



Internal Audit Overview
"Vigilance Through Knowing"

KCPD
Internal
Audit Unit

Specialty Pay Audit 12-07

June 10, 2013

Objectives

- Determine the process for approval and continuation of Specialty Pay Provisions.
- Assess adherence to the Specialty Pay Provisions in current policy.
- Specialty Pay includes: Special Duty Pay, FTO Program, College Incentive Program, Shift Differential, and Bilingual Skill Pay.

Methodology and Scope

- The scope of this audit will be specific methods and issues that affect Specialty Pay.
- Review current policy regarding all issues listed in the objectives.
- Conduct interviews with Department personnel as needed.
- Request information from Department personnel as needed.

Findings

1. Skill Pay Process appears to work very well. There is a lack of documentation for approving civilian training pay and who could or should receive it.
2. Shift Differential process was found to be efficient and working well. The only problem with this process is when attempting to determine if a few members should be receiving the benefit, their ALERT information did not indicate a Watch these personnel were on, however the hours in ALERT reflected a day time position. The Watch IV designation has not been used for years but is still in the policy.
3. College Incentive Pay process works very well. It has incorporated an audit process that is conducted quarterly. Well documented in policy.
4. Bilingual Skill Pay process also appears to be efficient. Well documented in policy.

Recommendations

1. Recommend creating a PPBM to cover approval process for civilian and law enforcement units to request skill pay for members who don't currently receive it. As well as, a list of current units receiving skill pay.
2. Recommend changing current policy to drop the Watch IV designation. Also recommend changing ALERT entries of members receiving Shift Differential who have no Watch designation to reflect the true hours of assignment.

For further information please
contact:

PO Christopher J. Kincaid
christopher.kincaid@kcpd.org

Specialty Pay Audit

June 2013

Internal Audit Unit
Kansas City, Missouri Police Department

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Introduction

On October 9, 2012, Chief Darryl Forte directed the Internal Audit Unit to conduct an audit of Specialty Pay.

Scope

The scope of the audit encompasses specific methods and issues that affect Specialty Pay.

Objectives

Determine the process for approval and continuation of Specialty Pay Provisions.

Assess adherence to the Specialty Pay Provisions in current policy.

Specialty Pay includes: Special Duty Pay, FTO Program, College Incentive Program, Shift Differential, and Bilingual Skill Pay.

Methodology

The auditor conducted interviews with department personnel as needed.

The auditor made requests for information from department personnel as needed and made on-site visits to verify said information.

Review current policy regarding all issues listed in the objectives.

Discussion/Research

Specialty Pay

For the purposes of this audit, Specialty Pay will consist of extra pay for the following units:

Bomb and Arson Unit (below Sgt.) [\$50/mo.]
K-9 Unit [\$50/mo.]
Helicopter Unit [\$50/mo.]
Mounted Patrol [\$50/mo.]
Shift Differential W-I, W-III, and W-IV [\$120/mo.]
FTO [\$100/mo.]
College Incentive Pay [\$50, \$75, \$100/mo.]
Bilingual Skill Pay [\$50/mo.]

Bomb and Arson Unit/K-9 Unit/Helicopter Unit/Mounted Patrol/FTO (Skill Pay)

The Human Resources Division receives approved transfer paperwork in the form of Bureau Release or Bureau Receiving Memorandums. At this time, HR personnel produce a letter of transfer that is forwarded to numerous locations including the Accounting and Payroll Section and the Budget Unit.

The Payroll and Accounting Section receives the department memorandums or letters from Human Resources approving transfers. Payroll /Accounting are aware of the Units that receive Skill Pay. The request is processed on a Form 59 PD, Exhibit 1, with the proper code for the type of skill pay. The Form 59 PD is a three copy form, the pink copy is forwarded to the Budget Unit, the white and yellow copies are kept in the Payroll Section. The information is inputted into the ALERT System via the PR05 screen, only usable by authorized Payroll personnel. PR05 is the interface in ALERT where payroll information can be changed and also where the actual payroll is run from. Payroll is balanced and run on Tuesday of pay weeks. Any changes in one's payroll information are verified by a supervisor the following day utilizing edit sheets produced in computer operations. A monthly report listing all employees that are receiving specialty/skill pay is sent to each unit (Patrol Bureau, K-9, Mounted Patrol, Communications, Bomb and Arson, etc.) for approval to continue the pay. If the supervisor checking the monthly report indicates an employee should be

removed, the Payroll Section prepares a Form 59 and goes through the above process to remove the pay from that employee's next pay check.

This process was analyzed by obtaining a printout from the Computer Unit showing all employees receiving Skill Pay. The printout included the employee's Unit and the skill pay code. Among the 55 employees receiving skill pay, were 18 employees assigned to the Communications Unit and the Crime Lab. A check of current Department Policy revealed no policy showing a reason why Communications and Crime Lab personnel would be receiving skill pay. After contacting both the Communications Unit and the Crime Lab, it was determined that their personnel receiving skill pay were trainers, basically for FTO (Field Training Officer) pay. The memorandums approving the training pay designation for the Crime Lab personnel have been included in this audit and are listed as Exhibit #2. I was unable to obtain a copy of the approval memorandum authorizing Communications Unit trainers pay. However, I was informed that the Communications Unit trainers have received this benefit since the late 1970's or early 1980's.

The law enforcement FTO Program is guided by PPBM 507, Field Training Officer Program, Exhibit #3. To receive consideration to be an FTO, a law enforcement member must submit a memorandum to their supervisor. The memorandum is then forwarded through the chain of command to the Patrol Bureau commander. The Patrol Bureau makes the decision on how many FTO's to have as active members and keeps an eligibility pool of inactive fully trained FTO's for vacancies that occur in the active members. The letter or memo of FTO activation/deactivation from the Patrol Bureau is sent to Human Resources. At that point, the same process is followed as the above skill pay process. We currently have 42 active FTO's.

Findings

Although the process for receiving Skill Pay is a confusing process to outsiders, according to all the checks made on the system it works very well. The only problem with the system is a lack of documented policy backing the decision made in regard to who receives what type of specialty pay and no detail on a process to allow other units to receive specialty pay. The policy covering Incentive Pay, Board Resolution 95-4, Exhibit #4, mentions Skill Pay for Bomb and Arson, College Incentive Pay, and Shift Differential but does not mention K-9, Helicopter, or Mounted Patrol. The only other document in policy that mentions any of the other units receiving skill pay is Department Memorandum 12-8 Revised, Exhibit #5, which basically is a copy of the FOP MOU. In the MOU, Article 15, Section 5, it mentions the units that receive specialty pay; Bomb and Arson, Helicopter, Mounted Patrol, and K-9 Unit. The process for allowing other law enforcement units specialty pay is spelled out in Missouri State Statute,

Chapter 84, Section 84.510, Exhibit #6, which indicates that only the Board of Police Commissioners with a majority affirmative vote can authorize incentive pay for law enforcement personnel. Chapter 84, however, does not preclude the Chief of Police from allowing specialty pay for civilian personnel.

Recommendations

A PPBM should be created covering the above mentioned Specialty Pay, with the exception of FTO Pay, which has its own policy. The PPBM should outline the process for approval of such benefits (especially civilian units) as well as what units are currently receiving the benefit.

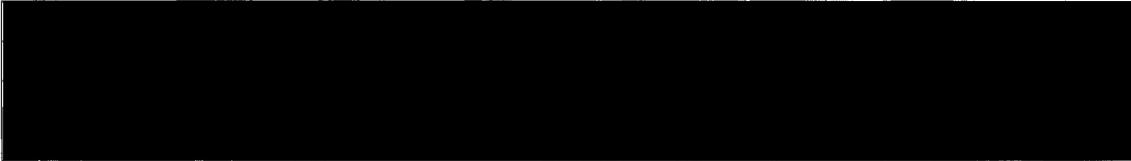
Shift Differential W-I, W-III, W-IV

The Human Resources Division receives the Bureau Release Memorandum from the relinquishing or receiving bureau. At this time, they produce a letter of transfer that is forwarded to numerous different units on the Department, i.e. Payroll/Accounting, Budget, etc. The Personnel Records Section makes the entries into the ALERT system in regard to transfers.

Shift Differential, according to Exhibit #7, PPBM 415, is provided to all sworn members permanently assigned to Watch-I, Watch-III, and Watch-IV. It is also provided to non-sworn members in selected assignments. The amount for shift differential was set on May 6, 2007, at \$120/month, Exhibit #8, Chief's Memorandum 07-2, Chief's Report on Enhanced Salary & Benefits. The only other document that pertains to Shift differential in Department Policy is the Department Memorandum 12-8 Revised, which basically is a copy of the FOP MOU, Exhibit #5. In the MOU, Article 15, Section 5, it mentions Shift Differential.

On 04/24/2013, I contacted the Computer Unit for a list of all department members that were currently receiving Shift Differential. The Computer Unit sent me a list of 683 Department members. On this same date, I conducted computer checks through the Alert System to verify the information provided by the Computer Unit and to check the unit of assignment for each member. The following anomalies were found:

The following members were listed as inactive employees:

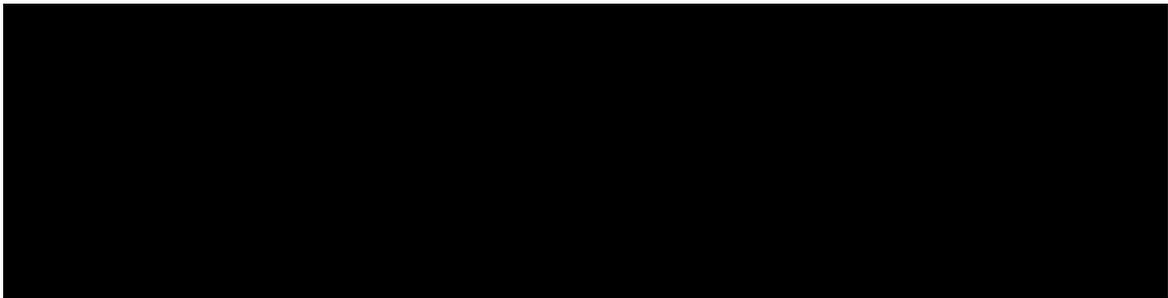


The following list of members were on the list receiving Shift Differential, however, they are all currently assigned to the Professional Training Section.



It was determined that the above personnel were in the Spanish Emersion Program and moved in the computer temporarily to the Professional Training Section but were still permanently assigned to their previous assignment.

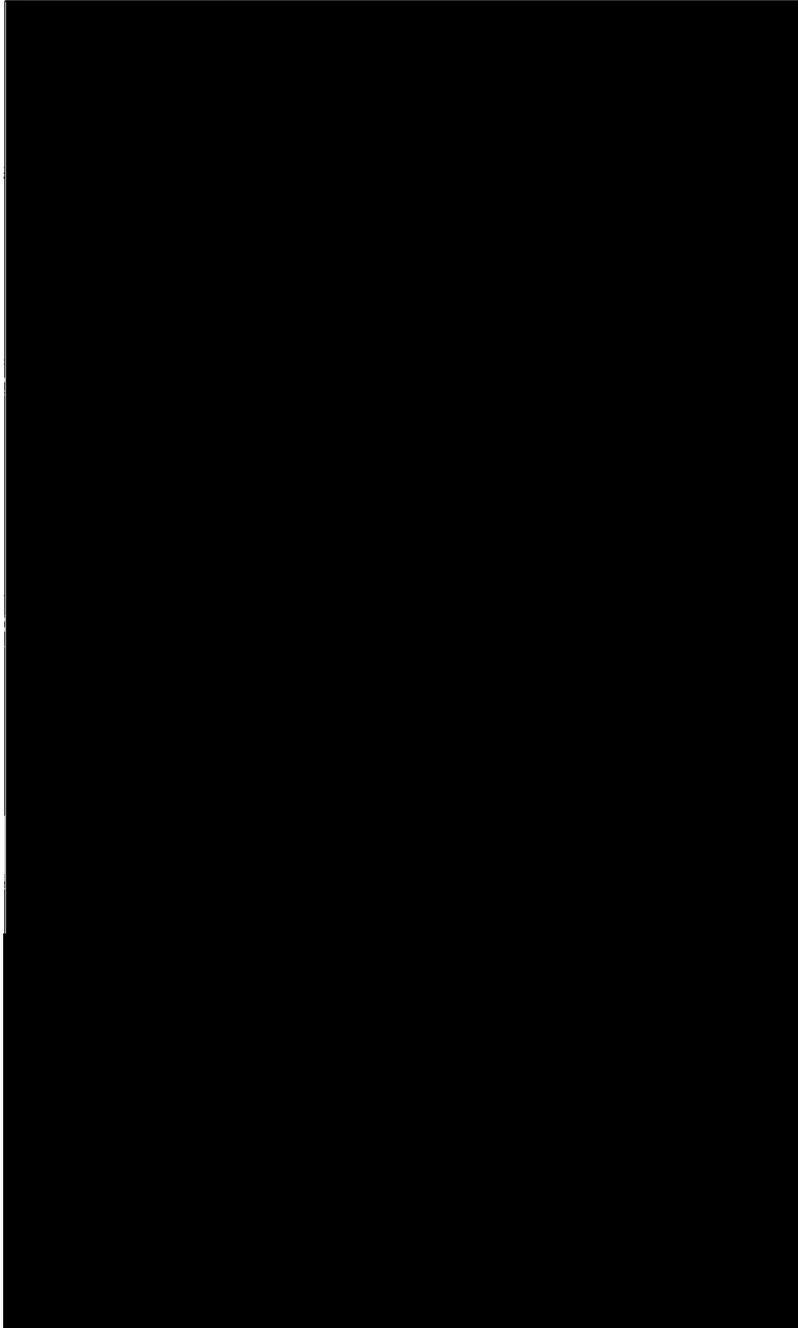
The following department personnel appear to be receiving Shift Differential; however, they are assigned to Watch II.



A check of these individuals with the Payroll and Accounting Section revealed that these members, aside from [REDACTED], are not currently receiving shift differential. Due to the lag in paperwork, all above members, except [REDACTED], transfers were effective on 04/28/2013. As noted above, the above information was obtained on 04/24/2013. It should be noted that [REDACTED] is receiving

shift differential because he is temporarily assigned to Traffic Investigations Section from EPD W-III.

The following is a list of Department Personnel that appear to not be getting Shift Differential that should be receiving the benefit.



A check of the above individuals with the Payroll and Accounting Section revealed that all the members were receiving the shift differential benefit. It

should be noted that most of the above employees transfer date was 04/14/2013.

One other anomaly existed showing the following personnel are receiving shift differential. However, both are listed in ALERT as being assigned to the Patrol Bureau Office with hours of 0800-1600.



A check of the above individuals with the Payroll and Accounting Section revealed that both members are currently receiving shift differential. They also revealed that there is no Watch assigned to the Patrol Bureau Office. An e-mail authorizing these members to receive shift differential indicated that they both work nights.

Findings

There is an inherent lag between when transfers happen and when the information is actually received by Payroll personnel to be entered. Transfers can be affected prior to paperwork reaching Human Resources. In my opinion, the lag does not appear to be a problem for any of the units involved in the transfer process.

Recommendations

I recommend members receiving shift differential in any unit that does not have a Watch designation should have their hours of assignment changed in the timekeeping system to reflect the hours they actually work. Due to Watch-IV no longer being used, I recommend the designation be dropped from any updates to this policy.

College Incentive Pay

The College Incentive Program is governed by PPBM 407-3, College Incentive Program, Exhibit #9. The procedure consists of the following: Filling out a College Incentive Program Participation Request Form 404 PD, Exhibit #10. This form is forwarded to the College Coordinator, Benefits Section. The official transcripts, either already in the member's personnel jacket or requested from the school, must be received in the Benefits Section. When the transcripts are

received, the Form 404 PD is sent up the chain of command for approval. A letter is then sent to the Accounting and Payroll Section, who fills out a Form 59 PD, Input Payroll Transaction Code Form. The information is then inputted into the Payroll portion of ALERT and the member receives their benefit. If a higher degree is obtained, the Form 404 PD must be filled out again by the member and it goes through the same process as listed above. The College Coordinator audits the program on a quarterly basis in an effort to maintain accuracy. The latest audit summary has been included and is labeled as Exhibit #11.

Findings

The process appears to be efficient and effective; it also has built in checks and balances with the quarterly audit process.

Bilingual Skill Pay

The Bilingual Skill Pay is governed by PPBM 410-1, Exhibit #12. For the purposes of this audit, Bilingual Skill consists of either the ability to interpret a foreign language or translation for the hearing impaired (sign language).

Interpreting a foreign language

Department members come to the KCPD by many different routes and with different skill sets. Some members have the ability to interpret a foreign language. There is no mandate in policy that requires formalized training in any foreign language, so it does not matter how the skill was obtained. The only department members not eligible for bilingual skill pay are Police Officer Candidates.

The Human Resources Division conducts spoken language testing once a year. A special order is created and dispersed Department wide. Anyone wishing to test to be a translator and receive the bilingual skill pay must contact the Human Resources Testing Specialist to get scheduled for the test. The Human Resources Division conducts the testing, which is free to all Department members. When the Testing Specialist receives the test results, the members are notified of their results. Those who are determined to have a high intermediate level in their foreign language are added to a spreadsheet and call list for the Communications Unit. The additional bilingual skill pay is authorized by the Human Resources Division and a letter/memo is sent to the Payroll and Accounting Section. If the member fails to attain a high intermediate level on

the testing, they are notified their name is removed from the spreadsheet and call list if they are already on it. Members receiving the Bilingual Skill Pay for foreign language must re-test every three years. The testing is documented on a Form 263 PD, Bilingual Skill Pay, Exhibit #13.

Translation for the Hearing Impaired

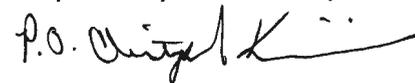
The sign language testing process is conducted by the Missouri State Committee of Interpreters. When a member goes through the state licensing process, if they pass the testing process they receive documentation showing they are a licensed interpreter in the State of Missouri. This documentation is presented to the Human Resources Division and a letter/memorandum is sent to the Accounting and Payroll Section authorizing Bilingual Skill Pay. These members are also added to the Communications bilingual call list. The KCPD reimburses members for the cost of testing and becoming sign language certified in the State of Missouri. Sign language testing must be completed annually to maintain their State Certification and to continue to receive the Bilingual Skill Pay benefit.

The Human Resources testing specialist compiles the bilingual call list annually and forwards the list to the Communications Unit supervisor.

Findings

The process appears to be efficient and effective.

Respectfully Submitted,



PO Christopher Kincaid #4660

EXHIBIT #1

Form 59 PD, Input Payroll Transaction Code Form

INPUT PAYROLL TRANSACTION CODE FORM

Effective Date			Serial No.	Last Name				First Name				Init.	Jr., Sr.													
Mo.	Day	Year																								
House Number		Apartment or Box No.		Street Direction	Street Name				City		State	Zip Code														
Life Insurance		Dependent Coverage		Monthly Pay		Biweekly Pay		Deferred Compensation (ING)	Deferred Compensation (KCCU)	Anniversary Date			File MNT Sep. Code													
										Mo.	Day	Year														
Dock Hours		Dock Refund		Overtime Over Payment		Plain Clothes Refund		Sequestration		Retro Pay		Appointments & Transfers: Cost Account Number Assigned and Verified by Budget Prep & Control _____ on _____														
Holi- day	PNSN	Plain Clothes	Hosp. Code	Ins. Type	Sup Life	Dental	Cost Account Number		FTO	BIL	EDU	SHIFT	SKL	BEN	Partial Pay	Marital		Deductions		Federal Additional Taxes		State Additional Taxes		Rank Date		
							Fed	St.	Fed	State	Mo.	Day	Year													
Social Security Number				Race	Sex	Appointment			Birth			Pay		Job Class	EEOC	Workers' Comp		Last Day on Payroll								
						Mo.	Day	Year	Mo.	Day	Year	Pay Sp.	Range					Mo.	Day	Year						

Distribution:

1. **White Copy** - Budget Preparation and Control, then return to Payroll Section for Input.
2. **Canary Copy** - Budget Preparation and Control, then Computer Unit (CU).
3. **Pink Copy** - Budget Preparation and Control (BP&C).

VERIFICATION

1. Prepared by _____ on _____
2. Entered by _____ on _____
3. Verified by (CD) _____ on _____

EXHIBIT #2

Memorandums Authorizing Trainers Pay for Crime Scene

MAY 2012
FISCAL DIVISION OFFICE
RECEIVED
MAY 31 2012
CHIEFS OFFICE

MEMORANDUM
May 30, 2012

TO: Major Robin G. Houston, Commander, Fiscal Division
FROM: Paul Kies, Manager, Budget Unit
SUBJECT: Trainers Pay for 5 Crime Scene Technicians

The Department currently pays Calltaker/Dispatcher "trainers" \$100 per month. This pay is similar to FTO pay for sworn members. The annual cost to provide similar pay to five (5) Crime Scene Technicians would be \$6,459 and the FY13 should be able to absorb this amount.

It is my understanding other issues regarding "boot stipend" and "uniform cleaning service" have been resolved. The Lab will use its annual discretionary allotment to deal with footwear issues and the Department is installing washer and dryer facilities at the Lab to deal with laundry issues.

As a result of the above discussion, all items recommended by DC Masters per the attached memorandum regarding Crime Scene Investigation Section have been addressed.

Paul Kies
Paul Kies, Manager
Budget Unit

DC Gallagher,

*Recommend approval to pay
CSI FTO's \$100 per month for training.
As noted by Manager Kies, this would
be a cost of \$6,459 for the five CSI trainers
and can be absorb by the budget.*

*Major Robin Houston
5/30/12*

CHIEF FORTG -

RECOMMEND APPROVAL.

DC [Signature] 6/4/2012

*Approved
[Signature]
6-4-12*

MEMORANDUM

August 24, 2011

To: Darryl Forte, Commander, Executive Services Bureau
From: Kevin E. Masters, Commander, Investigations Bureau
Subject: Crime Scene Investigation Section (CSIS) Recommendation

AUG 25 2011
#1
Executive Services
Bureau

AUG 25 2011
FISCAL DIVISION OFFICE

Attached is a packet of information completed by Captain Ehlers and Director Linda Netzel that outline several topics impacting CSIS. Will you have your staff provide the fiscal impact for three specific recommendations made in the packet?

1. Cost to provide a boot stipend to all members assigned to CSIS (16) that is equal to the stipend provided to other non-sworn members.
2. Cost to provide training compensation to four (4) CSIS trainers that is equal to the compensation provided to other non-sworn trainers.
3. Cost to utilize a uniform cleaning service to launder and clean the uniforms of all non-sworn members assigned to CSIS (15) that is consistent with services provided to other non-sworn members.

We've had a lot of turnover in CSIS and most of it is due to pay, benefits, or poor working conditions. Offering this group the same benefit others presently receive may go a long way to retain well trained and qualified technicians.

Respectfully submitted,



Kevin E. Masters

cc: Chief's Office

EXHIBIT #3

PPBM 507, Field Training Officer Program

KANSAS CITY, MO. POLICE DEPARTMENT PERSONNEL POLICY		DATE OF ISSUE 12/21/05.	EFFECTIVE DATE 1/5/06	NO. 507-6
SUBJECT Policy Series 500: Career Mobility 507 - Field Training Officer Program			AMENDS	
REFERENCE Policy 610		RESCINDS Policy 507-5		

I. INTRODUCTION

The Field Training Officer Program has been established to provide for the training and evaluation of probationary police officers upon their graduation from the Regional Training Academy.

II. POLICY

- * A. A member seeking assignment as a Field Training Officer (FTO) must meet the following criteria:
 1. Have three years of field experience as a police officer.
 2. Be able to effectively communicate instructions both orally and in writing.
 3. Present a positive professional appearance.
 4. Be willing to work flexible hours and overtime.
 5. Accept a two year commitment upon activation as a FTO.
 6. Have not received any sustained complaints from the Office of Community Complaints within the previous twelve months.
 7. Have no more than one preventable vehicular within the previous twelve months.
 8. Obtained a satisfactory evaluation for the previous two years.
 9. Must successfully complete the FTO selection process.
- B. Police officers selected for this assignment will:
 1. Complete the Field Training Officer training course and annual training thereafter.
 - * 2. Receive skill incentive allowance of \$100 per month.
 - * 3. Receive a Trainers Ribbon denoting FTO status to be worn while in the program and permanently after one year in the program. A star will be awarded for every five primary recruits trained.

- * 4. Be awarded Extra (E) days as follows:
 - a. One "E" day for each primary recruit trained.
 - b. Two "E" days upon completion of every twelve months in the program, this will not be cumulative. (E days are to be used as set forth in Policy 703 – Extra (E) Time.)
- 5. Be given consideration for pre-approved leave time.
- * 6. Be awarded a minimum of one hour overtime for each shift spent training.
- 7. Receive priority consideration for Continuing Education Training.
- * C. The Patrol Bureau will establish an eligibility pool of those members who successfully complete the FTO Training Program. Members who are not activated upon completion of the FTO Training Program will remain in the FTO pool until vacancies occur. Members who are deactivated may remain in the FTO pool at the discretion of the Patrol Bureau commander or designee.

III. PROCEDURE

- A. To request consideration for FTO, a member will submit a Form 191 P.D., Interdepartment Communication, accompanied by a resume, through the chain of command to the Patrol Bureau commander. A copy of the request will be forwarded to the Human Resource Division.
- B. The member's supervisor will attach the member's demeanor record to the request.
- C. Supervisors/Commanders will review requests and make recommendations regarding the member's qualifications with consideration given to the listed criteria.
- D. The Patrol Bureau commander will review the requests and approve those qualified to attend FTO training course.
- E. Patrol division commanders will select FTOs as needed from the eligibility pool and forward their selections to the bureau commander.
- F. The Patrol Bureau commander will approve and activate selected members. The bureau commander will also deactivate FTOs based on the needs of the program.

Adopted by the Board of Police Commissioners this 21st day of December, 2005.

James D. Corwin
Chief of Police

Angela Wasson-Hunt
President

EXHIBIT #4

Board Resolution 95-4, Incentive Pay

Board of Police Commissioners of Kansas City, Missouri		Section: 500 Resolution
Subject: INCENTIVE PAY		Number: 95-4
Rescinds:	Date Approved:	Page: 1 of 2

WHEREAS, Section 84.510, subsections 2, 6 and 7 of the Revised Statutes of Missouri authorizes the Board of Police Commissioners by affirmative vote to authorize incentive pay under certain circumstances, and

WHEREAS, the Board has authorized such pay for a number of years.

NOW THEREFORE BE IT RESOLVED that the Board does authorize and reaffirm its prior authorization for incentive pay for sworn members of the Kansas City, Missouri Police Department as follows:

1. Skill pay for sworn members below the rank of sergeant assigned to the Bomb Unit (\$50.00 per month).
2. College incentive pay for sworn members as follows:
 - a. Sworn members with an Associate's Degree - \$25.00 per month.
 - b. Sworn members with a Bachelor of Arts Degree - \$50.00 per month.
 - c. Sworn members with advanced degrees - \$75.00 per month.
3. Shift differential for sworn members permanently assigned to Watches I and III (\$50.00 per month).

RESOLVED this ___ day of _____, 19__.

Board of Police Commissioners of Kansas City, Missouri

James F. Ralls, Jr.
President

Dr. Stacey Daniels
Member

	Section: 500
--	---------------------

Board of Police Commissioners of Kansas City, Missouri		Resolution
Subject: INCENTIVE PAY		Number: 95-4
Rescinds:	Date Approved:	Page: 2 of 2

 Jack W.R. Headley
 Vice President

 Emanuel Cleaver II
 Member

 Dona R. Boley
 Treasurer

EXHIBIT #5

Department Memorandum 12-8 Revised, FOP MOU



KANSAS CITY MISSOURI POLICE DEPARTMENT

DEPARTMENT MEMORANDUM

DATE OF ISSUE

1-11-13

EFFECTIVE DATE

12-18-12

NO.

12-8 Revised

SUBJECT

Memorandum of Understanding between the Fraternal Order of Police, Lodge No. 99, and the Board of Police Commissioners of Kansas City, Missouri

AMENDS

REFERENCE

RESCINDS

D.M. 10-16
D.M. 12-13

The Memorandum of Understanding between the Fraternal Order of Police, Lodge No. 99, and the Board of Police Commissioners of Kansas City, Missouri is effective July 17, 2012 and will remain in effect until April 30, 2014.

Please see the attached document to read the full memorandum.

Darryl Forté
Chief of Police

DISTRIBUTION: All Department Personnel
Public View Master Index - Internet
Department Master Index - Intranet
Policy Acknowledgement SyStem (PASS)

Memorandum of Understanding

Between

Fraternal Order of Police Lodge No. 99

And

Board of Police Commissioners of Kansas City, Missouri

(2012-2014)

ARTICLE 14

BOPC POLICY AND PROCEDURE REVIEW

BOPC's current policies and procedures that affect Bargaining Unit Members and other BOPC officers and employees are maintained on the BOPC intranet site. Those policies and procedures are regularly reviewed and, when needed, updated, amended and/or repealed through a process that includes reasonable advance notice that changes may be made. The process also provides an opportunity for written input from members of the Department. The BOPC agrees that it will not modify its current process for Policy and Procedure review without providing the FOP with at least 14 calendar days advance written notice. The BOPC further agrees to meet and confer with FOP prior to implementation of any such modification.

BOPC also agrees that FOP may submit written suggestions and requests during the BOPC Policy and Procedure Review Process and that such requests will receive due consideration. Should the FOP's suggestions or requests be initially rejected, the FOP may request to meet and confer on the issue, and the parties shall meet as soon as possible thereafter.

ARTICLE 15

INCENTIVE PAY AND CLOTHING ALLOWANCE

Section 1. Field Training Officer

Members designated by the Chief as FTOs shall receive:

1. Skill incentive allowance of \$100.00 per month.
2. Trainer's Ribbon denoting FTO status to be worn while in the program and permanently after one year in the program. A star shall be awarded for every five primary recruits trained.
3. One extra (E) day for each primary recruit trained, and two extra (E) days upon the completion of every twelve (12) months in the program, which are not cumulative. Extra (E) days shall be used in accordance with Department policy.
4. Consideration for pre-approved leave time.
5. A minimum of one hour at the overtime rate for each shift spent training a recruit.
6. Priority consideration for Continuing Education Training.

Section 2. Shift Differential

All sworn members permanently assigned to Watches I, III and IV shall receive shift differential in the amount of one hundred and twenty dollars (\$120) per month.

Section 3. Educational Incentive Pay

Permanent police officers, who have received an Associates, a Bachelors or a Master's Degree shall receive the following incentive pay:

- a. Associates degree or a minimum of sixty (60) college hours - \$50.00 per month
- b. Bachelors Degree - \$75 per month
- c. Master's Degree, Specialists Degree or Doctorate- \$100.00 per month.

Section 4 Aerobics Program

Members shall receive up to two (2) extra (E) days for completing one (1) of two (2) designated programs in a six (6) month period. Members may receive up to four (4) extra (E) days per year.

Section 5. Bilingual Pay

Members certified as bilingual officers shall receive an additional fifty dollars (\$50.00) per month as specialty pay.

Section 6. Specialty Duty Pay

Members of the Department's Bomb and Arson Unit, Helicopter Unit, Mounted Patrol Unit, and K-9 Unit shall receive an additional fifty dollars (\$50.00) per month as specialty pay.

Section 7. Clothing Allowance

Uniformed members shall receive fifty dollars (50.00) per month to care for and clean their uniforms. Plain clothes and undercover members shall receive fifty dollars (\$50.00) per month for purchase of and maintenance of their required work clothing.

ARTICLE 16

FUNERAL LEAVE

A member shall be granted up to three (3) days of leave with pay to attend the funeral of an immediate family member. For purposes of this Article, "immediate family member" shall include the officer's spouse, children or step children, parents, sisters, brothers, grandchildren, grandparents or spouse's grandparents, mother-in-law, father-in-law,

EXHIBIT #6

Missouri Revised Statutes Chapter 84 Section 84.510

Missouri Revised Statutes

Chapter 84 Police Departments in St. Louis and Kansas City Section 84.510

August 28, 2012

Police officers and officials--appointment--compensation (Kansas City).

84.510. 1. For the purpose of operation of the police department herein created, the chief of police, with the approval of the board, shall appoint such number of police department employees, including police officers and civilian employees as the chief of police from time to time deems necessary.

2. The base annual compensation of police officers shall be as follows for the several ranks:

(1) Lieutenant colonels, not to exceed five in number, at not less than seventy-one thousand nine hundred sixty-nine dollars, nor more than one hundred twenty-one thousand seven hundred sixteen dollars per annum each;

(2) Majors at not less than sixty-four thousand six hundred seventy-one dollars, nor more than one hundred eleven thousand forty-eight dollars per annum each;

(3) Captains at not less than fifty-nine thousand five hundred thirty-nine dollars, nor more than one hundred one thousand three hundred four dollars per annum each;

(4) Sergeants at not less than forty-eight thousand six hundred fifty-nine dollars, nor more than eighty-eight thousand two hundred sixty dollars per annum each;

(5) Master patrol officers at not less than fifty-six thousand three hundred four dollars, nor more than seventy-nine thousand seven hundred twenty-eight dollars per annum each;

(6) Master detectives at not less than fifty-six thousand three hundred four dollars, nor more than seventy-nine thousand seven hundred twenty-eight dollars per annum each;

(7) Detectives, investigators, and police officers at not less than twenty-six thousand six hundred forty-three dollars, nor more than seventy-five thousand one hundred eight dollars per annum each.

3. The board of police commissioners has the authority by resolution to effect a comprehensive pay schedule program to provide for step increases with separate pay rates within each rank, in the above-specified salary ranges from police officers through chief of police.

4. Officers assigned to wear civilian clothes in the performance of their regular duties may receive an additional one hundred fifty dollars per month clothing allowance. Uniformed officers may receive seventy-five dollars per month uniform maintenance allowance.

5. The chief of police, subject to the approval of the board, shall establish the total regular working hours for all police department employees, and the board has the power, upon recommendation of the chief, to pay additional compensation for all hours of service rendered in excess of the established regular working period, but the rate of overtime compensation shall not exceed one and one-half times the regular hourly rate of pay to which each member shall normally be entitled. No credit shall be given nor deductions made from payments for overtime for the purpose of retirement benefits.

6. The board of police commissioners, by majority affirmative vote, including the mayor, has the authority by resolution to authorize incentive pay in addition to the base compensation as provided for in subsection 2 of this section, to be paid police officers of any rank who they determine are assigned duties which require an extraordinary degree of skill, technical knowledge and ability, or which are highly demanding or unusual. No credit shall be given nor deductions made from these payments for the purpose of retirement benefits.

7. The board of police commissioners may effect programs to provide additional compensation for successful completion of academic work at an accredited college or university. No credit shall be given nor deductions made from these payments for the purpose of retirement benefits.

8. The additional pay increments provided in subsections 6 and 7 of this section shall not be considered a part of the base compensation of police officers of any rank and shall not exceed ten percent of what the officer would otherwise be entitled to pursuant to subsections 2 and 3 of this section.

9. Not more than twenty-five percent of the officers in any rank who are receiving the maximum rate of pay authorized by subsections 2 and 3 of this section may receive the additional pay increments authorized by subsections 6 and 7 of this section at any given time. However, any officer receiving a pay increment provided pursuant to the provisions of subsections 6 and 7 of this section shall not be deprived of such pay increment as a result of the limitations of this subsection.

(RSMo 1939 § 7656, A.L. 1943 p. 727 § 7658, A.L. 1947 V. I p. 407, A.L. 1947 V. II p. 296, A.L. 1949 p. 370, A.L. 1951 p. 297, A.L. 1953 p. 304, A.L. 1955 p. 307, A.L. 1958 2d Ex. Sess. p. 152, A.L. 1963 p. 135, A.L. 1965 p. 199, A.L. 1967 1st Ex. Sess. p. 873, A.L. 1969 p. 149, A.L. 1971 S.B. 118, A.L. 1974 S.B. 475, A.L. 1975 S.B. 349, A.L. 1977 S.B. 68, A.L. 1978 S.B. 508, A.L. 1979 H.B. 702, A.L. 1981 S.B. 164, A.L. 1984 S.B. 431, A.L. 1986 H.B. 1433 & 1574, A.L. 1988 H.B. 1304, A.L. 1990 H.B. 1819, A.L. 1991 H.B. 321 & 343, A.L. 1993 H.B. 209 & 288, A.L. 1998 S.B. 473, A.L. 2001 S.B. 4, A.L. 2003 H.B. 199 merged with S.B. 14, A.L. 2004 S.B. 952, A.L. 2008 S.B. 801)

Prior revisions: 1929 § 7524; 1919 § 8935; 1909 § 9787

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[Missouri General Assembly](#)

EXHIBIT #7

PPBM 415, Shift Differential

Policy Series 400: Compensation
415 - Shift Differential

Special Order 95-1

I. INTRODUCTION

The department will provide sworn members permanently assigned to Watches I, III, and IV, and non-sworn members in selected assignments with shift differential.

II. POLICY

- A. All sworn members permanently assigned to Watches I, III, and IV are eligible to receive shift differential.
- B. Non-sworn members in selected assignments are eligible for shift differential.
- C. Shift differential is paid biweekly and will not be paid while the member is assigned to the sick leave pool, the injury leave pool, or the family and medical leave pool.

Steven C. Bishop
Chief of Police

EXHIBIT #8

Chief's Memorandum 07-2, Chief's Report on Enhanced Salary & Benefits

March 22, 2007

CHIEF'S MEMORANDUM NO. 07-2

SUBJECT: Chief's Report on Enhanced Salary & Benefits

When I took office as Chief of Police, in October 2004, it was my goal to improve the salaries and benefits of Department employees. I am pleased to say that through continued efforts and negotiations between the command staff and the City, our department has made great strides in achieving these goals.

Over the past 2½ years, the salary for top step law enforcement has increased by 4% and will continue to grow this 2007-2008 Fiscal Year with two additional 2% across-the-board increases to be received in May and November, and an increase to statutory maximum in November. For Fiscal Years '05-'08, top step Police Officers and Detectives will have received an average annualized increase in their salary of just over 18%, as shown in the attached charts. Sworn members at the permanent ranks of Police Officer and Detective should reach top step within eight years, pending satisfactory evaluations and no interruptions in service. Police Officers and Detectives who reach top step have another opportunity to increase their salary by attaining the title of either Master Patrol Officer or Master Detective, which were implemented in October of 2006.

Members of the Human Resources and the Fiscal Divisions are working together to develop a three year salary plan and will set in motion the legislative actions required to increase the current statutory maximum salary for each rank.

The funded pay increases for civilian members ensure that each civilian, who attains a satisfactory evaluation and is not at top step, receives a 4% anniversary increase this fiscal year in addition to a 2% across-the-board increase in November. The civilian pay scale will reflect a 4% increase between each pay step beginning May 6, 2007. In 2006, the Civilian Re-Structuring Project began with consolidation in the number of job titles, which resulted in some positions receiving a pay increase. The second phase of this project is to ensure that all positions are accurately classified and the salary range justly reflects the job performed.

The achieved goals don't end with salaries, but include benefits as well. Beginning in 2006, an additional holiday was added, the Friday after Thanksgiving. In May 2006, shift differential pay increased from \$50 to \$80 per month and will increase again on May 6, 2007 to \$120 per month. Also effective on May 6, 2007 there will be a \$25 a month increase in education pay for each education level. As of May 1, 2007 members will receive a \$6 insurance subsidy, life insurance at 1x their annual salary, long-term disability insurance coverage for civilians, and health insurance coverage for domestic partners.

It is my plan to carry on enhancements to the department's salary and benefits programs through continuing efforts and discussions between our command staff, the Board of Police Commissioners, and the City of Kansas City.

James D. Corwin
Chief of Police

Distribution: All Department Members
All Department Elements
Posted on bulletin boards for two weeks

EXHIBIT #9

PPBM 407-3, College Incentive Program



KANSAS CITY, MO POLICE DEPARTMENT

PERSONNEL POLICY

DATE OF ISSUE

07-20-11

EFFECTIVE DATE

07-25-11

NO.

407-3

SUBJECT

Policy Series 400: Compensation
407 – College Incentive Program

AMENDS

REFERENCE

RSMo 84.510

RESCINDS

PPBM: 407-2

I. INTRODUCTION

RSMo 84.510 grants the Board of Police Commissioners the authority to effect programs to provide additional compensation for successful completion of academic work at an accredited college or university. However, this compensation shall not:

- A. Exceed 5 percent of the employee's annual base compensation.
- B. Be credited or deductions made for the purpose of retirement benefits.

*II. POLICY

The department has established a college incentive program for sworn members, who have obtained the rank of permanent police officer, and non-sworn members, who have successfully completed their probationary period, to be awarded the following amounts for successful completion of academic work at an accredited college or university:

- A. Associate Degree or a minimum of sixty hours - \$50 per month.
- B. Baccalaureate Degree - \$75 per month.
- C. Master's Degree, Specialist's Degree, or Doctorate - \$100 per month.

College incentive pay will be subject to normal tax deductions.

III. PROCEDURE

- A. To request college incentive pay, a member will:
 - 1. Complete the top half of the College Incentive Program Participation Request, Form 404 P.D., and submit it to the College Coordinator, Employee Benefits Section.
 - * 2. Submit an official original transcript with Form 404 P.D. or request the college/university forward an official original transcript to the College Coordinator.
- B. A request must be submitted each time a member's academic standing changes, such as acquiring a higher degree.

C. The College Coordinator will:

- * 1. Verify the information on the request with transcript(s), correct any inaccuracies, and include any omitted information before approving.
2. Forward all documentation through the chain of command to the Administration Bureau Commander, who will make the final determination of the member's eligibility.
3. Maintain accurate records of members' academic standing based on information received from the members.
- * 4. Audit the College Incentive Program for accuracy and completeness on a quarterly basis.

James D. Corwin
Chief of Police

Adopted by the Board of Police Commissioners this _____ day of _____, 2011.

Patrick A. McInerney
Board President

DISTRIBUTION: All Department Personnel
Public View Master Index – Internet
Department Master Index – Intranet
Policy Acknowledgement SyStem (PASS)

EXHIBIT #10

Form 404 P.D., College Incentive Program Participation Request

KANSAS CITY, MISSOURI POLICE DEPARTMENT
COLLEGE INCENTIVE PROGRAM PARTICIPATION REQUEST

I am submitting this request to participate in the college incentive program or to request an increase in college incentive pay upon acquiring a higher degree.

Name: _____ Serial # _____ Assignment: _____

Total # of Credit Hours: _____ Type of Degree: _____

Major: _____ Date Degree Received: _____

Colleges/Universities Attended (Include city and state where located): _____

An original transcript(s) is in my personnel jacket in Personnel Records Section.
An official original transcript be forwarded to the College Coordinator, Benefits Section.

Yes No **OR I** have requested an
 Yes No

Signature

Date

UPON COMPLETION, SUBMIT REQUEST DIRECTLY TO COLLEGE COORDINATOR, BENEFITS SECTION

THIS AREA RESERVED FOR PROCESSING REQUEST

Transcript has been received and information above has been verified (or corrected). Employee above is eligible to receive college incentive pay of _____ monthly.

College Coordinator's

Signature _____ Approved Disapproved Date _____

Employee Benefits Unit Commander's

Signature _____ Approved Disapproved Date _____

Human Resources Division Commander's

Signature _____ Approved Disapproved Date _____

Administration Bureau Commander's

Signature _____ Approved Disapproved Date _____

Date Request Forwarded to Personnel Records Section: _____

FOR USE BY PERSONNEL RECORDS SECTION

Personnel Records Section Supervisor's

Signature _____ Date _____ Effective Date of
College Incentive Pay _____

Forwarded to Payroll by: _____ Date _____

EXHIBIT #11

College Incentive Program Quarterly Report Memorandum

MEMORANDUM

May 1, 2013

To: Barbara Stuart, Administrative Supervisor, Benefits Section
From: Kathy Vestal, Human Resources Specialist V, Benefits Section
Subject: College Incentive Program – Quarterly Report
(February 1, 2013 through May 1, 2013)

The attached Quarterly College Incentive Report lists degrees and areas of study for sworn and non-sworn members as of April 30, 2013. This report is based on retirement, termination, separation, deceased, and military leave reports obtained from the Personnel Records Section and College Incentive requests approved after February 1, 2013.

Members highlighted in:

Yellow – are newly added to the list,
Green - attained a higher degree (previous degree struck-through),
Red Strikethrough – have separated from employment, and
Blue – are on military leave.

Sworn: For this reporting period: there are three (3) new Associate's degrees and five (5) new Bachelor's degrees. Four (4) members with an Associate's degree attained a Bachelor's degree and two (2) members with a Bachelor's degree attained a Master's Degree. Thirteen (13) members separated from employment (resignation/retirement/termination); two (2) with Associate's degrees, seven (7) with Bachelor's degrees and two (2) with a Master's degree. There are currently six (6) members on unpaid military leave; four (4) with Bachelor's degrees, and two (2) with a Master's degree.

SWORN SUMMARY DATA

<u>Number of Members</u>	<u>Degree</u>
253	Associate's
541	Bachelor's
75	Master's
869	TOTAL

Non Sworn: For this reporting period, there are two (2) new Associate's degrees, one (1) new Bachelor's degree and one (1) new Master's degree. No civilian members with a degree separated from employment this reporting period.

NON-SWORN SUMMARY DATA

<u>Number of Members</u>	<u>Degree</u>
41	Associate's
79	Bachelor's
34	Master's
154	TOTAL

Submitted for your review and approval. It is requested this report be forwarded to the Budget Preparation and Control Section.

Kathy Vestal

EXHIBIT #12

PPBM 410-1, Bilingual Skill Pay

KANSAS CITY, MO. POLICE DEPARTMENT		DATE OF ISSUE	EFFECTIVE DATE	NO.
PERSONNEL POLICY		11/15/2005	11/30/2005	410-1
SUBJECT			AMENDS	
Policy Series 400: Compensation 410 – Bilingual Skill Pay				
REFERENCE		RESCINDS		
		410		

I. INTRODUCTION

Sworn and non-sworn members, with the exception of Police Officer Candidates, will receive compensation for the ability to interpret a foreign language or translate for the hearing impaired.

II. POLICY

A. Sworn and non-sworn members, with the exception of Police Officer Candidates, who have been tested and found to be proficient in a foreign language or American Sign Language for the hearing impaired, shall receive \$50 per month for bilingual skill.

B. Skill pay is paid biweekly and will not be paid while the member is assigned to the sick leave pool, the injury leave pool, limited duty pool or on suspension without pay.

* C. The Communications Unit supervisor must be contacted anytime interpretation services are needed to ensure only members that have been tested and found to be proficient are being utilized. Members who are on the bilingual call list will be used for translation on a rotation basis based on hours of assignment.

1. Sworn members may be utilized in any situation requiring translation with the exception of those members in an undercover capacity. (Undercover members will only be utilized by undercover elements.)

2. Non-sworn members may be utilized by telephone or in situations where their personal safety is not an issue.

D. Proficiency Standard

1. Spoken Language - The speaker's proficiency is at a high intermediate level, as demonstrated by the ability to describe situations and express him or herself with creativity by improvising linguistically and using a broader range of vocabulary. The topics the individual is able to handle will include some formal and informal situations but with limited linguistic and social knowledge of idiomatic expressions. The speaker is able to express ideas and can occasionally use a higher register of words, although inconsistently. The grammatical errors that occur do not interfere with speech and the speaker will be understood fairly well.

2. Sign Language – The member must comply with the licensure law for interpreters (Chapter 209.319 – 209.339 RSMo).
- C. Frequency for Testing
1. Foreign Language – Members must be retested every three years.
 2. Interpreters for the Deaf – The State Committee of Interpreters requires the license be renewed annually.

III. PROCEDURE

A. Spoken Language Testing Process

1. The Human Resources Division will conduct testing once a year and will announce the test to all members.
2. The department will pay for the cost of testing for bilingual skill pay.

B. Sign Language Testing Process

1. Members wanting to become certified in American Sign Language must contact Missouri State Committee of Interpreters, Jefferson City, MO for testing and certification. Contact by e-mail at INTERP@MAIL.STATE.MO.US or at the web site <http://www.ecodev.state.mo.us/pr/inter>
2. The department will reimburse members for the cost of testing and becoming certified under the licensure law for interpreters.

C. Approval Process

1. Foreign Language
 - a. The member will be notified of the score.
 - b. The Human Resources Division will authorize payment for bilingual skill pay.
2. Sign Language
 - a. Member must present documentation showing they are a licensed interpreter in the State of Missouri.
 - b. The Human Resources Division will authorize payment for bilingual skill pay.

D. Call List

- * 1. The supervisor in the Communications Unit will be contacted to ensure a member listed on the bilingual call list is utilized for interpretation services. If a member from the call list is unavailable, the supervisor will contact a department approved language interpretation service.

- * 2. The Communications Unit supervisor will maintain a call utilization log.
- * 3. The Human Resources Division, testing specialist will compile the bilingual call list annually and forward to the Communications Unit supervisor.

James D. Corwin
Chief of Police

Adopted by the Board of Police Commissioners this 15th day of November 2005.

Angela Wasson-Hunt
President

EXHIBIT #13

Form 263 PD, Bilingual Skill Pay

KANSAS CITY, MISSOURI POLICE DEPARTMENT
BILINGUAL SKILL PAY

Name: _____ Serial # _____ Assignment: _____
Language: _____ Test Date: _____ Time: _____

Foreign Language Test Score (*must receive a level 3 or higher to pass*)

Level 1 Novice _____

Level 2 Low Intermediate _____

Level 3 High Intermediate _____

Level 4 Advanced _____

Level 5 Educated Professional _____

State Committee of Interpreters: Annual Certification Date: _____

Verified by Testing Specialist _____
Signature Date

THIS AREA RESERVED FOR PROCESSING REQUEST

Employee above is eligible to receive bilingual pay of \$50.00 monthly.

Testing Specialist's

Signature _____ Approved Disapproved Date _____

Employee Benefits Unit Commander's

Signature _____ Approved Disapproved Date _____

Human Resources Division Commander's

Signature _____ Approved Disapproved Date _____

Administration Bureau Commander's

Signature _____ Approved Disapproved Date _____

Date Request Forwarded to Personnel Records Section: _____

FOR USE BY PERSONNEL RECORDS SECTION

Personnel Records Section Supervisor's
Signature _____ Date _____ Effective Date
of Bilingual Pay _____

Forwarded to Payroll by: _____ Date _____

EXHIBIT #14

Auditee's Response Memorandums

6-14-13-4

RECEIVED

JUN 12 2013

7

CHIEFS OFFICE

RECEIVED

JUN 18 2013

2

Administration Bureau

MEMORANDUM

June 12, 2013

TO: Major Steve Young, Executive Officer, Chief's Office

FROM: Thomas Gee, Manager, Internal Audit Unit

SUBJECT: Request for Response to the Specialty Pay Audit, 12-07

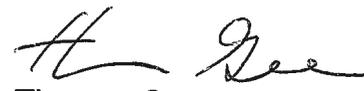
Sir,

Attached please find the Specialty Pay Audit, 12-07. I am requesting it be forwarded in the following manner for a written response if any:

1. To the **Administration Bureau** and down to the Human Resources Division.
2. The appropriate personnel in the Human Resources Division should craft their written response and return the audit through their chain of command back to you in the Chief's Office.
3. I then request you send it back to me so we may prepare the audit for submission to the Chief.

By written policy the auditee has 30 working days to submit a written response. In this case their response would be due in the Internal Audit Unit on or before **Thursday, July 25, 2013.**

Respectfully submitted,



Thomas Gee

To Admin Bureau
6/13/13
CHIEFS OFFICE

Director Nichols,

As the audit found the processes in place ensure the appropriate members receive specialty pay. This includes proper checks and balances. I agree with the audit's recommendations to create a PPBM to cover the process for civilian and law enforcement unit to request skill pay for members as well as list of those units that receive specialty pay.

The development of the PPBM should include discussion of removing the watch IV designation for timekeeping as well as changing entries to reflect a member's true duty hours of assignment. I recommend forwarding to the Internal Audit Unit.


Captain McLees
7/18/13

Endorsement Page – Specialty Pay Audit, 12-07
July 18, 2013

DC Hundley:

I have reviewed the Specialty Pay Audit, 12-07 along with Captain McLees' comments.

I agree with the recommendations of the Audit as outlined by PO Christopher Kincaid and recommend that our comments be returned to the Audit Unit through the Major Steve Young, Executive Officer to the Chief of Police.



Nick Nichols
Director – Human Resources Division

Approved – To Chief Office
for information.
DC. Ronald Hundley
7/22/2013

To INTERNAL Audit Unit

X-0 7-25-13

MEMORANDUM

July 10, 2013

RECEIVED

JUL 09 2013

JUN 12 #7
CHIEFS OFFICE

JUL 12 2013
FISCAL DIVISION OFFICE

JUL 12 2013
Executive Services
Bureau

TO: Deputy Chief Patty Higgins, Executive Services Bureau
FROM: Major Diane Mozzicato, Fiscal Division
SUBJECT: Response to the Specialty Pay Audit, 12-07

The members of the Fiscal Division agree with the Audit Recommendations and provide the following comments:

- As pointed out in the Audit, a policy needs to be developed to govern all incentive pay for Sworn and Non-Sworn members/positions.
- The process of catching mistakes works well with adequate checks and balances; however, it is a manual process. There is a lag time between when an action occurs that affects an incentive and when the documentation is received by Payroll to be entered. Although the audit revealed that the lag did not appear to be a problem, it is inefficient. It is unknown at this time whether the process could be automated.
- Recommend the discontinuation of using the term "Specialty Pay" since Chapter 84 of the Missouri Revised Statutes states does not use this term. Pay for FTO, Shift Differential, Bilingual, and Special Duty are allowed because they have previously been referred to as "Incentive Pay", which is referenced in Chapter 84. This recommendation also applies to any policies that use the term "Specialty Pay".

I recommend this information be forwarded to the Internal Audit Unit per their request.


Major Diane Mozzicato

cc Manager Paul Kies
Captain Todd Marckx

Approved Forwarded to Chief's Office,
Executive Officer
TB 7/12/13 cc: DC Rose

DC Patty Higgins 7/12/13

Noted
chip d/l izi
7-25-13