



# **Vancouver Police Department Annual Leave Management Audit**

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**October 2009**

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PR2009-1007 Annual Leave Management Audit  
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## 1 Executive Summary

**1.1** In June 2009, the Audit Unit was asked to assess compliance with annual leave signup guidelines in patrol. The purpose of the Annual Leave Management Audit was to confirm that all applicable annual leave signup guidelines are respected. The patrol area was the main focus of the audit.

**1.2** Overall, compliance with annual leave signup guidelines and quotas appears to be good. Most annual leave overruns were observed in July and August 2009. These annual leave overruns appear to have been caused primarily by personnel transfers that took place after October 2008 and created annual leave conflicts. Annually, up to \$100,000 in patrol overtime may be partially triggered by annual leave overruns.

**1.3** The following table summarizes the main findings and recommendations of the Audit Unit.

**Table 1-1 Main Findings and Recommendations**

Findings	Recommendations
FINDING 1: Annual leave signup guidelines are generally respected in patrol. The number of patrol Constables on annual leave rarely exceeds two per team. The number of patrol Sergeants on annual leave rarely exceeds two per district. The proportion of patrol members on annual leave rarely exceeds 15%.	RECOMMENDATION 1: Use the SAP absence code 7016 to record overtime leave scheduled in conjunction with annual leave.
FINDING 2: Annual leave transfers drive annual leave overruns in patrol. Most discrepancies identified by the Audit Unit could be traced back to an annual leave transfer.	RECOMMENDATION 2: Develop an electronic tool that could be used to identify potential annual leave conflicts caused by personnel transfers.
FINDING 3: Annual leave overruns partially drive patrol callouts.	

**1.4** The Audit Unit is confident that the implementation of these recommendations would enhance annual leave management at the VPD.

## 2 Introduction

**2.1** In June 2009, the Audit Unit was asked to assess compliance with annual leave signup guidelines in patrol.

**2.2** The purpose of the Annual Leave Management Audit was to confirm that all applicable annual leave signup guidelines are respected.

**2.3** The Audit Team would like to thank all the audit stakeholders for their assistance.

**2.4** This audit was conducted in accordance with the *International Standards for the Professional Practice of Internal Auditing* and the Code of Ethics of the Institute of Internal Auditors.

### **3 Audit Background**

**3.1** Police members requesting any leave that will affect availability for court (including annual leave) must complete a VPD4 Police Member Leave Form. Leave requests must then be endorsed by a supervisor or manager, reviewed by the Court Conflict Clerk in the Document Services Unit and officially approved by the appropriate Inspector.

**3.2** In accordance with the RPM policy 3.3.1, members may sign up for annual leave in order of seniority. Annual leave for January to April must be requested before September 30<sup>th</sup> the previous year. Annual leave for the rest of the year must be submitted by January 15<sup>th</sup>. Cumulative time off (CTO) requests must be submitted by January 31<sup>st</sup>.

**3.3** Recruit classes that start in January, February or March sign up for annual leave during Block 2 (for the same year). Recruit classes that start in April, May, June or July sign up for annual leave when placed in a permanent field assignment following graduation from the Justice Institute of BC. Recruit classes that start after July sign up for annual leave during Block 2 (for the following year).

## **4 Audit Scope and Methodology**

**4.1** The Audit Manager compiled annual leave data using SAP for the period between January and August 2009. The following SAP absence codes were applicable: 7001, 7002, 7003, 7004, 7006, 7011 and 7016. SAP was also used to identify the employees that were transferred between October 2008 and August 2009. The patrol area was the main focus of the audit. Specialty units like the Dog Squad and the Emergency Response Team (ERT) were excluded from the audit scope.

**4.2** Overtime leave was not included as part of the analysis but a preliminary examination of the data showed that compliance with annual leave management guidelines would not be significantly affected even if it was included.

## 5 Audit Findings

**5.1** Between January and August 2009 inclusively, patrol Constables took a total of approximately 51,100 hours or roughly 4,700 days of annual leave. This amounts to an average of 20 patrol Constables on annual leave per day or roughly 8% of the authorized strength for patrol Constables on each side (Odd and Even).

**5.2** During the same period, patrol Sergeants took a total of approximately 6,300 hours or roughly 600 days of annual leave. This amounts to an average of 2.5 patrol Sergeants on annual leave per day or roughly 11% of the authorized strength for patrol Sergeants on each side (Odd and Even).

### **FINDING 1: Annual leave signup guidelines are generally respected in patrol.**

**5.3** In general, all applicable annual leave signup guidelines described in the Collective Agreement appear to be respected. The number of patrol Constables on annual leave rarely exceeds two per team, the number of patrol Sergeants on annual leave rarely exceeds two per district and the proportion of patrol members on annual leave rarely exceeds 15%.

#### MAXIMUM 15% ON ANNUAL LEAVE

**5.4** According to section 8.1(n) of the Collective Agreement between the Vancouver Police Union and the Vancouver Police Board, at most 15% of all members may take annual leave at any time. Based on an authorized strength of 488 to 520 patrol Constables and 44 to 46 patrol Sergeants separated between an Odd and an Even side, this implies that at most 37 to 39 patrol Constables and 3 to 4 patrol Sergeants could be on annual leave at the same time.

**5.5** Between January and June 2009, the proportion of patrol Constables on annual leave never exceeded 15%. However, the proportion of patrol Constables on annual leave exceeded 15% on 17 days between July and August 2009. Most of the



discrepancies appear to have been caused by personnel transfers that took place after October 2008 and therefore led to annual leave transfers for 2009.

**5.6** Between January and August 2009, the proportion of patrol Sergeants on annual leave exceeded 15% in 65 instances, including 56 days between July and August 2009. Approximately three quarters of these discrepancies appear to have been caused by personnel transfers that took place after October 2008 and therefore led to annual leave transfers for 2009.

#### MAXIMUM TWO CONSTABLES PER TEAM

**5.7** According to section 8.1(n) of the Collective Agreement between the Vancouver Police Union and the Vancouver Police Board, a maximum of two patrol Constables per team may take leave at any time.

**5.8** Between January and August 2009, more than two patrol Constables from the same team were on annual leave at the same time during approximately 271 shifts out of 5,346 (5.1%), including 211 shifts out of 1,364 (15.5%) only between July and August 2009. Approximately three quarters of these discrepancies appear to have been caused by personnel transfers that took place after October 2008 and therefore led to annual leave transfers for 2009.

#### MAXIMUM TWO SERGEANTS PER DISTRICT ON EACH SIDE

**5.9** According to the Letter of Understanding between the Vancouver Police Board and the Vancouver Police Union dated 1995-06-13, a maximum of two patrol NCOs per district (on each side) may take leave at any time.

**5.10** Between January and August 2009, more than two patrol Sergeants from the same district were on annual leave at the same time in only 12 instances, including 11 days only between July and August 2009. District 1 had three Sergeants on annual leave on 2009-04-15, on 2009-07-04 and between 2009-07-10 and 2009-07-13. District 3 and District 4 also had three Sergeants on annual leave between 2009-08-27 and 2008-08-30 and between 2009-07-28 and 2009-07-29, respectively. Most of these

discrepancies appear to have been caused by personnel transfers that took place after October 2008 and therefore led to annual leave transfers for 2009.

## **FINDING 2: Annual leave transfers drive annual leave overruns in patrol.**

**5.11** Most annual leave conflicts or overruns identified as part of the audit seem to have been caused primarily by personnel transfers that took place after October 2008. These personnel transfers were associated with annual leave transfers that created a number of annual leave conflicts or overruns in 2009.

**5.12** Between 75% and 95% of all annual conflicts identified as part of the audit can be traced back to at least one annual leave transfer.

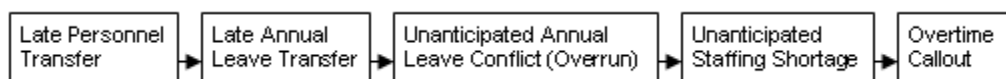
## **FINDING 3: Annual leave overruns partially drive patrol callouts.**

**5.13** Overall, the annual leave conflicts or overruns identified by the Audit Unit coincided with approximately 92 patrol callouts, including 74 patrol callouts only during July and August 2009. This is equivalent to a total of roughly 2,100 overtime hours earned or \$75,000, with 80% earned in July and August 2009. Annually, this could amount up to \$100,000 in patrol overtime.

**5.14** Various factors other than annual leave could have triggered these overtime callouts but annual leave overruns in July and August 2009 appear to have at least indirectly contributed to staffing shortages in patrol. This unavoidably resulted in some patrol callouts to meet minimum staffing levels.

**5.15** This domino effect is summarized by the following figure.

**Figure 5-1 Personnel Transfers and Overtime Callouts**



## 6 Audit Recommendations

6.1 The following audit recommendations are submitted for consideration.

### **RECOMMENDATION 1: Use the SAP absence code 7016 to record overtime leave scheduled in conjunction with annual leave.**

6.2 The Payroll Unit currently does not appear to use the SAP absence code 7016 to record overtime leave scheduled in conjunction with annual leave. The Payroll Unit instead relies on the absence code 7006, which is a more generic code used for all overtime leave. This makes it laborious to identify overtime leave scheduled in conjunction with annual leave.

6.3 Since planned overtime leave scheduled in conjunction with annual leave is considered annual leave for most purposes (including overtime compensation), any analysis of annual leave patterns and trends could benefit greatly from detailed overtime leave information.

6.4 To differentiate overtime leave scheduled in conjunction with annual leave from regular overtime leave, the Payroll Unit should use the SAP absence code 7016 (Overtime Leave with Annual Leave) when applicable. In particular, the SAP absence code 7016 should be used for any overtime leave described as "OTL With Leave" on the VPD4 Police Member Leave Form.

6.5 This would ensure that supervisors, managers and analysts can track annual leave patterns and trends more effectively and in a more timely manner.

### **RECOMMENDATION 2: Develop an electronic tool that could be used to identify potential annual leave conflicts caused by personnel transfers.**

6.6 When initiating a personnel transfer (especially a transfer in patrol), the Human Resources Section should be able to identify any potential annual leave conflict that would be created by the transfer. This would allow the Human Resources Section to

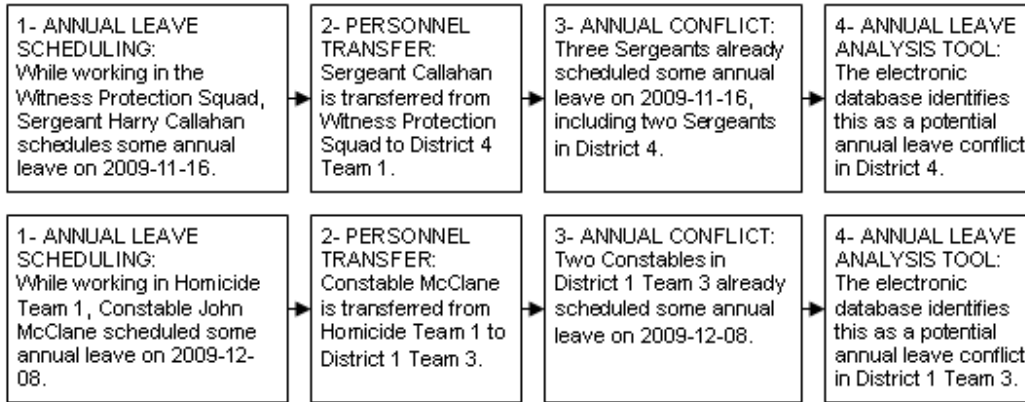
consider and weigh annual leave conflicts as part of the decision-making process, along with all the other relevant factors such as operational constraints, team balance and team fit.

**6.7** In order to facilitate the work of the Human Resources Section, a Department-wide annual leave schedule should be created. This electronic schedule or database should contain a detailed breakdown of all planned annual leave requests for the year. Built-in reports based on the electronic schedule or database should show how many officers are expected to be on annual leave within each unit or team and each district during each day of the year. Officer-specific reports should also show when each officer intends to take annual leave. Finally, a third report should have the ability to compare any district or team-level annual leave schedule with an officer-specific annual leave schedule and identify all potential annual leave conflicts.

**6.8** The following diagram illustrates two hypothetical scenarios where the annual leave analysis tool could be useful.

**Figure 6-1 Annual Leave Analysis Process**

ID	Employee Name	Unit	Rank	Leave Type	Date
523467	MARTIN RIGGS	District 1 -Team 9	Sergeant	7001 VAC-Current Year	12/08/2009
<b>614923</b>	<b>HARRY CALLAHAN</b>	<b>District 4 -Team 1</b>	<b>Sergeant</b>	<b>7001 VAC-Current Year</b>	<b>12/08/2009</b>
482765	HANS GRUBER	District 4 -Team 2	Sergeant	7011 VAC-CTO Police Overtime	12/08/2009
215678	AL POWELL	District 4 -Team 6	Sergeant	7001 VAC-Current Year	12/08/2009



ID	Employee Name	Unit	Rank	Leave Type	Date
<b>101234</b>	<b>JOHN MCCLANE</b>	<b>District 1 -Team 3</b>	<b>Constable</b>	<b>7001 VAC-Current Year</b>	<b>11/16/2009</b>
349872	DWAYNE ROBINSON	District 1 -Team 3	Constable	7001 VAC-Current Year	11/16/2009
591632	JOSEPH YOSHINOBU TAKAGI	District 1 -Team 3	Constable	7011 VAC-CTO Police Overtime	11/16/2009
183045	ROGER MURTAUGH	District 2 -Team 5	Constable	7004 VAC-Gratuity	11/16/2009
812345	SONNY CROCKETT	District 3 -Team 1	Constable	7001 VAC-Current Year	11/16/2009
912034	RICARDO TUBBS	District 3 -Team 2	Constable	7001 VAC-Current Year	11/16/2009
703892	AL BRESSLER	District 3 -Team 3	Constable	7002 VAC-Deferred	11/16/2009

[Note: These names are fictitious]

## 7 Conclusion

**7.1** Overall, compliance with annual leave signup guidelines and quotas appears to be good. Most annual leave overruns were observed in July and August 2009. These annual leave overruns appear to have been caused primarily by personnel transfers that took place after October 2008 and created annual leave conflicts. Annually, up to \$100,000 in patrol overtime may be at least partially triggered by annual leave overruns.

**7.2** The following table summarizes the main findings and recommendations of the Audit Unit.

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**7.3** The Audit Unit is confident that the implementation of these recommendations would enhance annual leave management at the VPD.