
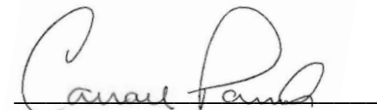


# Department of Public Safety and Correctional Services



## Staffing Analysis and Overtime Management Manual

  
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OPS.115.0001  
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STATE OF MARYLAND  
DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONAL SERVICES

- I.     References:           OPS.115.0001  
                                Fiscal Services Manual
- II.    Applicable to:       All Department of Public Safety and Correctional Services  
                                (Department) Correctional Facilities
- III.   Purpose:            To establish policy and procedures to ensure safe, secure and  
                                efficient staffing of Department correctional facilities.
- IV.   Definitions:
  - A.     Bi-weekly Staffing Worksheet (BSW) – the BSW is the data collection form for  
          the Staffing Analysis and Overtime Manager (SAOM), attachment 2.
  - B.     Closed Post – any Established Post not authorized on a shift for a given day.
  - C.     Collapsed Post – an Established Post that is authorized on a shift for a given day  
          that is not staffed that day or on a short-term basis due to overall staffing needs  
          and which does not endanger the security of the facility.
  - D.     Deputy Secretary for Operations -means the Deputy Secretary for Operations  
          who oversees administrative and operational responsibilities for activities by  
          units formerly known as the Division of Pretrial Detention and Services (DPDS),  
          Division of Correction (DOC), Patuxent Institution, and Division of Parole and  
          Probation.
  - E.     Department – Department of Public Safety and Correctional Services.
  - F.     Duty Lieutenant – supervisor assigned to prepare the daily Post Assignment  
          Worksheet (PAW).
  - G.     Emergency Response Post – a post, designated on the FSA and PAW that due to  
          the nature of its duties, permits the assigned officer(s) the ability to respond to  
          another area of the facility in an emergency situation.
  - H.     Established Posts – posts that are specified in the current approved Facility  
          Staffing Plan and represented on the Post Assignment Worksheets.
  - I.     Facility – a state correctional facility under the jurisdiction of the Maryland  
          Department of Public Safety and Correctional Services.

- J. Facility Staffing Plan (FSP) – a list of posts approved by the Deputy Secretary of Operations that are required to operate a facility that identifies
1. The of days per week the post is staffed; and
  2. The rank of the officer assigned to staff the post.
- K. “Managing official” has the meaning stated in Correctional Services Article, §1-101, Annotated Code of Maryland.
- L. Operational Staffing Level (OSL) – a level of facility operations maintained (i.e. programs, services and recreation) that determines which posts must be staffed and which may be collapsed.
- M. Post – the duties and responsibilities performed by employees while on duty at a correctional facility. Traditionally, a post has been named after a geographic location where an officer is assigned and represents the duties and work attributed to that location. An example is “HU-1 B wing” where the officer is assigned to Housing Unit #1, B wing. The officer will perform the duties as described in the post orders.
- A post can also be a title given to a variety of duties that may require the employee to perform in numerous locations. An example of this is “Sec. Esc. Relief #1” where the officer is assigned as security, escort and relief and will perform a wide variety of duties in varying locations as described in the post orders.
- N. Post Analysis – a comprehensive study of a facility’s mission, physical design characteristics, programs, inmate characteristics/classification, and standards/court decisions, to identify what posts are necessary at what times in order to create a functional Facility Staffing Plan (FSP).
- O. Post Assignment Worksheet (PAW) – the daily list of posts by shift and the officers assigned. The format of the list shall closely follow the FSP.
- P. Relief Factor - The relief factor is a number usually falling between 1.73 and 1.96 that when multiplied by the number of 7 day posts provides the number of PINs required to work those posts.
- Q. Relief Variables – alternate term used for staff who are Unavailable For Work.
- R. Special Assignment Posts (SAPs) – posts that are not established in the FSP, but are authorized, on a short term basis to accommodate staffing requirements due to operational changes or exceptional demands. (Section VI. D.5.)
- S. Staffing Analysis and Overtime Management Administrator (SAOM Administrator) – The individual at Operations Headquarters assigned to: ensure

Facility compliance with SAOM policy; monitor the accuracy of SAOM data; add, change and remove SAOM application users; and maintain the support tables in the SAOM application.

- T. Staffing Analysis and Overtime Management Operator (SAOM Operator) – The correctional or support staff person assigned by the managing official for each facility to perform data entry and reporting functions in the Staffing Analysis and Overtime Manager application.
  - U. Staffing Analysis and Overtime Manager (SAOM) – means the computer software designed to calculate and report staffing relief factors, positions required, and possible overtime drivers.
  - V. Temporary Duty (TDY) Off Shift – Staff assigned to the shift who have been temporarily detailed to work another shift or facility.
  - W. Temporary Duty (TDY) On Shift – Staff assigned to another shift or facility who have been temporarily detailed to work on this shift.
  - X. Time Card – the facility’s system of recording an officer’s hours worked, reporting time, time going off duty, etc. It includes computerized timekeeping systems, manual timesheets, as well as traditional cards or electronic systems used in conjunction with a time clock.
  - Y. Timekeeper – supervisor assigned to verify employees’ time worked and/or leave used on the previous day.
  - Z. Unavailable For Work (UFW) – reasons other than a regular relief day that a staff member is not available for a post assignment, i.e. annual leave, training, etc. Specific UFWs (relief variables) and definitions are found in attachment 3.
- V. Policy:
- A. The Department shall effectively use available personnel resources to maintain security of a correctional facility.
  - B. The Department shall establish and maintain a uniform system to:
    - 1. Assign staff to posts at a correctional facility;
    - 2. Monitor and analyze staffing assignments; and
    - 3. Minimize the use of overtime and compensatory time.
- VI. Procedure:
- A. Facility Staffing Plan (FSP).

1. The managing official shall maintain a current FSP approved by the Deputy Secretary for Operations.
2. The Deputy Secretary for Operations, or a designee, shall prepare in concert with the managing official or designee each FSP.
3. The Deputy Secretary of Operations, or a designee, shall maintain a copy of each approved FSP and any documentation of the approval for all additional SAPs.
4. The managing official, or a designee, shall ensure that the staffing plan reflects the most efficient use of officers to accomplish the mission of the facility by annually performing a review of the Facility Staffing Plan.
  - a) The annual review of the FSP shall evaluate each post to determine that the following four items are appropriate:
    - 1) The number of days per week the post is staffed;
    - 2) The rank by which the post is staffed;
    - 3) The Operational Staffing Level designation; and
    - 4) If the post is designated as an Emergency Response post.
  - b) The annual review of the FSP shall evaluate any ongoing Special Assignment Posts to determine if they should be requested to be added as Established Posts.
  - c) The annual review of the FSP shall also evaluate any changes to the facility's operations to determine if there is the need to request any additional Established Posts.
  - d) After the annual FSP review, the managing official shall submit a letter to the Deputy Secretary for Operations stating the following:
    - 1) The date the annual FSP review was concluded;
    - 2) Names of the persons who conducted the annual FSP review;
    - 3) A statement that the four items in section VI. A. 4. a) were reviewed for each post and that no changes are necessary except as requested; and
    - 4) Any requested changes to the FSP as a result of the annual FSP review with the reasons for the requested changes.

- e) The FSP may be audited by the Deputy Secretary for Operations, or a designee, for accuracy and efficiency. Assistance with post analysis may be obtained through the SAOM Administrator.

B. Emergency Response Post

- 1. The managing official or designee shall determine primary and secondary emergency response posts.
- 2. Each Emergency Response Post shall be designated on the FSP and PAW, and explained in the facility's specific addendum to the post order.

C. Operational Staffing Level (OSL)

- 1. In order to ensure the safety of staff, inmates and citizens, the managing official, or a designee, shall designate OSLs for posts in accordance with established policy and procedures regarding collapsible posts.
  - a) OSL 1 posts may be collapsed for the duration of the shift while maintaining normal operations. All inmate activities, programs, services and recreation are completed without interruption.
  - b) OSL 2 posts may be collapsed during periods of diminished staffing levels by reducing operations while still maintaining institutional security. The collapsed posts prevent some activities, programs, services and/or recreation from being completed.
  - c) OSL 3 posts are only collapsed in a complete facility lock down or with the warden's approval. Minimal inmate services are provided.
  - d) OSL 4 posts should not be collapsed except in an emergency or with the warden's approval. These posts remain staffed during a lock down, and should be reflected in the facility's Emergency Operations Plans as minimum staffing under adverse conditions.
- 2. The OSL for each post shall be designated on the FSP and PAW.

D. Post Assignment Worksheet (PAW)

- 1. The managing official shall assign a minimum of two "duty lieutenants" per shift to complete the PAW (attachment 4). One shall be primary and the other(s) secondary. The secondary duty lieutenants shall be provided adequate training and have the necessary experience to perform the duties in the absence of the primary. Pre-release facilities may have only one primary and one secondary duty lieutenant assigned for the entire facility.

2. Managing officials, with the assistance of the SAOM Administrator at Operations Headquarters, shall develop a PAW for each shift. Small pre-release units may combine all three shifts on one PAW.
3. The PAW shall list all supervisory and non-supervisory posts required for the shift for the day.
4. The Established Posts listed on the PAW shall match those listed on the FSP.
5. Special Assignment Posts (SAPs) may be created to meet exceptional operational demands.
  - a) The managing official, with advance verbal approval of the Deputy Secretary for Operations, or a designee, may create SAPs to accommodate exceptional operational requirements.
  - b) All SAPs must be documented on the PAW with the appropriate SAP category when staffed. SAPs do not require an OSL designation. If a SAP is not staffed on any day for any reason, it shall not be listed on the PAW at all. SAPs shall **never** be reported as "COLLAPSED."
  - c) The managing official must have written approval from the Deputy Secretary for Operations prior to permitting a SAP extension beyond 2 days a month. In emergency situations, verbal authorization may be given by the Deputy Secretary of Operations to extend a SAP prior to receipt of written approval. Request to staff a SAP shall include the anticipated time period for which the SAP is needed. If the approval is granted; this period may not exceed six months, after which another written approval is required. Initial written approval may be in the form of E-mail but must be followed up with formal written approval. Copies of the SAP approval will be retained with the FSP the facility.  
(Attachments 8 and 9)
6. The PAW shall have the following sections:
  - a) Posts – the "posts" section shall be subdivided into supervisory posts, non-supervisory posts and SAPs. It shall have the following columns:
    - 1) Post – enter the name of the post consistent with labeling on the FSP; (Abbreviations permitted)
    - 2) Name – enter the name of the officer assigned to the post, "CLOSED" if the post is not authorized for that day, or "COLLAPSED" if the post is collapsed for the day;



- 3) ER – managing official, or a designee, shall ensure that posts designated as Emergency Response Posts are clearly identified;
  - 4) OSL – enter the post designated Operational Staffing Level;
  - 5) CAT (abbreviation used for Category) – enter the SAP category number from attachments 2 and 3 for SAPs; and
  - 6) OT (abbreviation used to indicate Overtime) – if the officer is working overtime or for compensatory time earned (CTE), enter the total hours worked on OT.
- b) Unavailable For Work (UFW) – every officer who is not available to staff a post (other than officers on regular relief) shall be recorded in staff days next to the appropriate relief variable. The officers' names and type of relief variable will be listed on the back of the PAW (attachment 4).
- c) Scheduling Figures – this section is used to document the number of collapsed posts, vacant positions and the number of officers required on OT. **These figures shall not be altered to accommodate any unforeseen events that may occur during the course of the shift.** The following are instructions for completing this section:
- 1) Authorized Positions – the total number of non-supervisory staff positions (PINS) assigned to the shift, whether they are filled or vacant;
  - 2) Vacancy – enter the number of vacant non-supervisory positions assigned to the shift. Vacancies are recorded 7 days per week. Do not attempt to compensate for relief days. The SAOM will account for the relief factor. (Example – three vacancies would be recorded as 3 every day for as long as the positions are vacant);
  - 3) Unavailable For Work (UFW) – enter the number of officers off due to relief variables;
  - 4) Regular Relief – enter the number of officers off on regular relief days. Do not adjust this figure when officers are called in on overtime. The names of the officers on regular relief will be listed on the regular relief section of the PAW;

- 5) Officers Available – enter the number of officers available to work the shift. It is calculated by subtracting vacancy, unavailable for work and regular relief from authorized positions, TDY off shift, adding TDY on shift and contractual staff. (TDY on and off shift and contractual staff names and from/to shift and facility should be placed in the notes section of the PAW).
  - 6) Established Posts – enter the number of established posts authorized for that shift/day by the FSP;
  - 7) SAPs – enter the number of Special Assignment Posts needed that shift;
  - 8) Collapsed – enter the number of posts that were collapsed for the full 8 hours. Ensure that each of these posts state “COLLAPSED” in the “NAME” column;
  - 9) Total Needed – enter the number of posts required for the shift. It is calculated by adding SAPs to Established Posts and subtracting collapsed posts; and
  - 10) Overtime – enter the number of officers required on overtime. It is calculated by subtracting officers available from total needed. (Example: a result of 0 means that there are enough officers to work the required number posts and no overtime is needed, and a positive number is the number of officers that will be called in on OT). If there is more available staff than needed, enter “0” not a negative number.
7. The final version of a shift’s PAW and OT verification forms shall be carefully reviewed for accuracy and completeness daily by the shift commander or designee with rank of captain or above. Pre-release units may have a lieutenant or sergeant assigned as the reviewing officer.
  8. The shift commanders shall send a copy of the PAW to the security chief for review and retention for at least 18 months in accordance with section VI. H.
- E. Staffing Analysis and Overtime Manager (SAOM)
1. Data Collection
    - a) PAW
      - 1) All relief variables shall be recorded in the Unavailable For Work (UFW) section as specified in Section VI. D. 6. b).

- 2) Vacancies and collapsed posts shall be recorded in the Scheduling Figures section of the PAW as specified in Section VI. D. 6. c) 2) and 8).
  - 3) All SAPs on the PAW shall be labeled with the appropriate SAP category number from attachments 2 and 3 (example – construction #1 Smith, J. 27).
- b) Bi-weekly Staffing Worksheet (BSW)
- 1) Two BSWs shall be completed for each shift; one for the collection of supervisory data and one for non-supervisory data. Small pre-release units may combine all shifts on two BSWs.
  - 2) Provide all the information requested on the top of the form to include the date for each day in the pay period along the top row.
  - 3) Daily, after the approval of the final PAW, the staff days are totaled for each relief variable and SAP category and entered in the appropriate day's column. This figure is entered in staff days and shall not reflect any changes that may have occurred during the course of the shift.
  - 4) Daily, after the approval of the final PAW, the vacancies and collapsed posts are transferred from the Scheduling Figures section of the PAW to the Staffing Variations section of the BSW.
  - 5) At the conclusion of a pay period, each category is totaled and written in the total column in staff days.
  - 6) The vacancies and collapsed posts in the Staffing Variation section are averaged (totaled and divided by 14) for the pay period and written in the far right column labeled "AVG".

2. SAOM Data Entry

- a) The managing official shall assign two employees, a primary and secondary, as SAOM operators.
- b) At the conclusion of the pay period, the SAOM operator shall:
  - 1) Request assistance from the SAOM Administrator if the facility has received a new FSP so that the administrator can adjust the master posts table appropriately.

- 2) Request assistance from the SAOM Administrator if the facility has received or lost PINs so that the administrator can adjust the master PINs table appropriately.
  - 3) Click the “Posts & PINs” button to add the posts and PINs for the pay period no later than 5 days after the end of the pay period.
  - 4) Click the “Staffing” button to enter the Relief Variable & SAP totals and the Vacancy & Collapsed averages from the BSW no later than 5 days after the end of the pay period.
- c) The SAOM has several support tables which, when combined with the entered data permits the program to generate reports. These tables need updating when appropriate. The following are the support tables for the SAOM and the data they contain:
  - 1) The **mposts** (Master Posts) table is a summary list of established posts from the FSP. This table requires updating by the SAOM Administrator whenever the established posts are changed in the FSP.
  - 2) The **PINS** (positions) table is a list of supervisory and non-supervisory positions assigned to each shift. This table requires updating by the SAOM Administrator when a facility changes the number of assigned positions on a shift.
3. The SAOM produces three primary sets of reports, Staffing Analysis, and Comparative Report. These reports may be generated for the shift level, facility level, regional level, Division level and Department level. Any period can be reported from one pay period ending date to any other pay period ending date.
  - a) The Staffing Analysis report will provide a set of four reports:
    - 1) The Relief Factors Calculation report will provide the average number of each relief variable used per position during the period to determine the total average days a position was not available for duty during the period. The average number of days available for duty is then divided by the number of days in the period to determine the actual relief factor experienced for the period.
    - 2) The Staffing Plan Summary Established Staff Days Required report will provide the total number of Established Posts on the FSP to be staffed for each number of days per week, and indicate the total number of staff-

days needed during the period. The days required to staff these established posts is then divided by the average staff days available from the Relief Factors Calculation report to determine the security PINs required to staff the established posts at the experienced relief factor for that period. The difference is given between the authorized PINs and the calculated PINs needed.

- 3) The Special Assignments Calculation report will provide the total number of staff days used for each SAP category during the period. These SAP days are then added to the staff days needed for the established posts from the Staffing Plan Summary Established Staff Days Required report to determine the total number of staff days required for all functions during the period. This total is then divided by the average staff days available from the Relief Factors Calculation report to determine the number of positions that were needed to provide staffing at the facility during this period.
  - 4) The Comparative Ranking Report lists all the Facilities, ranking staff days used with the greatest increase at the top, to the greatest decrease at the bottom for selected SAOM UFW and SAP Categories.
- b) The Comparative Report will compare the number of staff days for each relief variable and SAP category between the two reporting periods. (Each reporting period should be composed of the same number of pay periods.) The report will provide the change in staff days and the percentage change between the two reporting periods for each relief variable and SAP category. This report can be viewed online and exported to an Excel spreadsheet.
4. The SAOM Administrator shall verify Facility SAOM compliance 21 days after the end of the pay period by using the Data Entry Inspector application feature to verify Facility usage and by reviewing each Facilities Staffing Analysis.

F. Overtime Reconciliation

1. All officers from the managing official through the supervisors to the line officers shall be good stewards of the State's resources. Thought should be given and actions taken to conserve overtime whenever possible. To ensure that overtime is not abused or wasted, the checks and crosschecks outlined in this section and Section VI. G. shall be implemented for all overtime beyond roll call.

2. The managing official, or a designee (above the rank of shift commander), shall approve the use of overtime prior to assigning an officer to work it. An Institutional Directive is required to specify the format for requesting the use of OT and documenting approval. Once it is determined that overtime is required to sufficiently staff the shift, the duty lieutenant will notify the managing official or designee and request approval. Posts will be collapsed to avoid overtime in accordance with the OSL designation as authorized by the managing official or designee. No SAPs will be staffed with or without the need for overtime without advance approval from the managing official and the Deputy Secretary of Operations or designee.
3. The managing official shall receive and review the Bi Weekly Overtime Summary (Attachment 7) for each shift.

G. Bi-weekly OT/CTE Reports (Excel Spreadsheets)

1. OT/CTE Bi-weekly report (attachment 6) shall be completed on a daily basis by all shifts. All instances of overtime, roll call and shift differential shall be entered. Entries will automatically be totaled. At the end of the pay period, the OT/CTE Bi-weekly report shall be forwarded electronically to the appropriate payroll staff by the Wednesday morning after the pay period ends.
2. OT/CTE Bi-weekly Summary report (attachment 7) will automatically total from the OT/CTE Bi-weekly. At no time will data be entered on this report manually. At the end of the pay period, the timekeeper shall print the OT/CTE Bi-weekly Summary report for the review and signature of the shift commander along with the time cards and forward the original signed copy to the payroll supervisor by the Wednesday morning after the pay period ends.

H. Time Card Validation

1. The managing official shall assign two “timekeepers” on each shift with the rank of lieutenant or above, one as primary and the other as secondary, to process time cards. The same person shall not prepare the PAW as duty lieutenant and verify time cards as timekeeper for the same workday. Pre-release facilities may have only one primary and one secondary timekeeper at the rank of lieutenant or sergeant assigned for the entire facility.
2. The timekeeper shall, at a minimum, perform the following procedures:
  - a) Validate the time worked for officers who were on duty the previous day.

- 1) Check each time card and validate that the officer was on the PAW for the previous day and write the total time worked including roll call time on the time card.
  - 2) OT, other than roll call, is written as a “+” number.
  - 3) Investigate and resolve all discrepancies, including missing entries. All corrections, adjustments and other manual entries shall be noted and initialed on the time card by the timekeeper.
- b) Validate overtime (OT) worked or compensatory time earned (CTE).
- 1) Employees eligible to receive overtime may elect to earn compensatory time in lieu of paid overtime before they work it. This election must be made and indicated on the time card in the manner prescribed by institutional policies. This election is for the entire pay period; an officer can not mix CTE and OT during the same pay period.
  - 2) The timekeeper shall write approved paid OT on the time card as a “+” number in addition to the regular shift hours and roll call. For example – the entry for an officer who worked a regular 8 hour shift, 12 minutes roll call, and 3 hours overtime for a court trip would be made as follows in tenths of hours: **8.2 + 3 hours OT** . Substitute CTE for OT on the entry for officers working compensatory time.
  - 3) On a daily basis, the timekeeper shall enter all approved OT/CTE, roll call and shift differential on the facility OT/CTE Bi-weekly Report (attachment 6).
- c) Validate the leave used or other relief variable for officers who were off duty the previous day:
- 1) Verify that the officer was scheduled off on the appropriate section of the previous day’s PAW;
  - 2) Write the type of UFW and the time used on the time card and initial the entry;
  - 3) Update the officer’s leave record to record the leave used for that day as per manual or other system requirements.
  - 4) If the shift records indicate that the officer did not have a sufficient amount of leave that was indicated to be used, notify the shift commander or senior custody supervisor on

duty, and follow the approved facility procedures to resolve the discrepancy.

- d) Verify that all officers listed on duty on the current day PAW reported for duty on time.
  - e) At the end of each pay period, the timekeeper shall:
    - 1) Verify that each instance of OT/CTE is properly reported on the facility OT/CTE Bi-weekly report; (Excel spreadsheets);
    - 2) Verify that the total OT/CTE hours reported on the time cards, and the OT/CTE Bi-weekly Report correspond;
    - 3) Verify each officer's total hours worked, OT hours worked, CTE and leave used against his/her leave record;
    - 4) Submit the facility OT/CTE Bi-weekly Report to the shift commander for review and signature;
    - 5) Forward the OT/CTE Bi-weekly Report (attachment 6) electronically to the appropriate payroll staff; and
    - 6) Forward all time cards to payroll with the originally signed OT/CTE Bi-weekly Summary Report (attachment 7).
  - f) Payroll staff shall copy time cards that do not match the Bi-Weekly Overtime report and return to the timekeeper for reconciliation. The timekeepers will make necessary corrections and return the copies to the payroll office.
- I. All Bi-weekly Staffing Worksheets shall be bundled with the corresponding Post Assignment Worksheets and a copy of the signed Bi Weekly Overtime Summary. All documents shall be filed and maintained for 3 years or until the completion of an audit. The OT/CTE Bi-Weekly Report and Overtime Summary Report shall be saved electronically in a folder specifically designated for this report. (Attachments 6 & 7)
- J. Finance Office Payroll Processing
- a) Payroll staff shall verify that the hours on the time cards match the Bi-Weekly Overtime Summary and provide copies to the timekeeper, of any time cards that do not match.
  - b) Payroll staff shall perform other procedures as provided in the Finance Manual.



K. Each managing official shall issue an Institutional Directive to comply with section VI. F. 2. for overtime approval.

VII. Attachments: Attachment 1 – Instructions for completing attachment 6  
Attachment 2 – Bi-weekly Staffing Worksheet (Excel Spreadsheet)  
Attachment 3 – Codes for Unavailable For Work and Special Assignment Posts  
Attachment 4 – Example of the Authorized Post Assignment Worksheet  
Attachment 5 – Not Used  
Attachment 6 – OT/CTE Bi-weekly Report (Excel Spreadsheet)  
Attachment 7 – OT/CTE Bi-weekly Summary (Excel Spreadsheet)  
Attachment 8 – Special Assignment Post Request Template  
Attachment 9 – Special Assignment Post Request/Justification

VIII. Rescission: SAOM Manual DPSCS.115.0001 dated May 2011

Distribution: A  
S – Duty Lieutenants