35565076	36	34379321	67	34718577
6	36075031	37	35090009	68	34825445
7	35565075	38	35090338	69	34676656
8	34691923	39	33785349	70	34450666
9	34814756	40	33785685	71	35812097
10	35779012	41	35090337	72	34551708
11	35790468	42	33355180	73	34480134
12	34683246	43	33355177	74	35241734
13	35918765	44	33540954	75	35268487
14	36271310	45	34904847	76	33438121
15	34748430	46	34710816	77	35240441
16	33637169	47	34487512	78	35873222
17	34426747	48	35918894	79	34379034
18	33630677	49	35149080	80	35711728
19	35981352	50	34450535	81	35530954
20	34674224	51	36007533	82	35681135
21	36001595	52	35258444	83	35200764
22	35999568	53	35224161	84	35530959
23	34770873	54	35481513	85	35681141
24	34882959	55	35591939	86	35388128
25	35070333	56	35698194	87	35388129
26	35914085	57	35726056	88	34688629
27	35391941	58	35846496	89	36375941
28	34686390	59	35258453	90	34825447
29	34689163	60	33153214	91	35200767
30	36196317	61	35665729	92	35957730

Appendix 3: Supervision Sampling for Objectives 10 and 12

The “OPSE Shifts” tab on the “Supervision Analysis” spreadsheet work papers includes the random numbers used to select the additional details for Objective 10 and 12. “Add. For Obj 10” means the Unit randomly added the shift for Objective 10.

Shift	ASSIGN- MENTID					
		24	35090353	Add. For Obj 10	35508679	
		53	33785324	Add. For Obj 10	35547331	
18	35529113	78	35089978	Add. For Obj 10	35007710	
81	35797708	20	35090165	Add. For Obj 10	35798108	
93	35797193	73	33790521	Add. For Obj 10	35402399	
69	35056258	16	36078648	Add. For Obj 10	34386302	
74 (Deselected)	36346629	11	35212341	Add. For Obj 10	35527745	
45 (Deselected)	36346631	Add. For Obj 10	35797204	Add. For Obj 10	36104924	
	32	35762106	Add. For Obj 10	35072711	Add. For Obj 10	34387218
	84	34676613	Add. For Obj 10	34054138	Add. For Obj 10	35681151
	6	35090135	Add. For Obj 10	35798073		

Objective 12 Additional Sampling

The following are from the sample for objective 10 and had no supervisor:

Shift	ASSIGNMENTID
Add. For Obj 10	35072711
Add. For Obj 10	34054138
Add. For Obj 10	35007710

The following were added to the sample used for objective 10 so that the sample included 30 OPSE shifts involving a supervisor. “Add. For Obj 12” means the Unit randomly added the shift for Objective 12.

Shift	ASSIGNMENTID
Add. For Obj 12	35797653
Add. For Obj 12	35702634
Add. For Obj 12	33797782

Appendix 4: Data preparation for sampling

The Unit took the following steps to prepare the sample:

1. Check for duplicate assignment IDs
2. Check for duplicate shifts (rows)
3. Check for Customer IDs with multiple customer names
4. Check for customer names with multiple customer IDs
5. Check for civilian shifts
6. Check accuracy of reserve column
7. Check for blank dates
8. Check all columns for blanks
9. Check for shifts with hours worked but no payment

For all details related to data preparation, including affected AssignmentIDs, see the “Cleaning” tab of “OPSE Audit 2016 Cleaning” spreadsheet. The spreadsheet is part of the audit work papers.

Appendix 5: Data preparation for 16 hour rule analysis

Officers (not including Reserve Officers)

1. Create punch in and punch out for shifts with column Apply To as "Hours Worked"
2. Calculate Punch In for shifts that have a punch in and a Totaled Amount greater than 0 (Punch Out less Totaled Amount)
3. Add OPSE Shifts
4. Use OPSE columns BegACT, EndACT, and ServTime to create in punch and out punch
5. Add Rank using historical ADP data
6. Assign rank of reserve to Robert E. May
7. Assign rank of Civilian to Gisselle G Roussel-Hayes
8. Create Y/N Column Indicating whether the person is an officer (Rank<>"Civilian")
9. Removed rows with Adj/Ent Amount <0. Payroll uses these to track historical edits.
10. Remove shifts that started (Date/Time column) in December 2015
11. Remove shifts that started (Date/Time column) in July 2016
12. Remove shifts with no punch in
13. Removed Shifts that started in December 2015 (In Punch)
14. Remove Shifts with blank Out Punch Totaled Amount of 0
15. Remove Shifts for Employees that are Not Officers (Civilians)
16. Add Shifts back in for Officers that Left the Force and became civilian employees
17. Remove Recruit Shifts
18. Remove Reserve Officer Shifts

For complete cleaning details for the 16 hour rule analysis for officers see the "16 hr Check 2016 01-06 Cleaning" spreadsheet, "Cleaning" tab.

Reserve Officers

1. Convert TRIP data to matching date/time format
2. Add Time Sheet data (May-June 2016)
3. Add OPSE shifts

Appendix 6: Uniform Inspection Sample

Sampling process:

1. Print InTime Report: Assignment Detail by Location for current day
2. Save as Excel Spreadsheet
3. Randomize list of customers at the bottom
4. Sort smallest random number to largest
5. Deselect details that will not occur during normal business hours
6. Give list of 10 details and inspection forms to Performance Standards Section.
7. Enter data on forms as received by Performance Standards Section.

Date	Time	Location Name	Location Address
9/26/2016	11:20:00 AM	Fischer's Jewellery	1036 Canal
9/26/2016	10:55:00 AM	Fist NBC	3335 St. Charles
9/26/2016	11:05:00 AM	Metropolitan Human Services	2221 St. Philip
9/26/2016	3:20:00 PM	Audubon Charter	Pine and Hurst and Garfield and Broadway
9/26/2016	3:50:00 PM	Prytania Plaza	4901 Prytania
9/26/2016	4:10:00 PM	St. Thomas Comm. Health Center	1936 Magazine
9/27/2016	1:10:00 PM	Whitney Bank	2421 St. Claude
9/27/2016	1:20:00 PM	La Dental	4232 St. Claude
9/27/2016	1:35:00 PM	Tindall Construction	Poydras/Loyala
9/27/2016	1:50:00 PM	F NBC	3335 St. Charles
9/27/2016	3:00:00 PM	Louise McGehee	2343 Prytania
9/28/2016	10:20:00 AM	Tindall	Loyola and Poydras
9/28/2016	10:30:00 AM	B & K Construction	Jefferson and Claiborne
9/28/2016	3:30:00 PM	Long Leaf Canteen	730 St. Pierce
9/30/2016	1:00:00 PM	Restaurant Depot	1111 S. Broad
9/30/2016	1:15:00 PM	Nike	4101 S. Carrollton
9/30/2016	1:50:00 PM	St. Georges Epsicopal	923 Napoleon
9/30/2016	2:05:00 PM	Metropolitan Human Services	2221 Philip
10/5/2016	1:10:00 PM	St. Georges Epsicopal	923 Napoleon Ave.
10/3/2016	3:37:00 PM	St. Thomas Comm. Health Center	1936 Magazine
10/3/2016	4:10:00 PM	Prytania Plaza	4901-4909 Prytania
10/3/2016	2:40:00 PM	First NBC	3335 St. Charles Ave
10/3/2016	3:06:00 PM	Entergy Customer Care Canal	3400 Canal
10/3/2016	1:50:00 PM	Metropolitan Human Services	2221 Philip
10/3/2016	12:20:00 PM	Fischer's Jewellery	1036 Canal
10/3/2016	11:40:00 AM	Touro Synagogue	4238 St. Charles
10/6/2016	2:50:00 PM	Whitney Bank	5775 Read Blvd.
10/10/2016	2:00:00 PM	La Dental	4232 St. Claude Ave
10/10/2016	1:30:00 PM	Restaurant Depot	1111 S. Broad

10/7/2016	11:24:00 AM	First NBC	3335 St. Charles
10/7/2016	11:00:00 AM	Garden Dist. Sec. Dist	Magazine & First
10/11/2016	10:18:00 AM	Restaurant Depot	1111 S. Broad

Appendix 7: Recurring Secondary Employment (RSE) Customers and Exempt RSEs

Cust ID	Name	Location	RSE/ Exempt Reason	Cust. Loc. Days/ Yr	Cust. Days/ Yr	Note from OPSE
9A	925 Commons LLC	925 Common LLC	RSE	19	19	
A12	Angelo Brocato's Ice Cream	214 N. Carrollton Avenue	RSE	288	288	
A23	Audubon Nature Institute	Aud.Nat.Inst.-6500 Magazine	RSE	43	43	
B21	BCP Neighborhood Association	BCP Neighborhood Association	RSE	246	246	
C83	C. Napco, Inc.	939 Broadway Street (C.NAPCO)	RSE	46	46	
C9	Chicken & Watermelon Rest.	Chicken & Watermelon	RSE	29	29	
C73	Chinese Kitchen	Chinese Kit/3327 S.Carrollton	RSE	224	224	
C24	Chuck E Cheese	Chuck-E-Cheese	RSE	51	51	
C20	City Park	City Park (Amusement Park)	RSE	60	151	
C20	City Park	City Park (China Lights)	RSE	28	151	
C20	City Park	City Park (Celebration Oaks)	RSE	26	151	
C20	City Park	City Park- (Park Patrol)	RSE	25	151	
C20	City Park	City Park (Nature Trail)	RSE	12	151	
C37	Columbia Parc	Columbia Parc	RSE	366	720	
C37	Columbia Parc	Heritage at Columbia Parc	RSE	354	720	
C46	Columns Hotel	Columns Hotel 3811 St Charles	RSE	48	48	
C12	Crystal Magnolia Country Club	Crystal Magnolia Country Club	RSE	16	16	
T7	Crystal plaza Shopping Center	Crystal Plaza Shopping Center	RSE	46	46	

D5	Delachaise Neigh. Asso. DNA	Delachaise Neighb. Assoc DNA	RSE	18	18	
D4	Downtown Development District	Downtown Development District	RSE	366	367	
E43	Eastover Property Owners Assoc	Eastover Property Owners Assoc	RSE	50	50	
E4	English Turn AP	English Turn AP	RSE	357	357	
E12	Entergy Corporation	Entergy - Customer Care Canal	RSE	255	963	
E12	Entergy Corporation	Entergy - Customer Care Algier	RSE	254	963	
E12	Entergy Corporation	Entergy - Corp Bldg	RSE	244	963	
E12	Entergy Corporation	Entergy - Smoothie King Suite	RSE	56	963	
E12	Entergy Corporation	Entergy - Electric Dist.	RSE	35	963	
E12	Entergy Corporation	Entergy - 9 Mile Project	RSE	21	963	
E12	Entergy Corporation	Entergy - Superdome Suite	RSE	14	963	
E12	Entergy Corporation	Entergy - 1600 Perdido Street	RSE	8	963	
E12	Entergy Corporation	Entergy - Magnolia Parking	RSE	8	963	
E12	Entergy Corporation	Entergy - Cambrone&Forshey	RSE	7	963	
E12	Entergy Corporation	Entergy - Kick-Off Meeting	RSE	5	963	
E12	Entergy Corporation	Entergy - Risk Management Phot	RSE	4	963	
E12	Entergy Corporation	Entergy - Employee Excellence	RSE	4	963	
E12	Entergy Corporation	Entergy - Trans.3601 Michoud	RSE	4	963	
E12	Entergy Corporation	Entergy - Viola/Frankfort	RSE	3	963	
E12	Entergy Corporation	Entergy - Trans.Cambrone/Apple	RSE	3	963	
E12	Entergy Corporation	Entergy - Dec. Board Meeting	RSE	3	963	
E12	Entergy Corporation	Entergy Board Meeting	RSE	3	963	
E12	Entergy Corporation	Entergy - Trans Carrlt/JeffDvs	RSE	3	963	

F15	Fairgrounds	Fairgrounds OTB Detail	MSE	359	817	
F15	Fairgrounds	Fairgrounds Special Events	MSE	92	817	
A49	Audubon Charter School	Aud.Ch.- Chestnut & Marengo	School	166	808	
A49	Audubon Charter School	Aud.Ch.-Hurst & Pine	School	162	808	
A49	Audubon Charter School	Aud.Ch.- Chestnut & Milan	School	161	808	
A49	Audubon Charter School	Aud.Ch.- Broadway&Garfield	School	160	808	
A49	Audubon Charter School	Aud.Ch.- Broadway&Hurst	School	159	808	
W1	Whitney Bank	Whitney Bank 3001 Holiday Dr	Bank	253	758	
W1	Whitney Bank	Whitney Bank 5775 Read Blvd	Bank	253	758	
W1	Whitney Bank	Whitney Bank 2421 St. Claude	Bank	252	758	
E12	Entergy Corporation	Entergy - Solar Proj.Jordan Rd	RSE	2	963	
E12	Entergy Corporation	Entergy - Leaders Conference	RSE	2	963	
E12	Entergy Corporation	Entergy - Oct. Board Meeting	RSE	2	963	
E12	Entergy Corporation	Entergy - Board Mtgs/Dinners	RSE	2	963	
E12	Entergy Corporation	Entergy - Cambrone and Forshey	RSE	2	963	
E12	Entergy Corporation	Entergy - Leake and Monroe	RSE	2	963	
E12	Entergy Corporation	Entergy - OCE Dinner	RSE	2	963	
E12	Entergy Corporation	Entergy - Shareholders Meeting	RSE	2	963	
E12	Entergy Corporation	Entergy - OCE Dinner/ Brennan	RSE	1	963	
E12	Entergy Corporation	Entergy - IT Dept Holiday Par	RSE	1	963	
D4	Downtown Development District	White Linen Night Julia St	MSE	1	367	
E12	Entergy Corporation	Entergy - Legal Dept Holiday P	RSE	1	963	
E12	Entergy Corporation	Entergy - Rampart and Canal	RSE	1	963	

E12	Entergy Corporation	Entergy - Bucket Brigade Pro.	RSE	1	963	
E12	Entergy Corporation	Entergy - Forshey Carrollton	RSE	1	963	
E12	Entergy Corporation	Entergy - 3300 Hamilton St.	RSE	1	963	
E12	Entergy Corporation	Entergy - 5401 Dwyer	RSE	1	963	
E12	Entergy Corporation	Entergy - CEO Holiday Dinner	RSE	1	963	
E12	Entergy Corporation	Entergy- EEI Dinner	RSE	1	963	
E12	Entergy Corporation	Entergy - Windsor Court	RSE	1	963	
E12	Entergy Corporation	Entergy- Volunteer Proj.	RSE	1	963	
E12	Entergy Corporation	Entergy - 3700 Gravier	RSE	1	963	
F15	Fairgrounds	Fairgrounds N-Hood Patrol	RSE	366	817	
F18	Fischer's Jewelry	1036 Canal Street	RSE	290	290	
C63	St. Charles Surgical Hospital	Saint Charles Surgical Hospita	Medical	171	306	
C63	St. Charles Surgical Hospital	Saint Charles Surgical Clinic	Medical	135	306	
F3	First NBC Bank	First NBC St. Charles	Bank	300	304	
F3	First NBC Bank	First NBC- Escort	Bank	2	304	
F3	First NBC Bank	301 Harrison Ave	Bank	1	304	
F3	First NBC Bank	First NBC- 1615 Poydras	Bank	1	304	
F4	Fit NOLA	FITNOLA - Taylor Playground	RSE	70	338	
F4	Fit NOLA	FITNOLA - St. Roch Playground	RSE	66	338	
F4	Fit NOLA	FITNOLA - Stallings Gentilly	RSE	64	338	
F4	Fit NOLA	FITNOLA - Conrad Park	RSE	58	338	
S36	SMG Managed Facilities	Smoothie King Center	MSE	129	286	
S36	SMG Managed Facilities	Mercedes-Benz Superdome	SME	68	286	
S36	SMG Managed Facilities	SMG Parking	MSE	45	286	
S36	SMG Managed Facilities	Champion Square	MSE	44	286	

F4	Fit NOLA	FITNOLA - Norwood Thompson	RSE	53	338	
F4	Fit NOLA	FITNOLA - Behrman Rec Center	RSE	27	338	
F9	Forest Park Apartment	Forest Park Apartment	RSE	322	322	
L32	Landry-Walker High School	Landry-Walker High School	School	240	240	
F20	French Quarter Management Distr	French Quarter Security Patrol	RSE	366	406	
T28	Tulane University	Tulane University Area Patrol	School	205	218	
T28	Tulane University	Yulman Stadium (Tulane Univ)	School	7	218	
T28	Tulane University	Tulane Univ Special Even	School	6	218	
I6	Isidore Newman School	Isidore Newman School	School	211	211	
L2	La. Dental Center	La Dental Center St. Claude	Medical	203	203	
L34	Louise S. McGehee School	Louise S. McGehee/2324 Prytania	School	182	192	
L34	Louise S. McGehee School	Louise S. McGehee/Harrell Pk.	School	9	192	
L34	Louise S. McGehee School	Louise S. McGehee/4714 Pitt St	School	1	192	
S28	St. George's Episcopal School	St. George's/923 Napoleon Ave.	School	191	191	
A5	Arts Center Enterprises	Saenger Theatre	MSE	146	162	
A5	Arts Center Enterprises	Mahalia Jackson Theater	MSE	16	162	
F20	French Quarter Management Distr	Bourbon Street Patrol	RSE	40	406	
G2	Garden District Security Dist.	Garden District Security Dist.	RSE	154	154	
G24	GeauxPlay/Midnight Basketball	GeauxPly/Sanchez Ct r/1616 Caffin	RSE	1	1	The GeauxPlay midnight basketball jobs were initially supposed to be permanent, but we were unable to fill all the shifts regularly,

						so it ended up being less than 12 instances
G22	Grady Crawford	AT&T Regular	RSE	272	304	
G22	Grady Crawford	AT&T Emergency	RSE	32	304	
G64	Greater St. Steph. Hous. & Dev Cor	Gr. St. Steph/13110 BCL Morton	RSE	17	17	
G23	Guste Homes	Guste Homes	RSE	361	449	
T9	Touro Infirmary	Touro Infirmary	Medical	145	145	
G23	Guste Homes	Fisher Homes	RSE	88	449	
S46	Stuart Hall School	StuartHall/2932 S.Carrollton	School	134	134	
ES-B2	Boh Bros Construction	Boh Bros	Escort	122	122	
H15	Holy Rosary School	Holy Rosary School	School	119	119	
S107	St. Thomas Comm. Health Center	1936 Magazine St (Parking Lot)	Medical	113	113	
C49	Centerplate	Centerplate	MSE	111	111	
H38	Hano	Fischer Homes (Hano)	RSE	91	91	
G42	Greater St. Stephen Ministries	Gr. St. Steph/5600 Read Blvd.	Church	67	107	
G42	Greater St. Stephen Ministries	Gr. St. Steph/6227 St. Charles	Church	37	107	
G42	Greater St. Stephen Ministries	Gr. St. Steph/A.L. Davis Playgrd	Church	1	107	
G42	Greater St. Stephen Ministries	Gr. St. Steph/1436 Oretha C Haley	Church	1	107	
G42	Greater St Stephen FGBC	Duncan Plaza Life Fest	Church	1	107	
ES-C2	Charbonnet Labat Funeral Home	Charbonnet Funeral	Escort	104	104	
G6	Greater Liberty Baptist Church	Greater Liberty Baptist Church	Church	101	101	
H12	Hard Rock Cafe	Hard Rock-125 Bourbon St.	RSE	108	108	
ES-J1	Jacob Schoen & Son	Jacob Schoen & Son	Escort	100	100	

H5	House of Blues	House of Blues	RSE	51	51	
H7	Hurstville Neighborhood Assoc.	Hurstville Neighborhood Assoc.	RSE	359	359	
I20	IHOP	12150 I-10 Service Road	RSE	23	23	
J30	Joel Catering & Special Events	1911 Magazine St (JCSE)	RSE	46	46	
F2	First Emanuel Baptist Church	First Emanuel Baptist Church	Church	91	91	
K55	Kenton's	5757 Magazine St.	RSE	83	83	
S38	St. Andrew's Episcopal School	St. Andrew EpiscSch/8012OakSt.	School	85	86	
S38	St. Andrew's Episcopal School	St. Andrew Episc/Aud.Shelter12	School	1	86	
L41	Landis Construction	1001 Toulouse St (LC)	RSE	6	11	
L41	Landis Construction	Barracks & Bourbon (LC)	RSE	4	11	
L41	Landis Construction	1111 South Rampart	RSE	1	11	
L13	Longleaf Canteen	Long Leaf Canteen	RSE	79	79	
T10	Touro Synagogue	Touro Synagogue	Church	78	78	
L73	Louisian Philharmonic Orchestr	Common and O'Keefe/Roosevelt	RSE	21	21	
ES- L1	Lake Lawn Met Funeral Home	Lake Lawn Funeral	Escort	72	72	
P7	Magazine Real Estate Ventures	Pinkberry Magazine	RSE	61	61	
M2	Maple Area Residents Inc(MARI)	MARI 930 Adams Street	RSE	83	83	
ES- L4	Leitz-Eagan Funeral Home	Leitz Eagan	Escort	61	61	
M81	Metropolitan Human Services	2221 Philip Street (MHSD)	RSE	92	92	
M42	Mother's Restaurant	Mother's Restaurant	RSE	94	94	
N47	New Orleans Arch. Cemeteries	New Orleans Arch/St.LouisCem#3	RSE	27	51	
N47	New Orleans Arch. Cemeteries	New Orleans Arch/St.LouisCem#1	RSE	12	51	

N47	New Orleans Arch. Cemeteries	New Orleans Arch/St.RochCem1&2	RSE	12	51	
N8	New Orleans Country Club	New Orleans Country Club	RSE	277	277	
N16	Nike Factory Store	Nike 4101 S.Carrollton	RSE	357	357	
O2	Office Depot	Office Depot St. Charles Ave	RSE	328	328	
O8	Olde N'Awlins Cookery	Olde N'Awlins/205 Bourbon	RSE	91	91	
P40	Pelican Pointe Car Wash	Pelican Pointe Car Wash	RSE	140	140	
L42	Prytania Plaza	Prytania Plaza	RSE	257	257	
U4	UNO Lakefront Arena	UNO Lakefront Arena	MSE	44	44	
F6	Franklin Avenue Baptist Church	Franklin Avenue Baptist Church	Church	44	44	
T11	Trinity Episcopal Church	Trinity Episcopal Church	Church	43	43	
R1	Restaurant Depot	Restaurant Depot	RSE	358	358	
R64	Ricard's Property Mtg	1016 N. Broad Street	RSE	15	15	
R6	Riverview Room	Riverview Room	RSE	61	61	
ES-M4	Mothe Funeral Homes	Mothe Funeral	Escort	38	38	
ES-A1	Acme Truck	Acme Trucking	Escort	31	31	
ES-R3	Rhodes Funeral Homes	Rhodes Funeral Homes	Escort	31	31	
R12	Rock-n-Sake	Rock-n-Sake-823 Fulton St.	RSE	98	98	
ES-G2	Greenwood Funeral Home	Greenwood Funeral	Escort	29	29	
T2	Temple Sinai	Temple Sinai/6227 St.Chas.	Church	28	28	
S1	Saks Fifth Avenue	Saks Fifth Avenue Canal Place	RSE	12	12	
ES-T2	Tharp Funeral Home	Tharp Funeral	Escort	28	28	
E1	Ellis Marsalis Center	Ellis Marsalis Center	MSE	25	25	
S42	Sewerage and Water Board	SWBNO Saint Joseph Street	RSE	257	733	
S42	Sewerage and Water Board	SWBNO General DeGaulle	RSE	250	733	

S42	Sewerage and Water Board	SWBNO Central Yard	RSE	226	733	
S94	Sky View Terrace Apartments	3401 Garden Oaks Dr (Sky View)	RSE	15	15	
ES-D2	Davis Mortuary Service	Davis Mortuary	Escort	22	22	
S45	St. Mary's Dominican H.S.	St. MaryDominicanHS/7701Walmsl	School	21	21	
G5	Southern Glazer's	Southern Glazer's	RSE	101	101	
ES-C1	Chandler Trucking	Chandler Trucking	Escort	20	20	
T5	The New Orleans Jazz & Heritag	Treme Creole Gumbo Festival	MSE	2	19	
S81	Southern Synergy, LLC	Southern Synergy (Various)	RSE	55	86	
ES-H1	Howard Pile Driving Company	Howard Pile Driving	Escort	19	19	
S92	Successful Endeavors	Chick&Water/3400 S. Claiborne	RSE	5	5	Chicken & Watermelon's owner created this new holding company. These jobs are just the continuation of the Chicken & Watermelon RSE under a new name
T66	T & D Solutions, LLC	T & D Solutions (Various)	RSE	53	78	
N36	New Orleans Col.Prep.Cohen HS	New Orleans CollPrep/La&StChas	School	16	16	
T4	The Home Depot	The Home Depot Central City	RSE	11	22	Home Depot Central City was a longstanding RSE customer since April 2014, but they terminnated their detail in July 2015.
ES-T1	Taylor Transport	Taylor Transport	Escort	16	16	

ES-A21	Arabie Trucking Service	Arabie Trucking Service	Escort	15	15	
T4	The Home Depot	12300 I-10 Service Road	RSE	11	22	Home Depot I-10 Service Rd was a longstanding RSE customer since April 2014, but they terminated their detail in July 2015.
T19	The Sugar Mill	The Sugar Mill	RSE	28	28	
Y5	Young Leadership Council	Lafayette Square Concert	MSE	13	14	
ES-B5	Bennett Trucking	Bennett Trucking	Escort	14	14	
ES-M5	Majestic Mortuary Service	Majestic Mortuary	Escort	14	14	
ES-G1	Gulf South Piling/Construction	Gulf South Piling	Escort	13	13	
ES-T4	Turner Industries Group	Turner Industries Group	Escort	13	13	
T56C	TJ MAXX S. Claiborne Ave	TJ MAXX 2900 S. Claiborne Ave	RSE	40	40	
J18	Jos. S. Clark Preparatory H.S.	Jos.S.ClarkPrepHS/1301Derbigny	School	11	12	
J18	Jos. S. Clark Preparatory H.S.	Jos.S.Clark/900 N.Villere St.	School	1	12	
ES-B6	Baker Pile Driving	Baker Pile Driving	Escort	12	12	
ES-P1	Professional Funeral	Professional Funeral	Escort	12	12	
N37	New Orleans Saints	333 Poydras St (NOS)	MSE	12	12	
T74	Troy Stumpf	The Mortuary Haunted House	RSE	24	24	
U5	Upper Hurstville Security Dist	Upper Hurstville Securirty Dist	RSE	319	319	
U1	URBN Urban Outfitters Inc.	Urban Outfitters	RSE	160	160	
W18	Wendy's	1301 Saint Charles Ave	RSE	58	58	
W3	Woodward Design	Baronne & Perdido	RSE	16	38	

Appendix 8: Shift assignment methods in OPSE's pending policy

E. OPSE's Job Offer Process

1. The process for assigning officers to secondary employment jobs strikes a balance between several important objectives, including equitable distribution of work opportunities, fair treatment of those with long-standing details, service to the customer, and effective administration. Depending on the type of secondary employment opportunity, these objectives are achieved by somewhat different processes.
2. OPSE fills all new secondary employment opportunities and temporary vacancies pursuant to written and consistently applied criteria as outlined in this policy (see V.E.3).
3. How shifts are filled and who gets priority of assignment. The methods by which a particular job is filled and who is prioritized for assignment are determined in one of five ways, depending on the type of job being offered and the amount of time available to fill the shifts:

Table V.1 - Fill Method										
Amount of Advance Notice	Type of Job	Time-Based (standing or patrol, paid by the hour)		Task-Based (flat rate per task, up to a max duration)		Special Skill (requires NOPD certification)				
		Temporary or New Permanent	Established Permanent	Temporary or New Permanent	Established Permanent	Motorcycle Escort	Mounted	K9	Bomb Tech	Boat & Diver
Regular (> 2 days notice)		I	III	I	III	IV	V	V	V	V
Short-notice (≤ 2 days notice)		II	III	II	III	IV	V	V	V	V

A. Method I: Post & Fill

- i. These shifts will be posted to the ISELINK self-service portal for all eligible officers to sign-up. The posting will be available for at least 24 hours before the shifts are filled.
- ii. If an officer signs up for a posted shift, he or she acknowledges that if selected, he or she agrees to work the shift. Signing-up constitutes acceptance.
- iii. Members may sign up for as many shifts as they choose, and OPSE will not schedule them for shifts that are clear work limitation violations, two simultaneously occurring shifts, or other obvious violations of policy. However, it is ultimately the officer's responsibility to only work authorized shifts and to remain compliant with all daily and weekly work limitations.
- iv. Assignments will be made among the officers who sign up for a shift on a given job according to the following criteria, in order, as automatically prioritized by the ISELINK system:
 1. Members whose NOPD work schedules, as self-reported in the ISELINK officer self-service profile, conflict with the time of the job, will be disqualified from selection.
 2. The number of secondary employment hours each officer has worked that calendar year, from least to most.
 3. If two or more officers have worked the same number of hours that year, the officer with more total time in service will be selected.

4. If two or more officers have worked the same number of hours that year, and have the same time in service, the officers will be sorted and selected alphabetically by last name.
 - v. Assignments will be confirmed via automated email or text message from ISELINK. To receive these messages, officers must not have opted out of ISELINK notifications.
- B. Method II: Proactive Fill of Short Notice Shifts
- i. These shifts must be filled immediately. If not already posted, OPSE coordinators will attempt to first post these shifts for sign-up by any eligible officer, although this is not always possible, depending on the immediacy of the requirement and the coordinator's access to a computer.
 - ii. Coordinators will proactively contact eligible officers via email, text message, and/or phone to offer shifts to whoever is available and willing to work the job. When possible, OPSE coordinators will use the most current Short Notice Roster.
 - iii. Shifts will be filled as officers confirm their willingness and availability, with phone confirmation always taking priority over email, voicemail, or text message responses.
 - iv. Assignments will be confirmed via OPSE coordinator phone, text, or email.
- C. Method III: Pool First
- i. These shifts will be posted for sign-up only by officers currently permanently assigned to the same job for the same customer at the time the shifts are offered (i.e. the pool). Once posted to the pool, OPSE will begin proactively seeking pool officers to fill the shifts.
 - ii. Shifts that can't be filled by pool officers will be posted for all officers and filled according to Method I.
 - iii. Any shifts that remain unfilled within 2 days of execution will be filled proactively according to Method II.
 - iv. Assignments will be confirmed via automated email or text message from ISELINK and/or OPSE coordinator email, text, or phone.
- D. Method IV: Motorcycle Escort Roster
- i. Because of the fluid nature of motorcycle escort requirements, and the changing availability of motorcycle equipment and riders based on operational requirements, motorcycle escorts shall be assigned by the traffic division operations manager as they occur using the motorcycle escort roster. This is a "next up" roster based on last name, rank, and availability at the time of the escort.
 - ii. All escorts are recorded on the roster, which is provided to OPSE twice weekly with payment receipts and payment checks. All escorts are recorded in ISELINK and count against the daily and weekly secondary employment limits.
 - iii. All payments are processed through OPSE.
 - iv. Assignments are confirmed in-person, via radio, or via mobile phone conversation between the assigned officer and the traffic division operations manager.
- E. Method V: Close Coordination with Special Skill Team

- i. Because each of the special skill teams consists of a very small number (6 or fewer) of certified officers, these types of secondary employment opportunities will be assigned based on close coordination between the OPSE coordinator and the several officers in that skill team. Often, these secondary employment opportunities will use all or most of the available certified officers on a single job.
- ii. The OPSE coordinator will input the assignment schedule into the ISELINK system so that assigned officers can confirm their assignments on their self-service portal calendar.
- iii.** Assignments will be confirmed via automated email or text message from ISELINK and/or OPSE coordinator email, text, or phone.

Appendix 9: Detail Supervisory Table, Source: OPSE Policy Manual

Total Req'd Officers	PO	Sgt	Lt	Capt/Commandr
1	1	0	0	0
2	2	0	0	0
3	3	0	0	0
4	4	0	0	0
5	4	1	0	0
6	5	1	0	0
7	6	1	0	0
8	7	1	0	0
9	8	1	0	0
10	8	2	0	0
11	9	2	0	0
12	10	2	0	0
13	11	2	0	0
14	12	2	0	0
15	12	2	1	0
16	13	2	1	0
17	14	2	1	0
18	15	2	1	0
19	16	2	1	0
20	16	3	1	0
21	17	3	1	0
22	18	3	1	0
23	19	3	1	0
24	20	3	1	0
25	20	3	2	0
26	21	3	2	0
27	22	3	2	0
28	23	3	2	0
29	24	3	2	0
30	25	3	2	0
31	26	3	2	0
32	27	3	2	0
33	28	3	2	0
34	29	3	2	0
35	29	4	2	0
36	30	4	2	0
37	31	4	2	0
38	32	4	2	0
39	33	4	2	0
40	34	4	2	0
41	34	5	2	0

Total Req'd Officers	PO	Sgt	Lt	Capt/Commandr
42	34	5	3	0
43	35	5	3	0
44	36	5	3	0
45	37	5	3	0
46	38	5	3	0
47	39	5	3	0
48	39	6	3	0
49	40	6	3	0
50	41	6	3	0
51	42	6	3	0
52	43	6	3	0
53	44	6	3	0
54	44	7	3	0
55	44	7	4	0
56	45	7	4	0
57	46	7	4	0
58	47	7	4	0
59	48	7	4	0
60	49	7	4	0
61	49	8	4	0
62	50	8	4	0
63	51	8	4	0
64	52	8	4	0
65	53	8	4	0
66	54	8	4	0
67	54	9	4	0
68	54	9	5	0
69	54	9	5	1
70	55	9	5	1
71	56	9	5	1
72	57	9	5	1
73	58	9	5	1
74	59	9	5	1
75	59	10	5	1
76	60	10	5	1
77	61	10	5	1
78	62	10	5	1
79	63	10	5	1
80	64	10	5	1
81	64	11	5	1
82	64	11	6	1

Total Req'd Officers	PO	Sgt	Lt	Capt/Comdr
83	65	11	6	1
84	66	11	6	1
85	67	11	6	1
86	68	11	6	1
87	69	11	6	1
88	69	12	6	1
89	70	12	6	1
90	71	12	6	1
91	72	12	6	1
92	73	12	6	1
93	74	12	6	1
94	74	13	6	1
95	74	13	7	1
96	75	13	7	1
97	76	13	7	1
98	77	13	7	1
99	78	13	7	1
100	79	13	7	1
101	79	14	7	1
102	80	14	7	1
103	81	14	7	1
104	82	14	7	1
105	83	14	7	1
106	84	14	7	1
107	84	15	7	1
108	84	15	8	1
109	84	15	8	2
110	85	15	8	2
111	86	15	8	2
112	87	15	8	2
113	88	15	8	2
114	89	15	8	2
115	89	16	8	2
116	90	16	8	2
117	91	16	8	2
118	92	16	8	2
119	93	16	8	2
120	94	16	8	2
121	94	17	8	2
122	94	17	9	2
123	95	17	9	2
124	96	17	9	2
125	97	17	9	2

Total Req'd Officers	PO	Sgt	Lt	Capt/Comdr
126	98	17	9	2
127	99	17	9	2
128	99	18	9	2
129	100	18	9	2
130	101	18	9	2
131	102	18	9	2
132	103	18	9	2
133	104	18	9	2
134	104	19	9	2
135	104	19	10	2
136	105	19	10	2
137	106	19	10	2
138	107	19	10	2
139	108	19	10	2
140	109	19	10	2
141	109	20	10	2
142	110	20	10	2
143	111	20	10	2
144	112	20	10	2
145	113	20	10	2
146	114	20	10	2
147	114	21	10	2
148	114	21	11	2
149	114	21	11	3
150	115	21	11	3
151	116	21	11	3
152	117	21	11	3
153	118	21	11	3
154	119	21	11	3
155	119	22	11	3
156	120	22	11	3
157	121	22	11	3
158	122	22	11	3
159	123	22	11	3
160	124	22	11	3
161	124	23	11	3
162	124	23	12	3
163	125	23	12	3
164	126	23	12	3
165	127	23	12	3
166	128	23	12	3
167	129	23	12	3
168	129	24	12	3

Total Req'd Officers	PO	Sgt	Lt	Capt/Comdr
169	130	24	12	3
170	131	24	12	3
171	132	24	12	3
172	133	24	12	3
173	134	24	12	3
174	134	25	12	3
175	134	25	13	3
176	135	25	13	3
177	136	25	13	3
178	137	25	13	3
179	138	25	13	3
180	139	25	13	3
181	139	26	13	3
182	140	26	13	3
183	141	26	13	3
184	142	26	13	3
185	143	26	13	3
186	144	26	13	3
187	144	27	13	3
188	144	27	14	3
189	144	27	14	4
190	145	27	14	4
191	146	27	14	4
192	147	27	14	4
193	148	27	14	4
194	149	27	14	4
195	149	28	14	4
196	150	28	14	4
197	151	28	14	4
198	152	28	14	4
199	153	28	14	4
200	154	28	14	4
201	154	29	14	4
202	154	29	15	4
203	155	29	15	4
204	156	29	15	4
205	157	29	15	4
206	158	29	15	4
207	159	29	15	4
208	159	30	15	4
209	160	30	15	4
210	161	30	15	4
211	162	30	15	4

Total Req'd Officers	PO	Sgt	Lt	Capt/Comdr
212	163	30	15	4
213	164	30	15	4
214	164	31	15	4
215	164	31	16	4
216	165	31	16	4
217	166	31	16	4
218	167	31	16	4
219	168	31	16	4
220	169	31	16	4
221	169	32	16	4
222	170	32	16	4
223	171	32	16	4
224	172	32	16	4
225	173	32	16	4
226	174	32	16	4
227	174	33	16	4
228	174	33	17	4
229	174	33	17	5
230	175	33	17	5
231	176	33	17	5
232	177	33	17	5
233	178	33	17	5
234	179	33	17	5
235	179	34	17	5
236	180	34	17	5
237	181	34	17	5
238	182	34	17	5
239	183	34	17	5
240	184	34	17	5
241	184	35	17	5
242	184	35	18	5
243	185	35	18	5
244	186	35	18	5
245	187	35	18	5
246	188	35	18	5
247	189	35	18	5
248	189	36	18	5
249	190	36	18	5
250	191	36	18	5
251	192	36	18	5
252	193	36	18	5
253	194	36	18	5
254	194	37	18	5

Total Req'd Officers	PO	Sgt	Lt	Capt/Comdr
255	194	37	19	5
256	195	37	19	5
257	196	37	19	5
258	197	37	19	5
259	198	37	19	5
260	199	37	19	5
261	199	38	19	5
262	200	38	19	5
263	201	38	19	5
264	202	38	19	5
265	203	38	19	5
266	204	38	19	5
267	204	39	19	5
268	204	39	20	5
269	204	39	20	6
270	205	39	20	6
271	206	39	20	6
272	207	39	20	6
273	208	39	20	6
274	209	39	20	6
275	209	40	20	6
276	210	40	20	6
277	211	40	20	6
278	212	40	20	6
279	213	40	20	6
280	214	40	20	6
281	214	41	20	6
282	214	41	21	6
283	215	41	21	6
284	216	41	21	6
285	217	41	21	6
286	218	41	21	6
287	219	41	21	6
288	219	42	21	6
289	220	42	21	6
290	221	42	21	6
291	222	42	21	6
292	223	42	21	6
293	224	42	21	6
294	224	43	21	6
295	224	43	22	6
296	225	43	22	6
297	226	43	22	6

Total Req'd Officers	PO	Sgt	Lt	Capt/Comdr
298	227	43	22	6
299	228	43	22	6
300	229	43	22	6
301	229	44	22	6
302	230	44	22	6
303	231	44	22	6
304	232	44	22	6
305	233	44	22	6
306	234	44	22	6
307	234	45	22	6
308	234	45	23	6
309	234	45	23	7
310	235	45	23	7
311	236	45	23	7
312	237	45	23	7
313	238	45	23	7
314	239	45	23	7
315	239	46	23	7
316	240	46	23	7
317	241	46	23	7
318	242	46	23	7
319	243	46	23	7
320	244	46	23	7
321	244	47	23	7
322	244	47	24	7
323	245	47	24	7
324	246	47	24	7
325	247	47	24	7
326	248	47	24	7
327	249	47	24	7
328	249	48	24	7
329	250	48	24	7

Appendix 10: OPSE Response Letter



CITY OF NEW ORLEANS
Mitchell J. Landrieu, Mayor

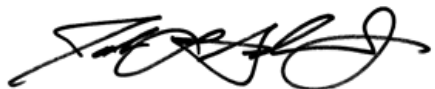
Office of Police Secondary Employment
1300 Perdido Street, Suite 1W30
New Orleans, LA 70112

May 9th, 2017

Last year, OPSE welcomed the opportunity for a thorough external evaluation of our practices and the results they have brought about. This objective, close look at the policies and procedures that have evolved over the last four years not only gives us an opportunity to demonstrate the success we've achieved through close collaboration with our partners in the NOPD, the DOJ, and the consent decree monitor team, but it also allows us to see some things we otherwise wouldn't have seen. This helps us provide better service to our two main stakeholder groups: our customers and the officers who work secondary employment for them.

Enclosed is OPSE's response to the audit report. The results will and should speak for themselves. We take them seriously, and so we have already undertaken the work to make improvements on the shortcomings the audit revealed. Our responses to some of the specific findings will serve, I hope, to give some context to the assessments so that the citizens of New Orleans are able to have full confidence that their police department and city government are working in their interest, always.

I would like to thank the audit team for their comprehensive and professional work during and since the audit. I'd also like to thank the New Orleans Police Department, with whom we have a working relationship that has continually improved since OPSE began operations in late 2013. Most importantly, I want to acknowledge the many NOPD officers who have worked very hard to help create a workable secondary employment system, our customers who have remained steadfast in their support of NOPD, and, the hardworking civil servants on our team who make it all work from day to day.



John L. Salomone, Jr.
Lieutenant Colonel, US Army, Retired
Director

OPSE Responses to Selected Audit Findings

Objective 2:

This objective assesses compliance with the “rotation requirement” as originally stated in consent decree paragraph 340. This requirement sought to ensure that all officers get a fair opportunity to work secondary employment; however, quantitative analysis showed that this requirement was not necessary to ensure officers have a fair opportunity to work and that the requirement was detrimental to effective operations. So as a policy change was under consideration by the court in 2016, the court monitor acknowledged that the policy was impractical to enforce. The court ultimately changed the consent decree in February 2017 to remove the rotation requirement.

Objective 3:

Since early 2015, OPSE has used one of five methods to assign officers to a secondary employment shift (see Appendix 8 of the Audit Report). The 2013 OPSE policy manual does not address the full range of assignment methods as procedures have evolved and matured since 2013 when the policy was published. However, these assignment methods were developed with knowledge of the court, the US Department of Justice (DOJ), and the consent decree monitor team. They were created in order to maximize OPSE’s ability to match qualified officers with the customers who request their services, and to do so in any circumstance (e.g. last-minute requests, motorcycle escort jobs where the availability of motorcycles is not known until the time of the required escort, requests for officers with special certifications of which the population of certified officers is very limited, etc.). These methods are included in the comprehensive policy revision currently pending final approval by the DOJ and the court.

Objective 8:

Since the completion of the secondary employment audit, the court has ordered an amendment to the consent decree that changes the daily officer work limit from 16 hours to 16 hours 49 minutes. This change was requested of and approved by the court to allow an officer to work a full, standard, on-duty shift, which can last up to 8 hours and 49 minutes, and then be able to work up to 8 additional hours of overtime or secondary employment in that 24-hour period.

Additionally, the NOPD Reserve Division has begun to track all reserve officer volunteer time using a database to which OPSE now has been given access. This allows for better compliance monitoring and coordination as suggested in Objective 8 recommendation 4 of the audit report.

Objective 9:

Obj 9.a) i. – The eight forms that were identified in the results section for objective 9.a) as “not reserve authorization forms” were the annual authorization forms reserve officers had submitted and for which they received approval when the officers were still on active duty with NOPD before they resigned or retired and subsequently joined the Reserve Division. All eight of these forms were less than a year old. The three expired forms and one missing form are confirmed deficiencies.

Obj 9.a) ii. – At the time of the audit, OPSE did not have access to the NOPD Reserve Division’s volunteer hour records and therefore had no way to confirm that reserve officers were fulfilling their monthly volunteer hour requirement prior to working secondary employment. In January 2017, OPSE was given access to the Reserve Division’s volunteer data through an internal Microsoft SharePoint site. This information is now used by OPSE, with the help of the Reserve Division staff, to establish monthly reserve officer work authorizations.

Obj 9.b) – The consent decree’s requirement for reserve officers to include a monthly time report with “detail authorization forms” refers to an obsolete practice that was discontinued before OPSE operations began. Previously, officers—including reserve officers—had to submit through their chain of command for approval a paper detail authorization form for each secondary employment job they wished to work. Reserve officers attaching their previous month’s volunteer time record was appropriate when this was NOPD’s policy. When the policy changed in 2013, however, and officers were only required to receive an annual authorization to work secondary employment, the inclusion of the prior month’s volunteer record became moot. The NOPD Reserve Division has not required the inclusion of a paper volunteer record nor has OPSE enforced the requirement. The process described in the response to Objective 9.a) ii above now serves as the management tool for volunteer time verification. OPSE has requested through the consent decree monitor team an updating of the consent decree to reflect the new procedures.

Obj 9.g – It was established before OPSE began full operations that with regard to working details, reserve officers and active officers would be treated equally, that is, reserve officers and active officers would have the same opportunity to work details. When the superintendent of police authorizes an extension of the weekly work limit for officers, that extension is equally applied to reserve officers’ limits and active officer’ limits so as to be consistent and fair in the application of this extension. A review of this practice will be undertaken by OPSE in conjunction with the NOPD Compliance Bureau and the consent decree monitor.

Recommendation 1 (regarding Obj 9.a.ii and 9.b) – OPSE does not believe this recommendation would help achieve the objective. All authorization forms are submitted on an annual basis (see response to Obj 9.b) above). Having a reserve officer’s volunteer time for the previous month annotated on his or her annual authorization would not enable verification of subsequent months’ volunteer time. A better solution is the one already in use by the Reserve Division and OPSE: to have a database accessible by

Office of Police Secondary Employment (OPSE) Response to Secondary Employment Audit Results
(Proposed Final, 9 May 2017)

OPSE that gives an accurate near-real-time record of an officer's volunteer time so OPSE can review this on a monthly basis and deactivate any officer's work authorization status if the volunteer time requirements are not met.

Objective 10:

OPSE requires its operations staff (i.e. coordinators) to conduct at least one site inspection to a job in their portfolio per week. This practice began in January 2016 and was included in *OPSE Internal Policy 3.00, Operations* in March 2017. While no formal schedule is published, coordinators conduct these visits based on their knowledge of operations, whether the job has recently had problems (if a recurring job), and the availability of the customer.

Assignment ID# 34386302, Smoothie King Center, 11 Jan 16: The job had 58 assigned, including 37 police officers (POs), 17 sergeants (Sgts), 3 lieutenants (LTs), and 1 police commander (Cmdr). The job had 10 more supervisors than required, but because lieutenants are proportionally underrepresented in NOPD's ranks compared to the consent decree requirement for them, finding enough lieutenants is always a problem (lieutenants comprise less than 5% of NOPD's strength—including reserve lieutenants—but the consent decree requires that they make up 7% of the staffing on a job of this size). All supervisor positions were filled, but some were filled with sergeants where lieutenants were not available.

Assignment ID# 34387218, same job as Assignment ID# 34386302 above, but a different shift. Same comment.

Objective 12:

The audit report identifies 25 of the 28 sampled jobs as compliant with the prohibition on officers supervising other officers who outrank them. Because this policy is so important to a functioning police department, a discussion of the three identified violations is important.

1. Assignment ID# 35547331, French Quarter Fest, 9 Apr 16: OPSE confirmed and scheduled officers from the pool of officers who worked the event previously, as this is a major special event and the consent decree allows major special events to have a pool of permanent officers who may work the job on a recurring basis. We solicited officers by sending an email to all who had previously worked the event, asking them to reply by a deadline if they would like to work it again. On that deadline, we started filling shifts with those officers who had responded. However, officers continued to contact us after the deadline. Once all of the supervisor shifts had been filled, if a sergeant or lieutenant contacted us after the deadline and requested to work the event, we allowed him or her to fill an open PO position (non-supervisory) as they are authorized to do. We did not, though, bump a sergeant who had responded on time in order to

put a late-responding lieutenant into a higher supervisory role at the expense of a sergeant who had already been scheduled for that shift. This resulted in a lieutenant working in a non-supervisory role while a sergeant served as a supervisor.

2. Assignment ID# 36104924, Race, 12 Jun 16: This was the first road race paid through OPSE and so was a transitional job with respect to OPSE management. To ensure public safety, the NOPD Special Events section selected and assigned the supervisors from the small group of experienced race supervisors. OPSE only confirmed who these supervisors were when the timesheets were submitted after the event. For the non-supervisory positions, OPSE posted the shifts and filled them according to standard assignment criteria. A lieutenant was # 11 on the priority list for 27 required POs. Because there were not enough officers willing or able to fill all of the required shifts for this event, and managing races shorthanded creates public safety risks, the lieutenant was allowed to fill the non-supervisory position that he had requested when he signed-up for that shift.

3. Assignment ID# 34676613, PFJ Floats, 29 Jan 16: This job involved multiple motorcycle escort moves of floats over the course of a day in preparation for Mardi Gras. The moves did not involve all of the 23 motorcycle officers moving a group of floats at the same time from the same origin to the same destination. Rather, the officers were split up into teams, not all of which had five motorcycles (the threshold at which a supervisor is required). Some float moves required larger groups of officers to transport multiple floats, while other float moves could be accomplished with a group of four or fewer motorcycle officers. In this case, sergeants were supervising a move that involved five or more motorcycles, while at the same time a lieutenant was involved in other moves of smaller groups of floats not requiring five motorcycles, and therefore not requiring a supervisor. This is why the sergeants were listed as supervisors and the lieutenants were not. The way the job had to be input into our scheduling system did not reflect the supervisory relationships of the small teams on the ground, and so the auditor evaluated the 23 motorcycle officers as a single team, not the multiple smaller teams that conducted the work.

Objective 13:

OPSE requires customers to certify that timesheets are correct before we pay officers for the time recorded. If a customer fails to submit a timesheet, that customer has agreed, according to the contract he or she signed when requesting the detail, that the officers will be paid for the time as scheduled in the absence of a verified timesheet. An officer would then be recorded in OPSE's database and subsequently paid as being present for the entire shift, but he or she may have actually been late (meaning he or she did not include their travel time in their timekeeping). Also, if the customer is verifying that an officer was present for the entire time as indicated on that timesheet, then by definition, the officer is not being paid for travel time, but for time worked. If the customer is certifying

Office of Police Secondary Employment (OPSE) Response to Secondary Employment Audit Results
(Proposed Final, 9 May 2017)

the officer's time without actually checking it, OPSE has no way to prevent that. The prohibition against payment for travel time is acknowledged by all officers when they attest on their annual secondary employment authorization form that they have read and understand OPSE and NOPD secondary employment policy, and every customer agrees to accurate verification of timesheets when he or she signs the customer agreement.

OBJs 14 & 15:

During the period covered by the audit, OPSE did not have access to information identifying officers who were on first-year probationary status. If an officer who had finished his initial Field Training but had not yet completed his first year as an employee submitted a secondary employment authorization form through his chain of command, and his sergeant, commander, and the superintendent approved the form, OPSE at the time could only assume that the officer was authorized to work details. NOPD has recently given OPSE access to the data on probationary officers, however, and we have begun to issue warnings to officers who violate this policy, including the Compliance Bureau in these communications.

Objective 17b:

This is a confirmed violation. A captain was filled into a late unfilled shift by one of OPSE's former coordinators. When this came to the attention of our operations supervisor during payroll reconciliation, he corrected the coordinator and called the captain to inform him that he should not in the future accept non-supervisory roles.

Objective 18a:

OPSE does not have access to NOPD's computer-aided dispatch (CAD) system and therefore cannot confirm whether a police officer working a detail complied with NOPD policy 1041 to open and close a CAD item number for each detail. Because officer detail assignments change constantly based on changing officer work requirements, it is not feasible with the current systems we use for OPSE to push real-time data to district supervisors, especially when this information is not requested. OPSE fills up to 400 officer shifts each day. NOPD supervisors are encouraged to contact OPSE, including after hours, if they need to know who is assigned to specific jobs in their district. To push this data, however, would simply be to overload supervisors with unwanted data that would be inaccurate soon after it is sent. We are working with the NOPD Compliance Bureau to find a solution that provides police supervisors the information they need without overwhelming them with unneeded data.

Objective 21b:

Every detail OPSE manages begins with a conversation with the customer by one of our operations staff. This conversation serves to guide the customer through the process, including answering any questions the customer might have about the requirements and prohibitions set forth by the consent decree. OPSE then sends all customers via email a start-up packet that includes: 1) a quick start guide that answers the most commonly asked questions and gives the basic instructions for a customer to initiate and execute a detail through OPSE, 2) a customer information sheet to be completed by the customer, detailing their request, 3) a customer agreement, including all the requirements and prohibitions as specified by the consent decree, and acknowledgment statements requiring initials and a signature agreeing to the terms, and 4) a timesheet to use to record and verify the time officers work. In some cases, customers do not complete and return the customer agreement on time or at all. In the sample used for the audit, the auditor evaluated that OPSE had signed customer agreements for 77 of the 93 cases sampled, with 23 of the 77 received before the execution of the event. The other 54 signed customer agreements were received by OPSE after the execution of the detail. Of the remaining 16 for which there was no signed customer agreement on file at the time of the audit:

- 8 shifts were escorts, for which there was no advance notice of the job, and therefore no customer agreement
- 2 shifts were on the Grey Line Tours invoice, which OPSE created after the job was complete (see explanation for Objective 10 above);
- 1 shift was for First NBC Bank, who was emailed the customer agreement 7 days before the job but did not return it
- 2 shifts were for Fischer's Jewelry, from whom we received the signed customer agreement on 18 April 16, several days after the shift sampled here (having provided it to the customer before the job)
- 1 shift was for City Park, from whom we received an updated customer agreement on 17 Oct 16
- 1 shift was for the UNO Lakefront Arena, from whom we received an updated customer agreement on 14 Oct 16
- 1 Shift was for the Algiers Friendship Fest, from whom we received an updated customer agreement on 21 Feb 17 in preparation for the 2017 festival

In addition to explaining the rules for secondary employment customers before the job, OPSE has also maintained a web site at nola.gov/opse since 2013 that has posted for anyone to read and download our policy manual, the fee schedule, a frequently asked questions document, our annual reports, various court orders associated with secondary employment, and our annual budget presentation. Also, this website has several tabbed pages that replicate the FAQ, the price schedule, and contact information for all OPSE staff members. Between the initial conversation with an OPSE coordinator, the customer agreements provided to each new customer, and the extensive resources on our website, we are confident that all customers are notified of their obligations before they agree to hire NOPD officers.

Objective 24:

See response to Objective 18a above. Any NOPD supervisor can request and receive from OPSE any historical record of a detail shift or shifts. However, providing this information, which amounts to data on over 2300 officer shifts every two weeks, is not practical or useful for OPSE to provide, or every district or division commander to receive, without having been requested. OPSE will work with the NOPD Compliance Bureau to pursue a change to the consent decree that better reflects practical means for police supervisors to have access to OPSE historical data.