

## INTRADEPARTMENTAL CORRESPONDENCE

August 22, 2014  
14.2

**TO:** The Honorable Board of Police Commissioners

**FROM:** Chief of Police

**SUBJECT:** SICK/INJURED-ON-DUTY COORDINATOR AUDIT (IAID No. 13-087)

### RECOMMENDED ACTIONS

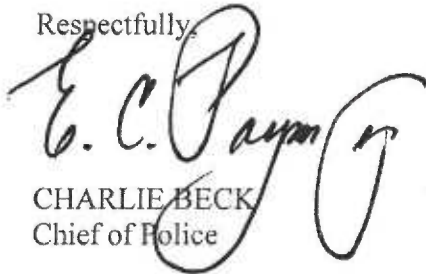
1. It is recommended that the Board of Police Commissioners REVIEW and APPROVE the attached Sick/Injured-On-Duty Coordinator Audit.
2. It is recommended that the Board of Police Commissioners REVIEW and APPROVE the attached Executive Summary thereto.

### DISCUSSION

Internal Audits and Inspections Division conducted the Sick/Injured-On-Duty Coordinator Audit to evaluate compliance with related Department directives. The audit included an assessment of the completeness and accuracy of personnel rosters, review of assigned duties, and evaluation of the manner in which responsibilities are delegated.

If additional information regarding this audit is required, please contact Arif Alikhan, Special Assistant for Constitutional Policing, at (213) 486-8730.

Respectfully,

A handwritten signature in black ink, appearing to read "E. C. Beck", is written over the typed name and title.

CHARLIE BECK  
Chief of Police

Attachment

## INTRADEPARTMENTAL CORRESPONDENCE

July 31, 2014  
1.1

**TO:** All Concerned Personnel

**FROM:** Chief of Police

**SUBJECT:** ACTING CHIEF OF POLICE

In my absence Assistant Chief Earl Paysinger will serve as Acting Chief of Police as follows:

Friday, August 1, 2014, 1100 hours, through Tuesday, August 12, 2014, 0500 hours.

Tuesday, August 12, 2014, 1500 hours, through Monday, September 1, 2014, 2400 hours.

I will be available for notifications through Assistant Chief Paysinger's office.



CHARLIE BECK  
Chief of Police

c: Mayor's Office  
Police Commission  
Chief of Staff  
Office of Operations  
Office of Administrative Services  
Office of Special Operations  
Geographic Bureaus  
RACR

LOS ANGELES POLICE DEPARTMENT

*Sick/Injured-On-Duty Coordinator Audit*

*(IAID No. 13-087)*



Conducted by

INTERNAL AUDITS AND INSPECTIONS DIVISION

CHARLIE BECK  
Chief of Police

*August 2014*

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**EXECUTIVE SUMMARY**  
**SICK/INJURED-ON-DUTY COORDINATOR AUDIT**  
Conducted by  
**Internal Audits and Inspections Division**  
**Second Quarter FY 2013/14**

**PURPOSE**

In accordance with the Los Angeles Police Department (Department) Annual Audit and Inspection Plan for fiscal year 2013/14, Internal Audits and Inspections Division (IAID) conducted a Sick/Injured-on-Duty (IOD) Coordinator Audit to evaluate compliance with Department policies and procedures. The audit included an assessment of the completeness and accuracy of personnel rosters, review of assigned duties, and evaluation of the manner in which responsibilities are delegated.

**BACKGROUND**

This audit constitutes the first assessment of the Sick/IOD Coordinator position conducted by IAID. The audit was designed to determine compliance with Department policies and procedures regarding personnel assigned to the Sick/IOD Coordinator position and related duties.

**SUMMARY OF FINDINGS**

This audit was comprised of a total of three objectives that tested the processes pertaining to Sick/IOD Coordinators. The Department did well with the requirement of the Sick/IOD Coordinator position being assigned as a part-time collateral duty. However, there was a disconnect in the policy requirements pertaining to Sick/IOD Coordinators, and the current practice within the Department. This disconnect may be reasonably attributed to antiquated Administrative Orders that do not reflect the current need of the Department with Sick/IOD Coordinators.

**RECOMMENDATIONS**

1. It is recommended that Planning and Research Division review Administrative Order No. 23, November 5, 1999 – Sick and IOD Coordinators, as follows:
  - For revision to better reflect the duties and actual practices of the Sick/IOD Coordinator (*Objective Nos. 1 and 2*);
  - For consideration on assigning the Sick/IOD Coordinator the responsibility to maintain contact with affected employees, rather than the employee's supervisor; this may lead to better continuity and complete understanding of the employee's status (*Objective No. 2*).
2. It is recommended that the Department consider allowing larger commands the flexibility of having a full-time Sick/IOD Coordinator, given the voluminous amount of employee claims in larger sized commands (*Objective No. 2*).

**ACTIONS TAKEN/MANAGEMENT'S RESPONSE**

1. The audit findings were validated with the respective commands.
2. The audit report was presented to the Commanding Officer, Personnel Group, and Personnel Division, who both expressed general agreement with the audit findings and the recommendations.
3. The audit report was presented to the Assistant to the Director, Office of Operations, and the Director, Office of Administrative Services; both expressed general agreement with the audit findings and the recommendations.
4. The Director, Office of Administrative Services, Special Assistant for Constitutional Policing, and the Executive Director, Board of Police Commissioners are currently working together in addressing worker compensation issues, and will include findings from this audit in their review.

# **SICK/INJURED-ON-DUTY COORDINATOR AUDIT**

**Conducted by  
Internal Audits and Inspections Division  
Second Quarter, FY 2013/14**

## **PURPOSE**

In accordance with the Los Angeles Police Department (Department) Annual Audit and Inspection Plan for fiscal year 2013/14, Internal Audits and Inspections Division (IAID) conducted a Sick/Injured-on-Duty (IOD) Coordinator Audit to evaluate compliance with Department policies and procedures. The audit included an assessment of the completeness and accuracy of personnel rosters, review of assigned duties, and evaluation of the manner in which responsibilities are delegated.

Internal Audits and Inspection Division conducted this audit under the guidance of generally accepted government auditing standards, specifically pertaining to performing the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for the findings and conclusions based on the audit objectives. Internal Audits and Inspections Division has determined that the evidence obtained provides a reasonable basis for the findings and conclusions based on our audit objectives.

## **BACKGROUND**

This audit constitutes the first assessment of the Sick/IOD coordinator position conducted by IAID. The audit was designed to determine the compliance with Department policies and procedures regarding personnel assigned to the Sick/IOD coordinator position and related duties.

## **METHODOLOGY**

A roster of divisional Sick/IOD coordinators was obtained from Medical Liaison Section (MLS), November 25, 2013. The Sick/IOD coordinator roster was tested for completeness through reconciliation with the Department's organizational chart, December 1, 2013, and with a list of the Department's current bureaus and divisions, generated by Fiscal Operations Division.

According to the roster provided by MLS, there are a total of 80 Sick/IOD coordinators.<sup>1</sup> In order to validate the roster, each coordinator was contacted telephonically, and/or via electronic mail, to verify their current assignment. Additionally, inquiries were made to determine whether the coordinators held the position in a part-time capacity, and to specify the extent of contact with Sick/IOD employees.

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<sup>1</sup>Sick/IOD coordinators responsible for multiple sections within the same bureau/division were consolidated and duplicates were removed, which left a total of 78 Sick/IOD coordinators. Not all divisions had a Sick/IOD coordinator assigned, as certain administrative entities have been consolidated under a bureau coordinator; however, Personnel Division did not have an employee specifically assigned to the Sick/IOD Coordinator position. Additionally, the MLS Sick/IOD Coordinator roster omitted the coordinator responsible for Personnel and Training Bureau and contained inaccurate information for both Newton and Special Operations Division.

## **SUMMARY OF FINDINGS**

This audit was comprised of a total of three objectives that tested the processes pertaining to Sick/IOD Coordinators. The Department did well with the requirement of the Sick/IOD Coordinator position being assigned as a part-time collateral duty. However, there was a disconnect in the policy requirements pertaining to Sick/IOD Coordinators, and the current practice within the Department. This disconnect may be reasonably attributed to antiquated Administrative Orders that do not reflect the current need of the Department with Sick/IOD Coordinators.

**Table No. 1 – Summary of Objectives and Results**

Objective No.	Description of Audit Objective	Results
1	Supervisory Rank of the Sick/IOD Coordinator	58% (45/78)
2	Sick/IOD Coordinator Contact with Sick/IOD Employees	28% (22/78)
3	Sick/IOD Coordinator Position as Part-Time Collateral Duty	91% (71/78)

## **DETAILED FINDINGS**

### **Objective No. 1 – Supervisory Rank of the Sick/IOD Coordinator**

#### **Criteria**

Administrative Order No. 23, November 5, 1999 – Sick and IOD Coordinators, states, *“Assign a day watch supervisor the part time collateral duty of sick/IOD coordinator, for a minimum of a one-year period.”*

Department Manual section 3/105. SUPERVISORY TERMINOLOGY, states, *“The following terminology shall be used in describing the levels of supervision within the Department: “Supervisor” shall be used to describe an employee engaged in field supervision or in general supervision of a section or unit.”*

#### **Audit Procedures**

Each Sick/IOD coordinator on the MLS roster was contacted either telephonically, and/or via electronic mail, and inquired about name, serial number, Area/division, and current rank.

The Department met the standard if personnel assigned to Sick/IOD coordinator positions are of supervisory rank.

## Findings

Forty-five (58%) of the Department's 78 Sick/IOD coordinators met the standard for this objective. The Department did not meet the standard for the remaining 33 Sick/IOD coordinators that did not hold the rank of supervisor. Table No. 2 summarizes the job classifications of the 33 Sick/IOD coordinators that did not meet the standard for this objective.

**Table No. 2 - Job Classification Summary**

Job Classification	No. of Employees
Accounting Clerk II	1
Clerk Typist	1
Management Aide	2
Management Analyst I	1
Management Assistant	2
Police Officer II	8
Police Officer III	8
Police Representative II	2
Secretary	3
Senior Clerk Typist	5

## Objective No. 2 – Sick/IOD Coordinator Contact with Sick/IOD Employees

### Criteria

Administrative Order No. 23, November 5, 1999 – Sick and IOD Coordinators, states, “*The responsibility of maintaining contact with Sick/IOD employees shall not be delegated to the Sick/IOD Coordinator.*”

Department Manual section, 3/718.70, FOLLOW-UP SICK AND IOD INTERVIEWS, states, When an employee is off-duty sick or IOD for other than a communicable disease, the employee's commanding officer shall ensure that a supervisor conducts a follow-up interview within seven days of the initial interview and another during each succeeding seven-day period. The supervisor conducting the follow-up interview shall complete a Non-Occupational Sick or Injury Report, Form 01.30.00, after each visit.

### Audit Procedures

Each Sick/IOD coordinator on the MLS roster was either contacted telephonically, and/or via electronic mail, to determine whether the coordinator conducted personal and/or telephonic follow-up interviews with physically ill and/or injured employees. The Department met the standard if the Sick/IOD coordinator did not maintain contact with Sick/IOD employees.

## **Findings**

Twenty-two (28%) of the Department's 78 Sick/IOD coordinators met the standard for this objective. The Department did not meet the standard for the remaining 56 Sick/IOD coordinators that indicated they *did* maintain contact with Sick/IOD employees.

### **Objective No. 3 – Sick/IOD Coordinator Position as Part-Time Collateral Duty**

#### **Criteria**

Administrative Order No. 23, November 5, 1999 – Sick and IOD Coordinators, states, *"Assign a day watch supervisor the part time collateral duty of Sick/IOD coordinator, for a minimum of a one-year period."*

#### **Audit Procedures**

Each Sick/IOD coordinator on the MLS roster was either contacted telephonically, and/or via electronic mail, to determine if the position is held in a part-time capacity. The Department met the standard if the Sick/IOD coordinator position was a part-time collateral duty.

## **Findings**

Seventy-one (91%) of the Department's 78 Sick/IOD coordinators held the position as a part-time collateral duty. The Department did not meet the standard for the remaining seven Sick/IOD coordinators that held the position as a full-time duty. They are assigned as follows:

- 77th Street Division;
- Communications Division;
- Gangs and Narcotics Division;
- Professional Standards Bureau;
- Jail Division (Metropolitan Jail Section);
- Newton Division; and,
- Records and Identification Division.

## **RECOMMENDATIONS**

1. It is recommended that Planning and Research Division review Administrative Order No. 23, November 5, 1999 – Sick and IOD Coordinators, as follows:
  - For revision to better reflect the duties and actual practices of the Sick/IOD Coordinator (*Objective Nos. 1 and 2*);
  - For consideration on assigning the Sick/IOD Coordinator the responsibility to maintain contact with affected employees, rather than the employee's supervisor; this may lead to better continuity and complete understanding of the employee's status (*Objective No. 2*).

2. It is recommended that the Department consider allowing larger commands the flexibility of having a full-time Sick/IOD Coordinator, given the voluminous amount of employee claims in larger sized commands (*Objective No. 2*).

**ACTIONS TAKEN/MANAGEMENT'S RESPONSE**

1. The audit findings were validated with the respective commands.
2. The audit report was presented to the Commanding Officer, Personnel Group, and Personnel Division, who both expressed general agreement with the audit findings and the recommendations.
3. The audit report was presented to the Assistant to the Director, Office of Operations, and the Director, Office of Administrative Services; both expressed general agreement with the audit findings and the recommendations.
4. The Director, Office of Administrative Services, Special Assistant for Constitutional Policing, and the Executive Director, Board of Police Commissioners are currently working together in addressing worker compensation issues, and will include findings from this audit in their review.

## INTRADEPARTMENTAL CORRESPONDENCE

August 21, 2014  
1.11

**TO:** Chief of Police

**FROM:** Director, Office of Operations

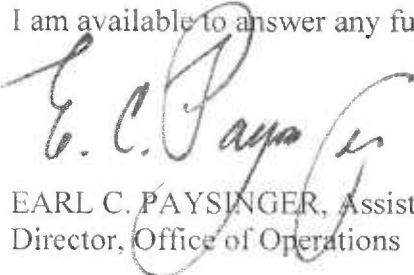
**SUBJECT:** SICK AND INJURED ON DUTY COORDINATOR ASSIGNMENTS AND RESPONSIBILITIES – REVISITED

In July 2014, I directed an inspection of the Sick and Injured on Duty Coordinators within each Office of Operations subordinate command. The objective of the assessment was to ensure the duties of Sick and IOD Coordinators were assigned as an ancillary duty to a sworn, Watch 2 or Watch 4 Patrol supervisor as recommended in Department policy. The results of that review revealed that a number of commands had assigned sworn and/or civilian personnel other than the required aforementioned. In response, each bureau commanding officer was directed to address this deficiency and align it with present policy.

In August 2014, the OO hosted a training session conducted by Medical Liaison Section for all sworn supervisory Sick and IOD Coordinators within the OO. This session included familiarization with the responsibility of supervisors and employees involved in a Workers Compensation claim, proper preparation and work flow of required reports, best practices when communicating with employees involved in Sick/IOD incidents and an introduction to and effective relationships with TriStar.

A continuing training session is being developed for presentation in Deployment Period 10, 2014 to provide a more enhanced spectrum of information to the Coordinators and will also include a facilitated feedback session for the purpose of identifying best practices and to identify systemic deficiencies in processing, monitoring and communication that should be addressed by the Department. This renewed emphasis on the assignment, training and support of the Sick and IOD Coordinators in the OO is a major, positive step towards achieving one of your principal goals of employee wellness, organizational morale and ensuring that we fully maximize our most important resource.

I am available to answer any further questions you may have.



EARL C. PAYSINGER, Assistant Chief  
Director, Office of Operations