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Date: May 19, 2009

To: Audit and Finance Committee

From: Gary Ray, City Auditor *GR*

Subject: Fire Department Response to Overtime Audit

The purpose of this letter is to transmit the action plans submitted by the Fire Department in response to the overtime audit report we issued on November 20, 2008. A copy of that audit report is included for your reference. The department's response would normally have been included when the final audit report was issued; however, the Fire Department requested additional time to develop these plans.

As with all audits, we will perform a follow-up review in 9 to 12 months to evaluate whether the department's action plans have been successfully implemented and whether they adequately addressed the audit findings.

If you have any questions, please contact me at x3210 or Jennifer Ruttman at x3767.



Date: May 12, 2009
To: Chris Brady, City Manager ^{CAB}
Through: Harry Beck, Fire Chief ^{HB}
From: Dan Stubbs, Assistant Chief
Subject: Response to Audit: Fire Overtime

The City of Mesa Auditing Department submitted a Fire Department overtime report on November 28, 2008. The findings were presented during a regularly scheduled Audit and Finance Committee meeting and the Fire Department has since developed action plans for each of the five major review areas.

Action plans for the following areas are attached:

- Coding of Overtime Hours
- Control and Documentation of Non-Shift Overtime
- Leave Pool Staffing Recommendations
- 40 Hour Sworn Staff
- Leave Usage Policies

The audit report was very helpful as we put our action plans together. Prior to the audit we had already started evaluating options to streamline our Leave Pools especially in regard to staffing levels, rank, and attributes. The audit report provided some of the details we needed to start making adjustments. Our recent reorganization will also have an impact on some of the recommendations. We will continue to work the actions plans and will provide you quarterly updates.

ACTION PLAN FOR:

Fire Department Overtime Audit

Charge:

Leave Pool Staffing Recommendations

ISSUE	GOAL	ACTION PLAN	WHEN	WHO	STATUS
Leave Pool Size	Maintain a size minimizing the need for callback and staff the Leave Pool with appropriate ranks and attributes; goal based on current staffing is 14 members per shift	Increase the Leave Pool from 11 members per shift to 14 per shift (A, B, C) using re-assigned Day Staff, reassigned field members and new hires	This will be a one to two year plan	Chief Frye and Chief Stubbs	The leave pool size has increased with reassigned day staff as of Jan 09. The target of 14 is not permanent as of March 09
Balancing the Leave Pool	Maintain equal numbers on each shift	Monitor and adjust the Leave Pool at least monthly and balance firefighters, engineers, and captains as needed to minimize callback	Monthly	Chief Frye	Last balance March 09
Staffing the Leave Pool	Effective rank/attribute staffing on each shift	Develop a budget and staffing plan to determine the most effective rank structure and attributes needed in the leave pool to minimize callback needs	By May 09	Chief Stubbs	Ongoing
Vacancy filling strategies	Minimize over-filling vacancies	Develop alternative strategies to fill vacancies to avoid/minimize callback expenditures	By Sept 09	Chief Frye	Ongoing

ACTION PLAN FOR:

Fire Department Overtime Audit

Charge:

Leave Usage Policies

ISSUE	GOAL	ACTION PLAN	WHEN	WHO	STATUS
Holiday Vacation Leave	Investigate options for partial shift vacation	Working with the Staffing Guidelines Committee, review the options of allowing partial shifts of vacation on holidays	By July 09	Chief Frye	Committee meeting set for April 2009
Allowable vacation hours	Identify critical issues that would necessitate adjusting the allowable vacation hours	Working with the Staffing Guidelines Committee identify issues that would necessitate adjusting leave and develop guidelines for adjusting the leave hours	By Dec 09	Chief Frye	Committee meeting set for April 2009

ACTION PLAN FOR:

Fire Department Overtime Audit

Charge:

40 Hour Sworn Staff

ISSUE	GOAL	ACTION PLAN	WHEN	WHO	STATUS
Callback for 40-hour sworn employees	Balance overtime hours and compensation with 40-hour day sworn and 56-hour sworn shift personnel	Establish the average overtime for the various ranks and attributes of 56-hour personnel and calculate a conversion for 40-hour sworn personnel	By Aug 09	Chief Frye and Chief Stubbs	Ongoing
40-hour sworn employees attending training on overtime	Reduce the need for day staff personnel to attend required training on overtime	Develop a training schedule with enough days and flexibility to accommodate day staff personnel attending on a regular work day	By Sept 09	Chief Frye, Chief Stubbs, and Chief Cameli	Meeting Pending
Timekeeping and payroll error	Eliminate timekeeping and payroll errors brought on by moving personnel between a 56-hour and 40-hour roster	Develop an annual timekeeper training tutorial that addresses these issues. Develop a guideline identifying personal accountability issues related to moves between a 56-hour and 40-hour work schedule changes brought on by transitional work, day assignments, special projects, etc.	By Jan 09 By April 09	Captain Darnell Chief Frye	Last training Jan 09 Being developed

ACTION PLAN FOR:
Fire Department Overtime Audit

Charge:

Coding of Overtime Hours

ISSUE	GOAL	ACTION PLAN	WHEN	WHO	STATUS
Coding of OT hours	Eliminate using both a pay code and a work order to track overtime	Use Pay Code 12 with applicable work orders for Minimum Staffing. Pay code 11 will be use for overtime not related to Minimum Staffing	Jan. 1, 2009	Chief Frye and Mary Pobuda	Completed

ACTION PLAN FOR:

Fire Department Overtime Audit

Charge:

Control and Documentation of Non-Shift Overtime

ISSUE	GOAL	ACTION PLAN	WHEN	WHO	STATUS
Guidelines do not exist to address non-constant staffing overtime	Provide consistent and adequate approval for non-shift OT usage	Develop policies regarding the usage, documentation, approval, and retention of OT documents	Dec 09	Chief Frye	Development Pending
Timekeeper Training	Timekeepers receive annual training on the usage, documentation, approval and retention of OT documents	Develop a tutorial to address the usage, documentation, approval process, and retention of overtime documents	June 09	Captain Darnell	Development Pending