

STATE OF LOUISIANA

OFFICE OF STATE INSPECTOR GENERAL



DEPARTMENT OF HEALTH AND HOSPITALS AND STATE POLICE OVERTIME

Date Released:

April 27, 2010

File No. 1-09-0029-A

STATE OF LOUISIANA

OFFICE OF
STATE INSPECTOR GENERAL



DEPARTMENT OF HEALTH AND HOSPITALS
AND STATE POLICE
OVERTIME

Stephen B. Street, Jr.
State Inspector General

A handwritten signature in blue ink, appearing to read "Bobby Jindal", is written over a horizontal line.

Endorsed by:
Governor Bobby Jindal

April 16, 2010

File No. 1-09-0029

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BOBBY JINDAL
GOVERNOR



STEPHEN B. STREET, JR.
STATE INSPECTOR GENERAL

State of Louisiana
Office of the Governor
Office of State Inspector General

April 16, 2010

Honorable Bobby Jindal
Governor of the State of Louisiana
P.O. Box 94004
Baton Rouge, LA 70804-9004

Re: Case No. 1-09-0029

Dear Governor Jindal:

This report addresses concerns about overtime worked by state employees at the Department of Health and Hospitals and the Office of State Police. The report includes recommendations that the Department of Health and Hospitals ensure that adequate employees are hired to fill necessary positions with only reasonable overtime required, that DHH ensure that staff on duty are awake and alert, and that policies regulate the maximum length of shifts and minimum rest periods between shifts.

The report also includes recommendations that the Office of State Police adopt a uniform method of documenting overtime and a policy that time sheets not be certified by employees or supervisors prior to the last day worked in the pay period. The report further recommends that the Office of State Police reconcile LACE billings to entries in the ISIS payroll system, and that State Police reconcile past LACE billings to entries in ISIS and collect any monies due to State Police.

We provided drafts of the report to the Department of Health and Hospitals, the Office of State Police, and to each of the employees specifically identified in the report. We did not receive responses from any of the employees identified in the report. The written responses received from the Department of Health and Hospitals and the Office of State Police are included as Appendix A.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Stephen B. Street, Jr.", written over a printed name and title.

Stephen B. Street, Jr.
State Inspector General

SBS/vb
Enclosure

Executive Summary

The Office of State Inspector General recently conducted a review of overtime for calendar year 2008 at the Louisiana Department of Health and Hospitals (DHH) and the Louisiana Office of State Police (State Police).

Ten employees with the DHH's Northeast Supports and Services Center received a total of over \$407,000 for more than 23,000 hours of questionable overtime in 2008. These overtime hours are equivalent to the number of hours that would be worked by more than 11 **additional** fulltime employees working normal eight-hour days over the course of one year.

The ten employees routinely reported that they worked more than 16 hours a day, worked back to back days with less than six hours off between shifts, and worked as many as 82 days straight. For example:

- One employee reported he worked 33 hours straight, and separately 41.5 hours in a 42-hour period.
- Another employee reported she worked 59 hours in a 66-hour period with only 7 hours off during the almost 3-day period.
- A third employee reported that she worked 34.5 hours straight without time off. She also reported having worked more than 20 hours a day on 14 different dates in 2008, and having worked 82 days straight without any days off.

In addition, time entered in the Integrated Statewide Information Systems (ISIS) database by DHH timekeepers did not always match the timesheets completed by the employees. The extreme nature of these work schedules, as well as the mismatched time entries, raises questions as to whether the employees actually worked the hours reported.

Our review of overtime for State Police employees did not find any significant instances of questionable overtime hours. However, we did find that the State Police under-billed a local agency by more than \$27,000 for the reimbursement of mileage and overtime hours worked by officers and support staff under Local Agency Compensated Enforcement (LACE) agreements. Inefficient payroll procedures and billing procedures contributed to this error, as well as errors of time entered in the ISIS payroll system. In addition, many timesheets were certified as accurate and true prior to the last day worked in a pay period by both the employee and the supervisor.

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Background

Northeast Supports and Services Center (Northeast) is located in Ruston, Louisiana, and is one of six such centers operated by DHH's Office for Citizens with Developmental Disabilities. It is a 24-hour residential facility that provides person-centered support services to approximately 90 individuals with developmental disabilities. It provides residential living options and other Mental Retardation/Developmental Disabilities services. Many residents of Northeast require one-on-one supervision. Northeast also operates a unit that provides services to sexual offenders with special behavioral issues, who require one-on-one enhanced supervision. Northeast had approximately 130 authorized direct care positions in 2008, and averaged 15 vacancies in those positions.

The State Police is a statutorily mandated, statewide law enforcement agency, responsible for ensuring the safety and security of the people of Louisiana through enforcement, education, and other essential public safety services. The State Police includes, but is not limited to, the following sections:

- Nine troops responsible for traffic patrol
- Investigative arm for gaming enforcement and criminal investigation
- Crisis response section
- Support section
- Training section

The State Police receives funding for uniform patrol activities outside of normal working hours through grants from the Louisiana Highway Safety Commission. These grants fund training, equipment, and overtime for additional enforcement of traffic safety laws.

The State Police also has agreements with 19 District Attorney's Offices across the state to provide additional coverage for enforcement of hazardous traffic violations. These agreements are commonly known as Local Agency Compensated Enforcement (LACE). Under these agreements, the State Police is reimbursed by the District Attorney's Offices for mileage and overtime worked by its officers and support staff.

Scope and Methodology

We conducted our review in accordance with Principles and Standards for Offices of Inspector General as promulgated by the Association of Inspectors General.

In early 2009, news reports issued by various media outlets raised concerns over the amount of overtime worked by employees of various state agencies. The majority of the employees in question worked for either DHH or the State Police. In response to these concerns, our office conducted a review of overtime at DHH and the State Police.

The scope was limited to overtime worked in calendar year 2008 by certain employees of DHH and the State Police. Our procedures included but were not limited to reviewing:

- ISIS payroll reports for DHH and the State Police
- Timesheets for selected employees of DHH and the State Police
- Other supporting documentation for overtime

Department of Health and Hospitals

Excessive Overtime

Ten employees with DHH's Northeast Supports and Services Center received a total of over \$407,000 for more than 23,000 hours of questionable overtime in 2008, the equivalent hours that could have been worked by more than 11 additional fulltime employees. In addition, time entered in the ISIS database did not always match the timesheets completed by the employees.

In March 2009, WAFB TV in Baton Rouge reported that millions of dollars had been paid in overtime wages to state employees in 2008 and identified 200 employees who had earned the most overtime wages. Of those 200, 65 were employed by DHH. The report by WAFB ranked the top 200 employees based on the total dollar amount paid to each employee, not the number of hours of overtime reported for each employee.

Forty-two of the 65 employees at DHH were employed by the Office for Citizens with Developmental Disabilities (OCDD) and worked as direct care staff at 24-hour residential facilities. When the OCDD employees were ranked by the total number of overtime hours paid rather than dollars paid, the top six employees were all found to be employed by Northeast. Employees of Pinecrest, a facility with five times as many clients and ten times more vacant positions than Northeast, accounted for only two of the top ten slots on this ranking.

Northeast is a 24-hour residential facility that provides one-on-one supervision and person-centered support services to individuals with developmental disabilities. It also established a new unit in October 2007, which provides one-on-one enhanced supervision and services to sexual offenders with special behavioral issues.

In June 2009, WAFB TV obtained a copy of an audit report that DHH prepared after completing an internal audit of its overtime in response to the earlier report by WAFB TV. Due to concerns from the WAFB report, our office reviewed the DHH audit report, as well as reports from the ISIS payroll system for calendar year 2008.

The audit report stated that DHH had implemented new policies restricting the number of overtime hours an employee could earn in a pay period and that overtime responsibilities would be allocated to more employees. The audit report concluded that all overtime for the employees identified in the WAFB report was sufficiently supported by proper documentation. However, the audit report did not address the reasonableness of the overtime hours reported by the eight employees at its Northeast facility that were identified by WAFB.

In its audit report, DHH stated that Northeast had an average of 130 direct care positions and averaged 15 vacancies within those positions during 2008. It also stated that these employees worked overtime providing one-on-one supervision for specific clients requiring enhanced supervision.

The DHH audit report also explained that Northeast had a unique overtime reimbursement method that resulted in the number of overtime hours reported in the payroll system being higher than the number of hours actually worked. However, after we adjusted for this unique reimbursement method, the number of overtime hours reported still appeared excessive. We also considered that the active hurricane season in 2008 may have contributed to the amount of overtime at this facility; however the total working hours reported by the 10 employees during periods affected by hurricanes were consistent with the total working hours reported for other periods throughout the year.

Therefore, we conducted a further review of timesheets and other payroll records for the eight Northeast employees, plus two additional Northeast employees. In 2008, these ten employees reported a combined total of more than 23,000 hours of overtime - the equivalent of more than 11 additional fulltime employees - and were collectively paid more than \$407,000 for the reported overtime.

The employees routinely reported that they had worked more than 16 hours a day, worked back to back days with less than six hours off between shifts, and worked as many as 82 days straight (with no weekends, vacation days, sick days, or holidays off). For example:

- Edward Drayton reported he worked 33 hours straight, and separately 41.5 hours in a 42-hour period.
- Theresa Moseley reported she worked 59 hours in a 66-hour period with only 7 hours off during the almost 3-day period.
- Felicia Russell reported that she worked 34.5 hours straight without time off. She also reported having worked more than 20 hours a day on 14 different dates in 2008, and also reported having worked 82 days straight without any days off.

Attachment 1 summarizes the time reported by each of the ten employees.

These numbers beg the question of whether all of the claimed hours were actually worked. Even assuming that these ten employees at Northeast were physically present at work for all of the hours reported, they would likely have needed time to sleep while on duty, which is prohibited in Northeast's policies. Employees who are tired may lack the patience necessary to deal with special needs clients such as those residing at Northeast. Underscoring these concerns is that fact that Northeast has experienced problems in the past with employees who abused and neglected clients. In June of 2009, the Advocacy Center issued a report concerning the death of a client of Northeast, and multiple other instances of failures by Northeast staff to provide appropriate care to clients, which led to the clients being injured. These clients are persons with developmental disabilities who are dependent on these facilities and the direct care staff to provide a safe environment where their needs are met. If staff members are not awake, alert and well rested, they cannot meet the needs of these clients.

In addition, time entered in the ISIS payroll system by DHH timekeepers did not always match timesheets completed by the employees.

There are a number of conditions that make the provision of adequate staff a difficult task for administrators at Northeast and require the use of overtime to properly care for the client population, such as the following:

- shortage of direct care staff
- employee absences
- emergency evacuations of clients
- job related injuries
- removal of staff from direct care positions during investigations of alleged abuse

Conclusions:

1. The excessive number of hours of overtime reported for a select number of employees of Northeast suggests that these employees may not actually be working the reported number of hours, that they may not be awake and alert while at work, or some combination of both.
2. Due to the developmental disabilities of the clients, it would be difficult to verify with the client that he or she received any specific services or that services were rendered for any specific period of time.
3. The long work shifts and short rest periods between shifts reported for these employees suggests that these staff members cannot be providing effective services to clients. Further, since these employees were responsible for providing one-on-one supervision to sexual offenders with behavioral issues, if they were not alert and aware of what the clients were doing, other residents of the facility could be placed at risk.
4. While having a well rested staff will not make a facility such as Northeast immune to problems of abuse and/or neglect, having tired, overworked staff can increase the likelihood of such problems.
5. While we recognize the circumstances at Northeast may make it necessary for DHH to require staff members to work substantial amounts of overtime, we question whether it is judicious for a select group of employees to work such excessive hours.

Recommendations:

1. DHH should ensure that adequate staff are employed to fill all necessary positions with only reasonable overtime needed to meet minimum staffing requirements.
2. DHH should ensure that staff who are on duty are awake and alert, particularly those working night shifts.
3. DHH should adopt a policy that sets maximum shift lengths and minimum periods of rests between long shifts.

Office Of State Police

Documentation of Overtime

Our office reviewed overtime for State Police employees and did not find any significant instances of questionable overtime hours. We found only isolated instances of excessively long work shifts, most of which were associated with Hurricane Gustav and we did not identify a pattern of unreasonable amounts of overtime. However, we did find that the methods of documenting overtime varied among the different State Police troops. Although most of the time was properly documented, the procedures used within some of the troops are inefficient and contributed to errors in the overtime entered in the ISIS payroll system.

Of the 200 state employees WAFB reported in March 2009 as having been paid excessive overtime wages during calendar year 2008, 77 were employed by the State Police. Due to concerns from the news report, our office conducted an initial review of overtime reported in the ISIS payroll system for the State Police employees and determined that overtime reported for 40 officers warranted further review. Therefore, we reviewed timesheets and other payroll documentation for the officers in question.

Interviews with State Police officials and our review of the payroll documentation revealed that in an effort to limit regular paid overtime, which directly affects the operating funds of State Police, officers are encouraged to work "flex" time whenever they must work overtime for regular State Police duties. Officers who work beyond their regularly scheduled shift on a given day are encouraged to take the time off later in the week to avoid overtime compensated at 1.5 times their regular hourly rate. The time worked over still appears as overtime in the payroll records. However, the officer earns an hour of compensatory leave for each hour worked over, which is used when the officer takes the leave later in the same week.

In addition to their regular shifts, officers are offered the opportunity to work Local Agency Compensated Enforcement (LACE) details and/or provide escort services. LACE is a program in which the State Police enters into agreements with local agencies to provide additional coverage in the local agencies' jurisdictions for the enforcement of hazardous traffic violations. The local agencies pay the State Police for their officer's time at 1.5 times their regular hourly rate, as well as a mileage reimbursement fee for use of the State Police vehicles. Officers are paid 1.5 times their regular hourly rate for the LACE details. The State Police also provides escort service to companies that need to move large items on interstate highways or need police coverage for construction areas. The companies pay the State Police for their officer's time at a rate of \$40 per hour, as well as a flat rate or mileage reimbursement fee for the use of the State Police vehicles. Officers are paid \$40 per hour for the escort services.

In addition to LACE details and escort services, the State Police receives grant money for particular enforcement work, such as DWI and Occupant Protection.

Officers are paid 1.5 times their regular hourly rate for these assignments and the State Police is reimbursed through the grant.

The overtime for all of these services is paid to the officers through the ISIS payroll system.

Our review did not reveal any significant instances of questionable overtime. However, we noted that the methods used for documenting overtime are not consistent among the different State Police troops.

In some troops, timesheets were very detailed and also served as overtime logs and desk logs. However, in other troops, timesheets, overtime logs, and desk logs were maintained separately. Overtime hours entered in the ISIS payroll system were documented on the timesheets, but the actual time of day that the overtime was worked and/or sufficient detail to determine the purpose for the overtime was frequently not documented on the timesheets. In order to verify the overtime, it was necessary to review other forms of documentation including supplements to timesheets, overtime logs, desk logs, LACE billings and escort receipts. Numerous data entry errors in overtime were found in the ISIS payroll system for those troops using multiple source documents.

Conclusions:

6. The use of separate timesheets, overtime logs, and desk logs is an inefficient duplication of efforts and contributed to the data entry errors in ISIS.
7. The inconsistent methods of documenting overtime among the State Police troops makes management oversight more difficult than it would be under a uniform system.
8. The use of multiple source documents makes it more likely that overtime will not be adequately documented and increases the likelihood of time entry errors in ISIS.

Recommendation:

4. State Police should adopt a uniform method of documenting overtime using a single source document, which will reduce the number of errors in time entry and reduce unnecessary duplication.

Improperly Certified Timesheets

During our review of State Police overtime, we reviewed 545 timesheets from the various State Police divisions, and found that timesheets were certified as accurate and true by both the employee and the supervisor prior to the last day worked in a pay period.

In our review of the timesheets, we found that more than 35% had been signed by the employee before the last day worked in the pay period, and more than 20% had been signed by the supervisor before the last day worked by the employee in the period.

The purpose for the employee signing his/her timesheet is to certify that the time recorded on the sheet is accurate and true. An employee cannot be certain that he or she will work hours not yet worked, and thus, by signing the timesheet prior to having worked the hours, may be unintentionally certifying time that is not accurate and true.

The purpose for the supervisor signing an employee's timesheet is to ensure that he or she has verified that the time recorded on the sheet is accurate and true. The supervisor cannot be certain that an employee will work the time recorded on the timesheet, until the employee has actually worked that time. Thus, by signing the timesheet prior to an employee having worked the hours, the supervisor cannot assure that the hours reflected on the timesheet are accurate and true.

Conclusion:

9. Because employees and supervisors at State Police are bypassing the internal control requiring certification of time sheets, there is not an effective control in place to make sure that time worked is verified by both the employee and the supervisor prior to the time being entered into the payroll system. This leaves the system vulnerable to errors and to payroll fraud.

Recommendation:

5. State Police should adopt a policy that time sheets are not to be certified by the employee or the supervisor until all hours to be worked during the pay period have been worked. Timekeepers should verify that time sheets are not signed prior to the last day worked by the employee.

Under-billing of LACE Details

During our review of State Police overtime, we found inefficiencies in the billing procedures for the reimbursement of mileage and overtime hours worked by officers and support staff under LACE agreements. These inefficiencies contributed to under-billings for LACE agreements of more than \$27,000.

The State Police enters into agreements with local agencies to provide additional coverage in the local agency's jurisdiction for the enforcement of hazardous traffic violations. The local agencies reimburse the State Police for the officer's time and mileage on State Police vehicles. Officers are compensated for LACE details at 1.5 times their regular hourly rate.

State Police Troop B has such an arrangement with the St. Charles Parish District Attorney's Office. Staff at Troop B who work on LACE details and perform related administrative duties prepare a Monthly Receipt/Detail that lists the dates services were performed, number of hours, miles patrolled, arrests, citations and amount due. Hours worked on LACE details are also recorded on timesheets. The administrative staff uses the monthly receipts to prepare monthly billings to the St. Charles Parish District Attorney, and uses the timesheets to enter the hours worked into the ISIS payroll system coded as LACE detail.

However, it appears that no one reconciles the monthly receipts and/or billings to the entries in ISIS. For calendar year 2008, we compared the billings to the St. Charles District Attorney and the entries in ISIS for the LACE details and found significant discrepancies. When the number of hours paid for LACE details as entered in ISIS was compared to the number of hours and amounts due on the billings, it appeared that Troop B under-billed the St. Charles District Attorney by more than \$27,000. This represents an approximate 5% under-billing.

It should be noted that only ISIS entries and LACE billings were reviewed and compared, and we assumed that the entries in ISIS were correct. However, in the course of reviewing overtime hours, we found a few instances where entries for LACE details on the timesheets and/or the overtime logs did not match entries in ISIS. If the entries in ISIS are incorrect, it could have a positive or negative impact on our calculations.

Conclusion:

10. The lack of reconciliation of LACE billings to payroll has resulted in inaccurate LACE billings and a potential under-billing at a level of approximately 5%.

Recommendations:

6. State Police should reconcile LACE billings to ISIS entries on a monthly basis.
7. State Police should review and reconcile past billings for the other eighteen LACE agreements and collect any amounts due to State Police.

ATTACHMENT 1

Employee Name	Total Hours Worked in 2008	Average Hours Per Day (364 Days)	Total Days Off in 2008*	Number of Days Worked 16 Hours	Number of Days Worked More Than 16 Hours but Less Than 20	Number of Days Worked 20 Hours or More	Number of Days Worked Continuously	Extraordinary Shifts	Comments
Cathey Jackson (Butler)	4160	11.43	74	18	159	4	61; 50; 48; 44; 41	6/29- 6/30 worked 36 hours in 40.5 hour period	Off continuously from 3/25 - 5/19 (56 days sick)
Edward Drayton	4014.50	11.03	92	11	192	4	59; 35; 33	2/29-3/1 - 41.5 hours in 42 hr period; 9/1-9/2 33 hours straight; 11/14 - 11/15 37.5 hours in 40.5 hour period	
Kelvin Williams	4046.50	11.12	40	63	64	0	43; 33; 30; 26	None noted	
Frederick Jackson	3521.50	9.67	64	44	78	0	28; 26	None noted	
Jamar Kimble	3700	10.16	61	69	80	0	82; 40; 30	None noted	Off continuously from 2/25 - 3/24 (29 days sick, LD, LDWC)
Phillip Tobias	3471	9.54	87	53	31	0	19; 21	None noted	
Lori Blair	4530	12.45	54	4	232	1	27	9/11 - 9/12 - 34.5 hours in a 40.5 hour period	
Theresa Mosely	5082	13.96	25	7	239	7	61; 52; 48; 31	2/4 - 2/5 - 34.5 hours in 42 hour period; 6/14-6/15 worked 24 hours straight; 6/23-6/25 - 59 hours in a 66 hour period; 10/18-10/19 - 36 hours in 40.5 hours period; 12/9-12/10 - 40 hours in 48 hour period.	
Jimmy Houston	4491	12.34	43	110	108	1	50; 32	None noted	
Felecia Russell	4494	12.35	40	63	95	14	82; 40	8/10-8/15 - 114.5 hours in a 139 hour period; 10/18-10/19 - 33 hours in 35 hour period; 10/30-10/31 - 38 hours in 41 hour period; 11/6-11/7 28 hours in a 33.5 hour period; 11/20-11/21 39.5 hours in 41.5 hour period; 11/26-11/27 - 31.5 hours in 33.5 hour period; 12/3-12/4 32 hours in 34 hour period; 12/6-12/7 - 34 hours in a 34.5 hour period; 12/10-12/11 34.5 hours straight	
			Totals	442	1278	31			

* Total Days Off includes regular days off, weekends, holidays, sick days, annual leave, special office closure

APPENDIX A
Management Responses

Department of Health and Hospitals
Response



State of Louisiana
Department of Health and Hospitals
Office of the Secretary

April 12, 2010

Stephen B. Street
State Inspector General
Post Office Box 94095
Baton Rouge, LA 70804

RE: Case Number 10900029

Dear Mr. Street:

I am in receipt of your draft report relating to DHH's Northeast Supports and Services Center and their use of overtime. We appreciate your thorough review of the overtime issues that surfaced at this Center and the associated conclusions and recommendations. Our response to those conclusions and recommendations are as follows:

Conclusion 1. The excessive number of hours of overtime reported for a select number of employees of Northeast suggests that these employees may not actually be working the reported number of hours, that they may not be awake and alert while at work, or some combination of both.

RESPONSE: Concur in part. An extensive review was conducted of the hours reported as being worked and supporting documentation verifying that the employee was actually on duty. This review revealed that almost all of the reported overtime was verified through documentation that could only have occurred had the employee been present and on duty. We concur with the findings that employee may not be awake or alert while at work. It would be reasonable to assume that an employee working multiple shifts, with no off days for days on end, would not be as alert as an employee who worked only their regular shift.

Conclusion 2. Due to the developmental handicaps of the clients, it would be difficult to verify with the clients that he or she received any specific services or that services were rendered for any specific period of time.

RESPONSE: Concur in part. A significant number of the individuals that we support at Northeast are as capable as anyone else to relate events in their daily lives to others. However, like most people, it would be difficult for them to recall events in the distant past regarding who was working with them on specific days and at specific times. We concur that their memory of staff working with them on specific days and shifts, weeks and months ago would not be reliable information.

Conclusion 3. The long work shifts and short rest periods between shifts reported for these employees suggests that these staff members cannot be providing effective service to clients. Further, since these employees were responsible for providing one-to-one supervision of sexual offenders with behavioral issues, if they were not alert and aware of what the clients were doing, other residents of the facility could be placed at risk.

RESPONSE: Concur

Conclusion 4. While having a well rested staff will not make a facility such as Northeast immune to such problems of abuse and/or neglect, having tired, overworked staff can increase the likelihood of such problems.

RESPONSE: Concur

Conclusion 5. While we recognize the circumstances at Northeast may make it necessary for DHH to require staff members to work substantial amounts of overtime, we question whether it is judicious for a select group of employees to work such excessive hours.

RESPONSE: Concur

Recommendations:

1. DHH should ensure that adequate staff are employed to fill all necessary positions with only reasonable overtime needed to meet minimum staffing requirements.

RESPONSE: Concur. DHH currently attempts to fill all available direct support positions through active recruiting and advertising. Direct support staff are shortage positions throughout the state and despite significant efforts, we are not usually able to have all direct support positions filled. The Office for Citizens with Developmental Disabilities currently chairs a workgroup established to assist in the recruitment and retention of direct support staff in the state.

2. DHH should ensure that staff who are on duty are awake and alert, particularly those working night shifts.

RESPONSE: Concur. The administrator of each facility is responsible for assuring that all staff at the facility are alert and awake for all shifts for the health and safety of the clients as well as to meet Title XIX standards. Each facility has monitoring requirements to assure that staff are awake and alert, especially at night.

3. DHH should adopt a policy that sets maximum shift lengths and minimum periods of rest between long shifts.

RESPONSE: Concur. As of February 20, 2009, staff at Northeast Supports and Services Center are only allowed to work up to 16 hours straight. This is per directive of the Center's Director of Residential Services as a result of the overtime directive issued by OCDD's executive management. This is monitored by the

Director of Residential Services on a daily basis and by the Administrator and HR on a weekly basis. Administrator's/HR review consist of reviewing time and attendance records for any variances to this directive and adherence to the 32-hour (16 hours in work week) cap on overtime in a pay period.

CORRECTIVE ACTIONS:

Before addressing the specific corrective actions that were enacted as a result of this audit, I wanted to inform you that as part of our ongoing improvements and downsizing of our state operated centers, Northeast Supports and Services is proposed for closure by December 31, 2010. The facility will be consolidated with Northwest Supports and Services Center in Bossier City and all residents at the facility will be transitioned to other Supports and Services Centers or appropriate community-based settings. Additionally, the administrator of Northeast resigned in lieu of possible disciplinary action on 2/20/2009 and a new administrator was put in place to address a multitude of management issues, including misuse of overtime.

The following are corrective actions that either were implemented are in the process of being implemented at Northeast as well as at all of our state operated Supports and Services Centers:

1. A statewide directive was issued on February 20, 2009, to address management of overtime hours whether for cash payment or compensatory time. Stipulations of the directive are as follows:
 - a. No staff person shall work in excess of 32 hours of overtime in a pay period.
 - b. The appointing authority is responsible to assure controls are immediately implemented to assure compliance with this directive. Controls shall include but are not limited to:
 - i. scheduling
 - ii. monitoring
 - iii. identification and implementation of responsibility for supervisors
 - iv. inform staff it is also their responsibility to remain within and not exceed the 32-hour limit per pay period
 - v. Inform staff that consequences for voluntarily exceeding the expressed limit will include being prohibited from working any overtime for pay for a specified period.
 - c. The appointing authority will review the agency's overtime usage at least monthly and direct actions necessary.
 - d. The appointing authority may authorize overtime hours in excess of the specified limit when necessary to assure safety and well-being of people served during emergency situations. These instances should be limited and should not result in any person consistently working hours in excess of the 32 limit per pay period. Any such development should be remedied as a result of the monthly review by the appointing authority.

- e. This directive does not apply to declared emergency situations.
- f. Any exceptions to this directive must be approved in advance by the OCDD Direct Services Program Manager 4.

Implemented: 2/20/2009

Responsible Party: Greg Andrus, Program Manager 4, OCDD

- 2. Changes were made in the recording of time and attendance to eliminate discrepancies in the methods in which overtime was calculated and recorded.

Implemented: 4/2009

Responsible Party: Greg Andrus, Program Manager 4, OCDD

- 3. DHH is in the process of procuring an automated time and attendance system.

Target Date: 9/1/2010

Responsible Party: Michael Maerz, DHH Project Manager

- 4. A new policy will be adopted for all OCDD facilities that sets maximum shift lengths and minimum periods of rest between long shifts.

Target Date: 4/30/2010

Responsible Party: Greg Andrus, Program Manager 4, OCDD

Thank you the opportunity to respond to the report. Please contact me at 225-342-9503 if you have any questions or need further clarification of the responses.

Sincerely,



Tony Keck
Deputy Secretary

TK:blg

- c: Alan Levine, Secretary
Kathy Kliebert, Assistant Secretary

Office of State Police
Response



State of Louisiana
Department of Public Safety and Corrections
Public Safety Services

April 5, 2010
DPS-02-1280

Mr. Stephen B. Street, Jr.
State Inspector General
Office of State Inspector General
Post Office Box 94095
Baton Rouge, Louisiana 70804-9095

Subject: Draft Report on Overtime Findings and Recommendations

Dear Mr. Street:

We **concur** with these findings and recommendations. There are several instances where documentation may be missing from the time and attendance files or where information in the files may be inconsistent with what is recorded in ISIS/HR. Public Safety Services had recognized these inconsistencies and proposed to the Streamlining Commission a recommendation to implement a vendor assisted automated time and attendance entry and scheduling system which would interface with the current ISIS/HR system. This system would have an all inclusive entry screen which would be the single point of entry for all regular hours, overtime, leave, special duty, etc., and would enable the troops to "schedule" its personnel in a uniform basis statewide. This system would reduce time administrator error, reduce unplanned overtime and provide better administration of manpower throughout the troops. Unfortunately, at this time, funding for this project is not available. We will continue to pursue funding to implement this technology.

Documentation of Overtime: We are currently in the process of streamlining our business processes throughout Public Safety Services. In conjunction with that effort, we will initiate a comprehensive review of the current processes used at troop and headquarter locations for time and attendance. Once this review is completed new procedures will be implemented.

Improperly Certified Timesheets: It is the policy of Public Safety Services that all time be reported by the employee and certified by their immediate supervisor on the official sign in sheet. In situations where the employee is in the field, his sign in sheet may be submitted via fax prior to the end of the pay period so that the employee's time may be entered into ISIS by the deadline. This fax copy should be replaced with the

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OFFICE OF MANAGEMENT & FINANCE, P.O. BOX 66614, BATON ROUGE, LOUISIANA 70896
(225) 925-6032

Mr. Stephen B. Street, Jr.
April 5, 2010
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original signed document when received. It is incumbent on the employee and his immediate supervisor to report to the time administrator if any changes occur after the fax copy is submitted. The policy will be reviewed, updated, and distributed to reinforce that original signatures should be dated after all hours in the pay period have been worked.

Under-billing of LACE Details: New procedures will be implemented to reconcile LACE billings with ISIS/HR. A reconciliation of all LACE billings from calendar year 2008 through the current pay period will be performed to ensure all funds due have been billed. Financial Services currently performs a reconciliation of LACE billings to receipts.

We recognize our duties and responsibilities as the State's paymaster for our employees' payroll. We will continue our efforts in effective policy writing, training and auditing of the payroll records. Kay DeBenedetto will be the contact person for this project as well as pursuing new technologies that support accountability. If you need any additional information, please contact me at (225) 925-6032.

Sincerely,



Jill P. Boudreaux
Undersecretary

cc: Colonel Michael D. Edmonson, Deputy Secretary
Lieutenant Colonel Dale Hall, Chief of Staff
Kay DeBenedetto

Forty-two copies of this public document were published in this first printing at a cost of \$ 171.58. The total cost of all printings of this document, including reprints is \$ 171.58. This document was published by the Office of State Inspector General, State of Louisiana, Post Office Box 94095, 150 Third Street, Third Floor, Baton Rouge, LA 70804-9095 to report its findings under authority of LSA-R.S. 39:7-8. This material was printed in accordance with the standards for printing by state agencies established pursuant to LSA - R.S. 43:31.

A copy of this report has been made available for public inspection at the Office of State Inspector General and is posted on the Office of State Inspector General's website at www.oig.louisiana.gov. Reference should be made to Case No. 1-09-0029-A. If you need any assistance relative to this report, please contact Greg Lindsey, CIA, CIG, State Audit Director at (225) 342-4262.

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