



CITY OF CHICAGO
OFFICE OF INSPECTOR GENERAL

20
22

**CONSECUTIVE DAYS
WORKED BY CHICAGO
POLICE DEPARTMENT
MEMBERS,
APRIL - MAY 2022**

DEBORAH WITZBURG | INSPECTOR GENERAL FOR THE CITY OF CHICAGO
MEGAN CARLSON | ACTING DEPUTY INSPECTOR GENERAL FOR PUBLIC SAFETY

Table of Contents

I Background	2
II Analysis of CPD Scheduling Data	3
A. Were any CPD members scheduled to work for 11 or more consecutive days between April 1, 2022, and May 31, 2022?	3
B. Do CPD’s records suggest that any individual CPD members actually worked 11 or more consecutive days between April 1, 2022, and May 31, 2022?.....	5
C. Do CPD’s records suggest that any members scheduled to work 11 or more consecutive days between April 1, 2022, and May 31, 2022, did not actually do so?.....	6
III Conclusion	8
Appendix A: Department Response.....	9

I | Background

Pursuant to the Municipal Code of Chicago (MCC) §§ 2-56-030 and -230, the Public Safety section of the Office of Inspector General (OIG) has conducted an inquiry into the Chicago Police Department's (CPD) scheduling practices, including the cancellation of sworn CPD members' regular days off and the number of consecutive days on which CPD members are scheduled to work. OIG has analyzed CPD data surrounding members' schedules and actual days worked from April 1, 2022, to May 31, 2022.¹

CPD members' work schedules and the management of their days off have been the topic of recent public concern and conversation.² Further, there have been two recent legislative proposals introduced in City Council to address CPD member scheduling and its impacts.³ OIG is issuing this report in order to better equip stakeholders—to the extent feasible given the quality of CPD's data—with clear and accurate information during the ongoing public conversation and policy debate regarding changes to CPD's scheduling practices. OIG also seeks to provide a framework from which CPD may conduct its own analysis of scheduling practices going forward.

Specifically, in this analysis, OIG sought to determine answers to the following questions:

1. Based on day off group and watch, were any CPD members scheduled to work for 11 or more consecutive days between April 1, 2022 and May 31, 2022?
2. Do CPD's records suggest that any individual member actually worked 11 or more consecutive days between April 1, 2022 and May 31, 2022?
3. Do CPD's records suggest that any members scheduled to work 11 or more consecutive days between April 1, 2022, and May 31, 2022, did not actually do so?

¹ This report does not contain recommendations and therefore, pursuant to MCC § 2-56-245, no response from CPD was required. As a courtesy, however, and in the interest of ensuring accuracy, OIG nonetheless provided a draft of this report to CPD before publication. CPD's provided response is attached at Appendix A.

² On May 31, 2022, CPD Superintendent David Brown was asked during a press conference whether CPD members had been working 11 days in a row; he responded that he did not know where that number was coming from. "The Lyin' King: CPD Superintendent Claims Cops Aren't Working 11 Days Straight as Cops Finish Working 11 Days Straight," *CWB Chicago*, June 1, 2022, accessed August 8, 2022, <https://cwbchicago.com/2022/06/the-lyin-king-cpd-superintendent-claims-cops-arent-working-11-days-straight-as-cops-finish-working-11-days-straight.html>. Mayor Lightfoot recently noted in a public statement that while there are sometimes circumstances that require CPD members to have a day off cancelled or work overtime, "[Y]ou should figure out and look at the incredible amount of furlough days, personal days, and other things that officers have by contract, so this notion – I think the infamous head of the FOP has said as part of his campaign, 'They're being worked like mules' – it's just simply not correct." Gregory Pratt, "Mayor Lori Lightfoot Says Chicago Cops Have 'Incredible Amount' of Time Off, Disputes Criticism They're Overworked," *Chicago Tribune*, June 23, 2022, accessed August 8, 2022, <https://www.chicagotribune.com/politics/ct-chicago-police-staffing-days-off-lori-lightfoot-20220623-nb6yswrazvhvl3bmilqkplgwm-story.html>.

³ On July 20, 2022, Ordinance #O2022-2493, "Amendment of Municipal Code Section 10-8-335 and Chapter 2-152 by adding new Section 2-152-175 regarding days off for Chicago Police Department employees," was introduced and referred to the City Council's Committee on Workforce Development. On the same day, Ordinance #O2022-2485, "Amendment of Municipal Code Title 6 by adding new Chapter 6-130 entitled 'Chicago Police Mental Health Preservation Ordinance,'" was introduced and referred to the Committee on Public Safety.

II | Analysis of CPD Scheduling Data

CPD members are assigned to a day off group (DOG), a calendar grouping used to set a member's regular days off (RDO).⁴ To perform this analysis, OIG extracted DOG calendars along with the DOG assignment and watch, or the scheduled shift, of every active, sworn CPD member from CPD's data. OIG also reviewed notices issued by CPD cancelling RDOs during the period of analysis, as provided to OIG by CPD. The data from these sources was combined to determine the maximum number of consecutive working days scheduled for CPD members assigned to the 1st, 2nd, and 3rd watches by DOG.⁵ For a selected set of members who were scheduled to work 11 or more consecutive days, OIG then manually reviewed the Attendance and Assignment (A&A) sheets, which record a member's presence for duty on a given day as well as their assigned beat, watch, and vehicle. Finally, OIG reviewed overtime records for those members. Based on this analysis, OIG determined whether there were members scheduled to work 11 or more consecutive days during the period of analysis, and whether CPD records suggest that those members actually worked on each of those consecutive scheduled days.

This multi-step analysis was complicated by CPD's practice during the period of analysis of storing scheduling data in more than one system and location, including some records which require manual review. Due to data limitations around determining historical DOG and watch assignments, OIG identified DOG and watch cohorts scheduled to work 11 or more consecutive days during the period of analysis, and provides counts of members in those cohorts from July 29, 2022—the date of OIG's data analysis, shortly after the close of the period of analysis. OIG does not, therefore, present exact counts of members who were scheduled to work 11 or more consecutive days, but rather provides close-in-time estimates in order to demonstrate the scale of the impact of CPD's scheduling practices.

A. Based on Day Off Group and Watch, Were Any CPD Members Scheduled to Work For 11 or More Consecutive Days Between April 1, 2022 and May 31, 2022?

OIG's analysis determined that CPD members in multiple DOG and watch assignments were scheduled to work 11 or more consecutive days between April 1, 2022 and May 31, 2022. Based on close-in-time counts of DOG and watch cohorts, OIG estimates that more than 1,000 CPD members were scheduled to work 11 or more consecutive days during that period.⁶ Specifically:

- All members in DOG 77 on the 2nd and 3rd watches were scheduled to work from May 19, 2022 through May 31, 2022—13 consecutive days. As of July 29, 2022, 81 members were assigned to DOG 77, 2nd and 3rd watches.

⁴ CPD's DOGs are reflected in its Operations Calendar. See <http://directives.chicagopolice.org/forms/CPD-11.143-2022.pdf>.

⁵ Some CPD members are assigned to watches other than the 1st, 2nd, and 3rd watches. From the records provided to OIG by CPD, it is unclear how watches other than the 1st, 2nd, and 3rd were impacted by the cancellation of days off; therefore, only watches 1, 2, and 3 were included in this analysis. Watches 1, 2, and 3 comprise approximately 69% of CPD members.

⁶ This analysis was performed solely on the basis of DOG and watch; other types of leave, such as furlough, were not considered.

- All members in DOG 71 on the 1st watch were scheduled to work from May 20, 2022 through May 31, 2022—12 consecutive days. As of July 29, 2022, 6 members were assigned to DOG 71, 1st watch.
- All members in DOG 66 on the 2nd and 3rd watches were scheduled to work from May 20, 2022 through May 30, 2022—11 consecutive days. As of July 29, 2022, 674 members were assigned to DOG 66, 2nd and 3rd watches.
- All members in DOG 71 on the 2nd and 3rd watches were scheduled to work from May 20, 2022 through May 30, 2022—12 consecutive days. As of July 29, 2022, 69 members were assigned to DOG 71, 2nd and 3rd watches.
- All members in DOG 61 on the 1st watch were scheduled to work from May 21, 2022 through May 31, 2022—11 consecutive days. As of July 29, 2022, 290 members were assigned to DOG 61, 1st watch.
- All members in DOG 72 on the 1st watch were scheduled to work from May 21, 2022 through May 31, 2022—11 consecutive days. As of July 29, 2022, 7 members were assigned to DOG 72, 1st watch.
- All members in DOG 72 on the 2nd and 3rd watches were scheduled to work from May 21, 2022 through May 31, 2022—11 consecutive days. As of July 29, 2022, 63 members were assigned to DOG 72, 2nd and 3rd watches.

Figure 1: Maximum Consecutive Scheduled Days Between April 1, 2022 and May 31, 2022, for 2nd and 3rd Watches by Day Off Group⁷

Day Off Group	Member Count (as of July 29, 2022)	Max Consecutive Scheduled Days
8	728	<10
9	299	10
10	450	<10
61	758	10
62	629	10
63	764	<10
64	698	<10
65	737	<10
66	674	11
71	69	12
72	63	11
73	86	<10
74	55	<10
75	78	<10
76	56	<10
77	81	13

⁷ Only DOGs to which 50 or more CPD members are assigned on the 1st, 2nd, and 3rd watches were included in OIG's analysis. Seven DOGs were excluded due to low member count.

Figure 2: Maximum Consecutive Scheduled Days between April 1, 2022 and May 31, 2022 for 1st Watch by Day Off Group

Day Off Group	Member Count (as of July 29, 2022)	Max Consecutive Scheduled Days
8	6	<10
9	5	10
10	6	<10
61	290	11
62	267	10
63	290	<10
64	274	<10
65	315	<10
66	276	<10
71	6	12
72	7	11
73	3	<10
74	8	<10
75	9	<10
76	6	<10
77	7	<10

B. Do CPD’s Records Suggest That Any Individual CPD Members Actually Worked 11 or More Consecutive Days Between April 1, 2022 and May 31, 2022?

OIG sought to determine whether any individual CPD members who were, based their DOG and watch cohort, scheduled to work 11 or more consecutive days were actually present for duty on each scheduled work day. OIG selected CPD members from those cohorts scheduled to work 11 or more consecutive days during the period of analysis and manually reviewed their work histories. Based on OIG’s review, CPD’s records suggest that some—but not all—of the CPD members scheduled to work 11 or more consecutive days actually did so. For example:

- One police officer assigned to DOG 66, 2nd watch, was marked as not present for duty on May 24, 25, and 30, 2022.⁸ These absences were all marked as “Day Off Canceled Mandatorily.” The member worked overtime shifts of eight and a half hours on May 24, 25, and 30, 2022, and therefore worked 11 consecutive days, from May 20 to May 30, 2022, as scheduled.
- Another police officer assigned to DOG 66, 2nd watch, was marked as not present for duty on May 24, 25, and 30, 2022. These absences were marked with variations on “Memorial Day Overtime Initiative.” The member worked overtime shifts of eight and a half hours on

⁸ On days when a requested day off is cancelled and a CPD member is compelled to work, the member is marked as not present for duty, but the additional shift worked is recorded in overtime records.

May 24, 25, and 30, 2022, and therefore worked 11 consecutive days, from May 20 to May 30, 2022, as scheduled.

- A police officer assigned to DOG 71, 2nd watch, was marked not present for duty on May 25, 26, and 27, 2022. These absences were marked as “Day Off Canceled Mandatorily.” The member worked overtime shifts of ten hours on May 25, 26, and 27, 2022, and therefore worked 12 consecutive days, from May 20 to May 31, 2022, as scheduled.
- A police officer assigned to DOG 77, 3rd watch, was marked not present for duty on May 24, 25, and 26, 2022. These absences were marked “Day off Cancelled Mandatorily.” The member worked overtime shifts of 10 hours on May 24, 25, and 26, 2022, and therefore worked 13 consecutive days, from May 19 to May 31, 2022, as scheduled.

C. Do CPD’s Records Suggest That Any Members Scheduled to Work 11 or More Consecutive Days Between April 1, 2022 and May 31, 2022, Did Not Actually Do So?

Using the methodology described above, based on DOG and watch cohort, OIG also identified some CPD members who were scheduled to work 11 or more consecutive days during the period of analysis, but do not appear to have actually worked on each scheduled consecutive day. For example:

- A Sergeant assigned to DOG 66, 3rd watch, was marked as not present for duty on May 24, 25, and 30, 2022. Their absences were described as “Regular Day Off” and the data showed no overtime on these days. Records show that the member did not work 11 consecutive days from May 20, 2022 to May 30, 2022, despite their DOG and watch having been scheduled to do so.
- A Lieutenant assigned to DOG 66, 2nd watch, was marked as not present for duty from May 20, 2022 through May 31, 2022. Their absences were marked variously as “Regular Day Off,” “Furlough Extension,” and “Vacation Day.” They had no overtime recorded for these days, and therefore they do not appear to have worked 11 consecutive days from May 20, 2022 to May 30, 2022, despite their DOG and watch having been scheduled to do so.
- A Detective assigned to DOG 71, 2nd watch, was marked not present for duty from May 24, 2022 through May 27, 2022. These absences were marked “Sickness in Family,” “Regular Day Off,” and “Day Off Cancelled Mandatorily.” The member had no overtime shifts recorded on these days, and therefore they do not appear to have worked 12 consecutive days from May 20, 2022 to May 31, 2022, despite their DOG and watch having been scheduled to do so.
- A Sergeant assigned to DOG 72, 2nd watch, was marked not present for duty on May 26, 2022 through May 31, 2022. These absences were marked “Regular Day Off” and “Vacation Day.” The member had no overtime shifts recorded on these days, and therefore they do not appear to have worked 11 consecutive days from May 21, 2022 to May 31, 2022, despite their DOG and watch having been scheduled to do so.
- A police officer assigned to DOG 72, 3rd watch, was marked not present for duty on May 21, 2022, and on May 26, 2022 through May 29, 2022. The absence on May 21 was marked “Day off time due” and the others were listed as “Day off Cancelled Mandatorily.” From May 26, 2022 through May 29, 2022, the member worked overtime shifts of 10 hours

each day, but had no overtime shift recorded on May 21, 2022. This member does not appear to have worked 11 consecutive days from May 21, 2022 to May 31, 2022, despite their DOG and watch having been scheduled to do so.

III | Conclusion

Through this report, OIG aims to provide members of the public, members of CPD, and City officials with clear and accurate information on CPD member scheduling, including cancellation of days off and number of days worked consecutively. Furthermore, OIG notes that the state of CPD's records around scheduling data and work histories renders a thorough and timely analysis of consecutive days worked cumbersome and difficult, and that members sometimes, but not always, work each of the days on which their DOGs and watches are scheduled to work.

Based on OIG's review of CPD's data, many CPD members were scheduled to work 11 or more consecutive days between April and May 2022. Although some members did not actually work as many consecutive days as they were scheduled to work, some members did actually work 11 or more consecutive days during that timeframe.

As the policy conversation around CPD's scheduling practices—and their impacts on CPD members—continues in the public sphere and in Chicago's legislative body, stakeholders and decisionmakers will be best-served by using and sharing clear and accurate data.

Appendix A | Department Response



Lori E. Lightfoot
Mayor

Department of Police · City of Chicago
3510 S. Michigan Avenue · Chicago, Illinois 60653

David O. Brown
Superintendent of Police

August 25, 2022

Deborah E. Witzburg
City of Chicago
Office of Inspector General
740 North Sedgwick, Suite 200
Chicago, Illinois 60654

Re: Consecutive Days Worked by Chicago Police Department Members April – May 2022

Dear Inspector General:

The Chicago Police Department has reviewed the Office of Inspector General’s analysis of Consecutive Days Worked By Chicago Police Department Members from April through May 2022. As a preliminary matter, while the OIG’s analysis looks solely at the days worked by officers it is important to put this in context because when the Department evaluates whether days off should be cancelled it looks holistically at the circumstances faced by the city during this time. Those circumstances are missing from OIG’s analysis. During the time frame reviewed by OIG, April 1, 2022 – May 31, 2022, the city experienced hundreds of events throughout the city. Specifically, from May 24, 2022 through May 31, 2022, Memorial Day Weekend, Chicago was fully open for the first time since the COVID – 19 pandemic began. The city welcomed hundreds of thousands of residents and visitors to more than 40 special events across the city, ranging from music festivals to parades and fireworks shows. The Department had to ensure it had enough members working to provide for the safety of every resident of and visitor to Chicago at these events.

Furthermore, the Department strives to balance the need for officer time off with the need to ensure the safety of those in the City. The men and women of this Department work tirelessly to improve the safety of those around them. To this end, across the city, homicides are currently down 19% year to date compared to 2021. Shooting victims are also down 19% and shootings are down 18%. Over this past weekend, we also saw a decline in homicides and shootings versus the same time period in 2021. Homicides dropped 50%, shootings dropped 24%, and shooting victims went down 14%. Importantly, in the top 55 beats where more than half of the city’s violent crime has been concentrated, the Department placed more resources in those areas. Compared to when we began focusing our efforts on those beats, violent crimes have decreased. Homicides are down 26% and shootings are down 31% in those 55 beats since implementation of precision deployments in these areas.

OIG’s analysis found that “more than 1,000 CPD members were scheduled to work 11 or more consecutive days during the period.” (p. 3) Looking at the day off groups that OIG found were scheduled to work, 1,190 officers were scheduled to work more than 11 consecutive days, but OIG acknowledges that not all of those officers scheduled to work actually worked 11 consecutive days, but only addressed certain officers as opposed to determining the number of officers who actually work. While the Department acknowledges that it is important to balance days off and public safety for the entire Department, this group of individuals who may

Emergency and TTY: 9-1-1 · Non Emergency and TTY: (within city limits) 3-1-1 · Non Emergency and TTY: (outside city limits) (312) 746-6000

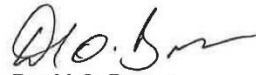
E-mail: police@cityofchicago.org · Website: www.cityofchicago.org/police

have worked more than 11 consecutive days represents approximately 10% of the total number of sworn officers employed by CPD.

That said, the Department knows how important it is that officers enjoy time off between watches and have used the time period reviewed by the OIG as a learning experience which informed actions taken over other holidays this summer. For example, in an effort to ensure that officers were not working 11 or more days over Father's Day Weekend and Pride Weekend the Department analyzed which day off groups were impacted and did not cancel days off for those officers. The Department continues to work with the labor organizations representing members to strike the appropriate balance between officer time off and public safety.

The Department appreciates the analysis conducted by the OIG and looks forward to continuing our relationship to improve the lives of residents of the City and members of the Department.

Sincerely,



David O. Brown
Superintendent of Police
Chicago Police Department



Stephen Stewart
Senior Forensic Data Analyst

Megan Carlson
Acting Deputy Inspector General for Public Safety & Associate General Counsel

The City of Chicago Office of Inspector General is an independent, nonpartisan oversight agency.

The authority to perform this inquiry is established in the City of Chicago Municipal Code §§ 2-56-030 and -230, which confer on OIG the power and duty to review the programs of City government in order to identify any inefficiencies, waste, and potential for misconduct; to promote economy, efficiency, effectiveness, and integrity in the administration of City programs and operations; and, specifically, to review the operations of CPD and Chicago's police accountability agencies. Further, Paragraph 561 of the consent decree entered in *Illinois v. Chicago* requires OIG's Public Safety section to "review CPD actions for potential bias, including racial bias." The role of OIG is to review City operations and make recommendations for improvement. City management is responsible for establishing and maintaining processes to ensure that City programs operate economically, efficiently, effectively, and with integrity.

OIG conducted this inquiry in accordance with the Quality Standards for Inspections, Evaluations, and Reviews by Offices of Inspector General found in the Association of Inspectors General's *Principles and Standards for Offices of Inspector General* (i.e., "The Green Book").

For further information about this report, please contact the City of Chicago Office of Inspector General, 740 N. Sedgwick Ave., Suite 200, Chicago, IL 60654, or visit our website at igchicago.org.

Suggest Ways to Improve City Government:
igchicago.org/contact-us/help-improve-city-government

Report Fraud, Waste, and Abuse in City Programs:
Call OIG's complaint hotline at (866) 448-4754 / TTY: (773) 478-2066
igchicago.org/contact-us/report-fraud-waste-abuse/

Cover photo courtesy of iStock.
Alternate formats available upon request.

