



STATUS UPDATE ON THE CITYWIDE OVERTIME ASSESSMENT AND ENHANCEMENTS

Office of Organizational
Performance and Accountability

City Council
January 9, 2018

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BACKGROUND

In response to a potential overtime management issue at the Riverside Public Utilities Department, the Office of Organizational Performance and Accountability (OOPA) initiated and administered a citywide comprehensive self-assessment process, with three goals to:

1. Determine if overtime spending was excessive;
2. Assess overtime monitoring and control practices; and
3. Identify potential changes to staffing, scheduling, etc. to minimize overtime while ensuring consistent and high quality service delivery.



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BACKGROUND

On December 6, 2017 the Governmental Affairs Committee received, reviewed, provided input and approved for the City Council the status update on the Citywide Overtime Assessment and Enhancements report.



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DISCUSSION

Based on the completed overtime internal control self-assessments by City departments, OOPA concluded that adequate overtime controls are in place. However, the following citywide improvements are recommended to minimize potential for overtime abuse and reduce overtime costs.



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CITYWIDE PROCESS IMPROVEMENTS

1. Develop inter-departmental procedures to be used in conjunction with existing City and/or applicable MOU policies, to address specific or special overtime situations or circumstances;
2. Ensure any overtime assigned to employees has been preapproved at the appropriate level;
3. Verify that overtime approvers are not authorized to approve their own time records;
4. Ensure management of the department/division is approving worktime records before submitting files to Payroll;
5. Review departmental staffing level periodically – long term vacancies increase overtime costs;



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CITYWIDE PROCESS IMPROVEMENTS

6. Ensure employees are apprised of department and City compensation policies/procedures;
7. Partner with HR and Payroll to ensure employees are adequately trained regarding overtime processes and procedures;
8. Utilize the IFAS Payroll Overtime Report created by the Finance Department to monitor and track overtime usage and trends by employee; and
9. Review department/division processes activities, services, and programs to identify causes for overtime; take corrective action to better manage/reduce overtime costs.



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DEPARTMENT SPECIFIC ACTION PLANS AND CHANGES

In addition to the Citywide recommendations, each department has prepared an Action Plan to further manage overtime spending. Examples of actions proposed by various departments and being implemented immediately include:

Department	Identified Cause of Overtime	Action Plan
Public Utilities – Electric Field Division	<ul style="list-style-type: none"> Replicated regular day staffing of Troubleshooters on holidays. Four (4) employees assigned to a standby crew every weekend. 	<ul style="list-style-type: none"> ✓ Reduced staffing to a single employee on duty without a measurable reduction in service quality. Savings is 2 employees x 12 holidays per year x 9 hours = 216 hours annually. ✓ Standby crew only for holiday weekends or when extreme weather is expected to be a factor (heat/storms/wind). Savings of about 1,600 hours per year in overtime.



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DEPARTMENT SPECIFIC ACTION PLANS AND CHANGES

Department	Identified Cause of Overtime	Action Plan
Fire Department	<ul style="list-style-type: none"> The most significant use of overtime is due to backfilling for vacations, holidays, mutual aid, sick leave, and vacancies. 	<ul style="list-style-type: none"> ✓ To reduce the need to pay backfill due to vacancies, the department is aggressively working on filling all sworn vacancies. To date, five new firefighters have been hired, with hiring for an additional four firefighters/paramedics in process.
Public Works – Street Maintenance	<ul style="list-style-type: none"> Festival of Lights red curb painting occurs annually prior to event. 	<ul style="list-style-type: none"> ✓ Discontinue the annual painting, with the exceptions of areas that necessitate the need ✓ Minimize the area to refresh red curb painting ✓ Switch to every other year prior to event



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DEPARTMENT SPECIFIC ACTION PLANS AND CHANGES

Department	Identified Cause of Overtime	Action Plan
Police Department	<ul style="list-style-type: none"> Irregularities in the deployment of Field Operations personnel and individual squad sizes throughout for four (4) separate watches. Irregularities required supervisors to backfill officer positions to meet current minimum staffing levels. Non-mandatory training 	<ul style="list-style-type: none"> ✓ Adjusted deployment strategies by consistently and evenly deploying personnel across the various squads and watches. Added a "cover watch" (1,200-2,200 hours) to help reduce the backlog of call during those hours. ✓ All non-mandatory training has been suspended with the exception of the current Integrated Communications and Advanced Tactics (CAT) training, which is designed to reduce significant uses of force against persons with mental illness not armed.



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RIVERSIDE PUBLIC UTILITIES OVERTIME AUDIT

In September 2017, the City Manager approved a Professional Services Agreement in the amount of \$49,500 with MGO Government Advisory Services.

MGO has been engaged to review Public Utilities overtime practices and procedures and plans to provide a final report to the City Council in late April 2018.



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RECOMMENDATION

That the City Council receive, review, and provide input on the status update on the Citywide Overtime Assessment and Enhancements report.



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