FOLLOW-UP REPORT
Police Administration – TeleStaff System
June 2016
Audit Committee

Timothy M. O’Brien, CPA, Chairman
Rudolfo Payan, Vice Chairman
Jack Blumenthal
Leslie Mitchell
Florine Nath
Charles Scheibe
Ed Scholz

Audit Management

Valerie Walling, CPA, CMC®, Deputy Auditor
Kip Memmott, MA, CGAP, CRMA, Director of Audit Services

Audit Staff

Katja Freeman, MA, MELP, Audit Supervisor
Rudy M. Lopez, MS, Lead Auditor
Karin Doughty, CISA, Senior IT Auditor

You can obtain copies of this report by contacting us:

Office of the Auditor
201 West Colfax Avenue, #705
Denver CO, 80202
(720) 913-5000 • Fax (720) 913-5247

Or download and view an electronic copy by visiting our website at: www.denvergov.org/auditor
Report number: A2015-005

The Auditor of the City and County of Denver is independently elected by the citizens of Denver. He is responsible for examining and evaluating the operations of City agencies for the purpose of ensuring the proper and efficient use of City resources and providing other audit services and information to City Council, the Mayor and the public to improve all aspects of Denver’s government. He also chairs the City’s Audit Committee.

The Audit Committee is chaired by the Auditor and consists of seven members. The Audit Committee assists the Auditor in his oversight responsibilities of the integrity of the City’s finances and operations, including the integrity of the City’s financial statements. The Audit Committee is structured in a manner that ensures the independent oversight of City operations, thereby enhancing citizen confidence and avoiding any appearance of a conflict of interest.
Mr. Robert White, Chief of Police
Denver Police Department
City and County of Denver

Re: Audit Follow-Up Report

Dear Chief White:

In keeping with generally accepted government auditing standards and the Audit Services Division’s policy, as authorized by D.R.M.C. § 20-276, our Division has a responsibility to monitor and follow-up on audit recommendations to ensure audit findings are being addressed through appropriate corrective action and to aid us in planning future audits.

This report is to inform you that we have completed our follow-up effort for the Police Administration – TeleStaff System performance audit issued August 20, 2015. Our review determined that the Denver Police Department has adequately implemented all of the recommendations made in the audit report.

For your reference, this report includes a Highlights page that provides background and summary information on the original audit and the completed follow-up effort. Following the Highlights page is a detailed implementation status update for each recommendation.

This concludes audit follow-up work related to this audit. I would like to express our sincere appreciation to you and to Department personnel who assisted us throughout the audit and follow-up process. If you have any questions, please feel free to contact me at 720-913-5000 or Katja Freeman, Internal Audit Supervisor, at 720-913-5158.

Denver Auditor’s Office

Timothy M. O’Brien, CPA
Auditor
Police Administration – TeleStaff System
June 2016

Status
The Denver Police Department (DPD) has implemented all four of the recommendations that were made in the August 2015 audit report.

Background
TeleStaff is a centralized electronic scheduling system that holds data on all uniformed police officers including work shifts, overtime hours, backfill hours, off-duty hours, and all related requests for time off.

Officers can access TeleStaff at their assignment or via the web. Time entries for overtime, sick, compensatory time, and leave requests are entered, processed, and approved through TeleStaff. Officer violations of the daily and weekly limits set by DPD policy may result in suspension of secondary employment privileges or other reprimands.

Purpose
The purpose of the audit was to determine DPD’s ability to collect, analyze, and quantify the impacts of overtime work conducted by DPD personnel. We also assessed whether the Department’s time accounting systems and practices were adequate for detecting non-compliance and for monitoring and managing officer time and workload.

Highlights from Original Audit
The Denver Police Department (DPD) has taken positive steps toward improving internal controls and oversight of officer scheduling by moving from a manual review process to a centralized electronic scheduling system known as TeleStaff, establishing related policies and procedures, and implementing frequent monitoring and review of off-duty work hours. We evaluated Information Technology General Controls (ITGC) implemented by DPD to ensure integrity and availability of the data and related systems. Effective ITGCs provide assurance that IT systems, applications, and data are confidential by limiting access to only authorized individuals; maintain integrity by guarding against unauthorized modification; and ensure that information and systems are available for use when the organization or users need them.

To ensure compliance with policy, off-duty work hours were reviewed on a weekly basis by DPD’s Secondary Employment Unit. Secondary employment is differentiated from regular work hours as voluntary hours worked by officers outside of the normal operations required by the Department. We found approximately 96 percent of officers complied with DPD policy limiting total hours an officer can work to sixteen hours in a twenty-four-hour period and sixty-four hours in one week.

Lastly, we analyzed all police work hours (i.e., regular shift, overtime, and off-duty/secondary employment) to determine if DPD’s policy limiting total hours is an effective measure to prevent negative health and behavioral outcomes. This was determined by reviewing the usage of sick leave and number of complaints filed against officers. Our analysis found DPD’s policy limiting total work hours seemed appropriate to mitigate negative health and behavioral outcomes among officers. As such, we offered four recommendations to further strengthen DPD’s internal controls and improve processes.

Findings at Follow-up
DPD updated the TeleStaff security settings to enable sign-in and password changes every ninety days and designated several Technology Services employees to serve as backup to support all aspects of TeleStaff. DPD’s Secondary Employment Unit developed a report that highlights officers who work an off-duty assignment without prior approval. Command staff are notified of any infractions and address the issues accordingly. DPD reduced the length of morning and afternoon shifts from ten to eight hours in duration. DPD’s Data Analysis Unit continues to monitor for significant changes to officer work hours, schedules, and effective strength. The Data Analysis Unit has not detected a significant increase in overtime. Finally, DPD is an active participant in the Department of Safety’s work group, which strives to improve the well-being of Department of Safety employees.

For a complete copy of this report, visit www.denvergov.org/auditor
Audit Contact Person: Katja Freeman | 720.913.5158 | katja.freeman@denvergov.org
# Recommendations: Status of Implementation

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Auditee Action</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Finding: Oversight of Officer Scheduling Can Be Enhanced with Additional Monitoring and Expanded System Controls</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.1</strong> TeleStaff Password Controls – The Denver Police Department should implement stronger password control settings through TeleStaff application security or Active Directory authentication, an option which was included in the most recent version upgrade of TeleStaff.</td>
<td>The Denver Police Department updated the TeleStaff security setting to enable sign-in and password changes every ninety days. By the end of 2016, the TeleStaff security setting will be linked to the City’s Active Directory password setting control, which will require a password change every ninety days through the City’s system.</td>
<td>Implemented</td>
</tr>
<tr>
<td><strong>1.2</strong> TeleStaff Administrator – The Denver Police Department should fully document all aspects of TeleStaff support and ensure adequate backup for all aspects of the application through a collaboration with Technology Services or with additional DPD resources.</td>
<td>The Denver Police Department in collaboration with Technology Services (TS) has designated several TS employees to serve as backup to support all aspects of the TeleStaff System when the TeleStaff Administrator is unavailable.</td>
<td>Implemented</td>
</tr>
</tbody>
</table>
# Recommendations: Status of Implementation

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Auditee Action</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.3</strong></td>
<td>The Denver Police Department’s Secondary Employment Unit developed an unapproved off-duty report that identifies officers who work an off-duty assignment without prior approval granted within the TeleStaff System. The Secondary Employment Unit generates this report weekly as part of its weekly audit process. Each District Commander and Deputy Chief receives the results for their respective districts for review and to determine a course of corrective and disciplinary action, if necessary. In the event of a violation, a journal entry of the off-duty violation is created and placed within the officer’s personnel file.</td>
<td>Implemented</td>
</tr>
</tbody>
</table>

The Denver Police Department should identify and report to Commanders on a weekly, monthly, or quarterly basis instances where off-duty approvals were not obtained in TeleStaff prior to the officer working the off-duty assignment. Commanders should develop and provide an action plan in response to the Secondary Employment Unit to address instances of unapproved off-duty, when necessary.
## Recommendations: Status of Implementation

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Auditee Action</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.4</td>
<td>District commanders and deputy chiefs regularly review data regarding officer overtime hours, staffing levels, and calls-for-service to determine appropriate staffing levels by district. The Data Analysis Unit is monitoring overtime to identify any significant increases. Although no significant increases have been identified since the release of the audit, command is prepared to analyze any potential effect on officer health and behavior related to increases in overtime.</td>
<td>Implemented</td>
</tr>
</tbody>
</table>

Data Analysis Unit – The Denver Police Department should revisit and analyze the impact of overtime and off-duty work on officer health and behavior as significant changes to officer work hours, schedules, or effective strength are introduced.
Conclusion

We found that the Denver Police Department (DPD) has fully implemented all recommendations and adequately mitigated the risk identified during the original audit. As referenced in the Auditee Action column for recommendation 1.4, DPD is monitoring significant increases in officer overtime but has not yet assessed the impact of overtime and off-duty work on officer health and behavior. However, we encourage DPD to establish a set of criteria, such as defining what constitutes “significant,” that will prompt an impact analysis.

We conclude our follow-up effort related to the Police Administration – TeleStaff System performance audit. On behalf of the citizens of the City and County of Denver, we thank staff and leadership from the Denver Police Department for their cooperation during our follow-up effort and their dedicated public service.