

April 29, 2026

Superintendent Anne Kirkpatrick
New Orleans Police Department
1615 Poydras St., Suite 1800
New Orleans, LA 70112

RE: New Orleans Police Department timekeeping and overtime practices

Dear Superintendent Kirkpatrick,

The Office of Inspector General (OIG) is authorized to comment on rules, regulations, policies, procedures, and transactions for the purpose of preventing and detecting fraud, waste, and abuse, and to promote efficiency and effectiveness in City of New Orleans (City) programs and operations.¹ In January 2026, the OIG released a public letter after it was determined unbudgeted New Orleans Police Department (NOPD) overtime spending was a factor that contributed to the ongoing budget deficit impacting the City.² The OIG's public letter concluded that the NOPD and the City failed to properly budget for or oversee the department's overtime spending.³ The absence of adequate oversight increased the risk of payroll fraud as well as other types of fraud, waste, and abuse. Through its ongoing investigations into NOPD's timekeeping and overtime practices, the OIG has observed several recurring and troubling patterns, including:

- NOPD supervisors approved overtime hours that exceeded the limits of NOPD's Operations Manual.
- NOPD officers entered overtime in block amounts rather than actual hours worked.
- NOPD supervisors shared their login credentials for access to time approval.
- NOPD supervisors authorized remote work for NOPD officers in violation of City Policy and Departmental Directive.⁴

¹ City Charter Sec. 9-401(2); City Code Sec. 2-1120(2) and (10)(f).

² Curtis, Alyssa. 2025. "How New Orleans' \$160 Million Budget Deficit Went Unnoticed — despite Early Warning Signs." WWLTV.com. October 27, 2025. <https://www.wwltv.com/article/news/local/orleans/how-new-orleans-160-million-budget-deficit-went-unnoticed-despite-early-warning-signs/289-a191571a-223f-463f-bd49-e80ce79f0352>.

³ Michel, Edward. Public Letter to Superintendent Anne Kirkpatrick. "Re: New Orleans Police Department Overtime Policies, Procedures, and Practice." City of New Orleans Office of Inspector General. January 15, 2026. <https://nolaoig.gov/wp-content/uploads/2026/01/NOPD-Overtime-Policies-Public-Letter.pdf>.

⁴ For purposes of this public letter, "remote work" refers to NOPD officers performing job duties from a location outside of an NOPD facility and outside of their assigned patrol areas. "Work from home" is a specific form of remote work in which duties are performed from an officer's residence. The terms are used interchangeably throughout this letter.

- NOPD officers did not remain within their assigned districts while on active duty.

Allowing these recurring deficiencies to be reported to the NOPD only at the conclusion of our investigations would undermine our commitment to proactive and effective oversight. Since the OIG-identified control deficiencies resulted in noncompliance with City and NOPD policies, early communication is imperative to allow NOPD management to take corrective action to prevent further occurrences. This letter formally presents these issues to NOPD so that corrective measures begin promptly.

NOPD Supervisors Approved Overtime Hours Exceeding the Limits of NOPD's Operations Manual

NOPD's overtime policy, which was implemented in January 2018, established the following overtime limits for NOPD officers:

Employees shall not work more than 24 hours of overtime per week, Sunday through Saturday. Up to 32 hours of overtime may be worked per week with the permission of the employee's Deputy Chief.⁵

In November 2022, the former Superintendent of Police implemented a temporary increase in permitted Secondary Employment and overtime hours to enhance NOPD's security presence and support public safety.⁶ This change, communicated to all NOPD personnel via email, was intended as a three-month pilot program and raised the weekly overtime limit from 24 to 56 hours. Officers were temporarily allowed to work a maximum combined total of 56 hours per week in Secondary Employment and overtime, in addition to their regular duty hours. The temporary overtime increase was extended multiple times through special orders, with the most recent special order continuing the higher overtime limit effective September 22, 2024, and remaining in place until rescinded or updated in policy.

Ongoing OIG investigations found that NOPD never formally updated its Operations Manual's overtime policy to reflect this substantial increase. The stated purpose of the increase in allowable overtime was to bolster NOPD's presence, meet the high demand for Secondary Employment, and provide officers with opportunities for additional income. While costs associated with Secondary Employment details are paid by the requesting organization and certain other overtime costs are reimbursed by third-party agencies, the substantial increase in authorized NOPD overtime has significantly impacted overtime spending by the City.

⁵ New Orleans Police Department, *Operations Manual Chapter 13.15: Overtime Payment Requests*, Paragraph 8(b), Effective January 14, 2018.

⁶ Secondary Employment refers to off-duty, paid work performed by NOPD officers.

Although the November 2022 increase to the Secondary Employment and overtime limit was intended to support more privately funded Secondary Employment details, annual reports from the City's Office of Police Secondary Employment (OPSE) indicated total Secondary Employment hours worked by NOPD officers actually decreased from 257,720 in 2022 to 243,131 in 2023.⁷ However, the OIG's review of NOPD overtime activity found a significant increase in NOPD overtime hours following the initial implementation of the three-month pilot program. From 2022 through 2025, general annual NOPD overtime costs more than doubled from \$13.1 million in 2022 to \$26.8 million in 2025, which created an additional financial burden for the City.⁸

Overtime levels have remained elevated since November 2022, even though the expanded limit was meant to last only three months. The continued use of this higher limit, without formally incorporating it into the NOPD Operations Manual, raises concerns about the strength of internal controls, the adequacy of supervisory oversight, and the potential for excessive or unnecessary overtime spending.

Allowing employees to work up to 56 hours of overtime per week increases the risk of fatigue, diminished performance, and safety issues. It also heightens the likelihood of payroll inflation, inaccurate reporting, and misuse of the overtime system. The sustained increase in overtime activity since 2022 demonstrates that the expanded limit was not used to support additional details as intended. Without clear justification, documentation, and monitoring, NOPD cannot ensure that overtime usage aligns with legitimate operational needs or that public funds are being managed responsibly.

The increased overtime allowance permitted officers to work every day, as long as they did not exceed the 16-hour-and-35-minute daily limit, resulting in some officers working extended periods without meaningful time off.⁹ Such schedules are unsustainable and raise concerns about officer well-being and overall operational effectiveness.

The OIG recommends that NOPD leadership conduct a formal review of its overtime policy to determine a weekly overtime limit that is both operationally necessary and sustainable. If, after completing this review, NOPD concludes that an expanded overtime limit provides a demonstrable public benefit without impacting officer well-being, the department should formally update its Operations Manual's policies to authorize and document the change. Additionally, NOPD leadership

⁷ OPSE is the City agency that centrally manages, schedules, and oversees all such off-duty police details. All OPSE annual reports were found on their website: <https://nola.gov/next/police-secondary-employment/topics/opse-documents-reports/>.

⁸ OIG Investigators received total NOPD overtime expenses for the years 2022 through 2025 from the City's Chief Administrative Office (CAO). The OIG has not independently verified the financial data received from the CAO.

⁹ New Orleans Police Department, *Operations Manual Chapter 13.15: Overtime Payment Requests*, Paragraph 6, Effective January 14, 2018.

should establish a recurring review cycle, such as quarterly or semiannual assessments, to ensure that operational needs continue to justify any expanded overtime limit.

NOPD leadership should implement enhanced monitoring and approval controls to ensure that overtime is authorized, justified, and aligned with its operational needs. Updating NOPD's overtime policy, last revised in January 2018, would help safeguard public resources, reduce the risk of misuse, and promote a more sustainable and accountable overtime structure.

NOPD Officers Entered Overtime in Block Amounts Rather than Actual Hours Worked

NOPD policy stated: "Case overtime must be entered to the exact minute and will be paid to the exact minute."¹⁰ During the OIG Investigators' review of NOPD overtime, investigators observed that officers frequently reported overtime in standardized blocks of time, commonly using four-hour increments, rather than documenting the actual hours worked in violation of NOPD policy. When overtime is necessary to complete an assignment, it must reflect the true time spent on the task, not rounded or pre-set increments.¹¹ The pattern of block reporting suggested that some officers were treating overtime as on-call availability rather than as hours actively worked. Because on-call time was not compensable, reporting overtime this way misrepresents actual work performed and results in inflated overtime costs.

The only exception is district patrol overtime, which is structured as a defined shift-based assignment specifically to ensure consistent coverage and deployment for public safety. In that limited context, block time reporting is appropriate because officers are required to remain on duty and available for the full scheduled period. Outside of district patrols, overtime should be used solely to complete time-sensitive work that cannot be accomplished during regular working hours.

The OIG recommends that NOPD enforce its policy requiring case-related overtime entries to reflect the exact start and end times worked. This requirement should be extended to all categories of NOPD overtime. NOPD should prohibit the use of preset time increments unless expressly authorized for specific operational needs. Additionally, officers should be required to document the specific tasks performed during all overtime hours.

NOPD Supervisors Shared Their Login Credentials for Access to Time Approval

NOPD policy for timekeeping described the following requirements for NOPD employees:

¹⁰ New Orleans Police Department, *Operations Manual Chapter 13.37: Payroll and Timekeeping*, Paragraph 28, Effective December 3, 2017.

¹¹ New Orleans Police Department, *Operations Manual Chapter 13.37: Payroll and Timekeeping*, Paragraph 27, Effective December 3, 2017. Court overtime is automatically rounded up by ADP system to the next half hour and a minimum of one hour of overtime will be paid for any court appearance.

The City of New Orleans (and the NOPD) utilize ADP (Automatic Data Processing) as the software system for all City payroll. As such, every City employee is required to ... [p]ersonally and accurately record time, attendance, and leave used on a biweekly (or weekly basis if applicable), and ... Approve his/her time at the end of each pay period.”¹²

Through interviews with NOPD personnel, OIG investigators found that actual timekeeping practices conflicted with both City and NOPD policy. Rather than recording their own time as required, officers relied on supervisors to manually enter each subordinate’s hours into the City’s ADP payroll and time-tracking system. NOPD leadership advised that officers were unable to enter their own time due to ADP restrictions. This practice not only violated NOPD policy but also placed a significant administrative burden on supervisors, diverting them from essential operational responsibilities.

In many instances, investigators found that the inefficiency of this process led supervisors to share their ADP credentials with subordinates, allowing employees to enter and approve their own time. These practices undermine internal controls, eliminate meaningful supervisory review, and increase the risk that employees could falsify time entries to receive compensation for overtime not actually worked.

Allowing employees to access a supervisor’s ADP account compromised the integrity of the timekeeping process. It eliminated the required separation of duties, prevented accurate supervisory review, and created opportunities for time fraud that cannot be reliably detected. In addition, the sharing of login credentials violated security protocols designed to protect confidential personnel information and safeguard NOPD’s payroll system from unauthorized access. In the fall of 2024, a Public Integrity Bureau (PIB) internal investigation concluded that the sharing of passwords and login credentials was a pervasive and systematic issue within NOPD.

The City’s time and attendance policy, effective January 28, 2026, required the following:

Each employee shall personally and accurately record time worked, attendance, and leave used in the Timekeeping System for each Pay Period and shall certify (approve) time and attendance by the system deadline. Shared logins, proxy punching, or any other method of recording time on behalf of another employee is prohibited unless expressly authorized as an accessibility accommodation or emergency control approved under this policy. ... Approvers shall review time and attendance entries for accuracy, completeness, and policy compliance before approving.¹³

¹² New Orleans Police Department, *Operations Manual Chapter 13.37: Payroll and Timekeeping*, Paragraphs 2 and 3, Effective December 3, 2017.

¹³ City of New Orleans Chief Administrative Office Policy Memorandum No. 72(R) Time and Attendance Reporting and Payroll Timekeeping Controls, Sections IV(A) and (C). Revised January 28, 2026.

The OIG recommends that NOPD leadership take immediate corrective action to ensure compliance with the City's written time and attendance reporting policy. NOPD should immediately address supervisors' practice of sharing their ADP login credentials with subordinates. This practice violated fundamental internal control standards, undermined accountability, and exposed the department to significant financial and compliance risks. To promote accurate timekeeping and accountability, NOPD should utilize ADP's timekeeping features to allow all NOPD officers to record their own time as required by City and NOPD time and attendance policies.¹⁴

Once NOPD has reviewed and updated its timekeeping policy to align with City policy and/or actual NOPD procedures, the OIG recommends that NOPD leadership provide supervisors and employees with clear guidance on proper timekeeping procedures and their responsibilities under both NOPD and City policy, and implement monitoring to ensure compliance. NOPD should immediately also formally reiterate the prohibition on sharing all login credentials as required by City policy and implement monitoring mechanisms to detect unauthorized access patterns. Supervisors should review time entries for accuracy, completeness, and overall compliance with NOPD and City timekeeping policies.

Enforcing a strict prohibition on credential sharing would strengthen NOPD's internal controls and ensure that timekeeping records accurately reflect hours worked. It would also reinforce accountability by requiring NOPD supervisors to perform their designated review and approval responsibilities. These actions would support compliance, protect the integrity of payroll operations, and enhance NOPD's overall organizational accountability. Further, consistent enforcement would reduce NOPD's exposure to payroll errors and fraudulent entries.

NOPD Supervisors Authorized Remote Work for NOPD Officers in Violation of City Policy and Departmental Directives

During the period under investigation, the City's remote work policy required City employees to complete a Remote Work Agreement that outlined the understanding between the City and the employee regarding the employee's remote work arrangement.^{15,16} The remote work policy stated the following concerning remote work eligibility for City employees:

Remote Work eligibility will depend upon the operational needs of departments and the functions and responsibilities of employees. The initial determination of an employee's eligibility to work remotely is the responsibility of the employee's

¹⁴ Per NOPD *Operations Manual Chapter 13.37: Payroll and Timekeeping*, officers may fulfill this requirement by using a biometric time clock, web entry, or any other approved method.

¹⁵ City of New Orleans Chief Administrative Office Policy Memorandum No. 147(R) Remote Work/Telecommute Policy. Revised April 12, 2022.

¹⁶ City of New Orleans Remote Work Agreement V1. Updated April 8, 2022. Please note that the City's Remote Work Policy has been revised. See CAO Policy Memo 147 (R), Effective January 28, 2026, as discussed below.

immediate supervisor ... the final approval to allow an eligible employee or a group of employees within the Department to work remotely is at the discretion of the employee's Appointing Authority and the Chief Administrative Officer. ... [A] Remote Work Agreement must be drafted ... to memorialize the employee's remote work arrangement. The employee must sign the Agreement first, then each management representative in the approval path must sign in order, and the approval process shall cease if any approval signature is not provided.¹⁷

However, OIG investigators determined NOPD supervisors were allowing some officers to work from home even though no Remote Work Agreements were completed by those officers or approved by the Supervisor, NOPD Superintendent, and CAO as required by City policy. Allowing NOPD officers to work remotely or from home without the proper chain of approvals not only directly violated City policy but also undermined the integrity of NOPD's governance framework. NOPD supervisors' inconsistent application of City policy for select NOPD officers could contribute to perceptions of favoritism among NOPD employees, as well as diminished confidence in supervisory oversight. Unauthorized remote work also exposed NOPD to operational and compliance risks, particularly where NOPD officers' on-site presence was required to patrol assigned districts, respond to emergencies, investigate crimes, and arrest suspects. Permitting remote work that was not approved through the proper channels weakened NOPD's internal controls and could impair its ability to maintain public safety and uphold the law. Remote work presents significant challenges for overtime because supervisors cannot directly observe or verify work being performed. This lack of oversight raised concerns about productivity, efficiency, and the fairness of work distribution among personnel. Assignments should be organized so that necessary work is completed during regular duty hours whenever possible, reducing the need for overtime and ensuring that workload is managed efficiently.

To address these concerns, the OIG recommends that NOPD leadership formally document that its work from home policy aligns with the City's Remote Work/Telecommute Policy, including any approved deviations, if applicable.¹⁸ NOPD leadership should communicate the policy to all supervisory personnel and implement appropriate monitoring mechanisms to ensure compliance.

NOPD Officers did not Remain in their Assigned Districts while on Active Duty

The NOPD Policy Manual mandates that NOPD officers remain available for duty and fulfill assigned responsibilities while on the clock, stating the following:

¹⁷ City of New Orleans Chief Administrative Office Policy Memorandum No. 147(R) Remote Work/Telecommute Policy, Sections VI and VII Revised April 12, 2022.

¹⁸ On January 28, 2026 the City implemented a revised Chief Administrative Office Policy Memorandum No. 147(R) REMOTE WORK/TELECOMMUTE POLICY. The revised policy ended all active Remote Work Agreements under the previous policy. <https://nola.gov/nola/media/CAO/Policy/No-AA147-Remote-Work-Policy.pdf>.

Employees shall remain within the boundaries of their assignment except when specifically authorized by their supervisor, radio dispatcher, or in hot pursuit.

Employees shall not go beyond the city limits while on duty unless directed by their Supervisor, radio dispatcher, or in hot pursuit.¹⁹

OIG investigators' review of NOPD officer location activity identified multiple instances in which NOPD officers were physically located outside their assigned patrol districts during hours they reported as on duty. OIG investigators determined those officers had not received authorization from their supervisors to work outside their assigned districts. In several instances, OIG investigators determined NOPD officers were not in Louisiana while reporting to be on duty. Such conduct was in direct violation of NOPD policy regarding *Performance of Duty*.²⁰ These discrepancies also raise significant concerns regarding the adequacy of NOPD supervisory oversight to ensure accurate time reporting and to ensure that NOPD resources are deployed as required to efficiently and effectively provide public safety.

Officers who are not present within their assigned patrol areas cannot perform core duties such as responding to service calls, conducting proactive patrols, or providing timely support to fellow officers. Their absence reduces operational readiness and may compromise public safety. Additionally, NOPD officers claiming active duty for time they were not on patrol in their assigned district undermines the reliability of NOPD's payroll records and exposes the department to potential financial losses and reputational harm. The pattern of NOPD officers being unaccounted for in their patrol districts during active-duty hours also indicated weakness in NOPD's monitoring mechanisms.

The OIG recommends that NOPD leadership formally reiterate the duty location and time reporting requirements for all NOPD personnel, as well as the accountability measures for violations of NOPD policy. NOPD should train supervisors and hold them accountable for monitoring officers' locations during shifts. NOPD leadership should require supervisors to promptly document, investigate, and address any deviations of on-duty officers. These actions would ensure NOPD officers patrol their assigned districts while on active duty and reduce the potential for officers misreporting the hours they were on active duty.

Conclusions

The recurring conditions documented by OIG investigators indicate a clear need for NOPD to reassess its timekeeping and overtime practices to ensure compliance with both NOPD and City

¹⁹ New Orleans Police Department. *Rule 4: Performance of Duty*, Paragraphs 6 and 7. <https://nola.gov/nola/media/NOPD/Policies/Rule-4-Performance-of-Duty.pdf>

²⁰ New Orleans Police Department. *Rule 4: Performance of Duty*, Paragraphs 6 and 7. <https://nola.gov/nola/media/NOPD/Policies/Rule-4-Performance-of-Duty.pdf>

policy and to confirm that these practices are being implemented effectively. It is also essential that NOPD reevaluate overtime limits to ensure they reflect operational necessity and reduce vulnerabilities to fraud, waste, and abuse.

Strengthening oversight of timekeeping and overtime practices is essential to ensuring that NOPD's resources are used responsibly and in support of public safety, particularly at a time when the City is facing significant budget and cash-flow constraints. By reassessing its overtime policy based on operational need and implementing stronger monitoring controls, NOPD leadership can better safeguard against misuse and/or abuse of overtime while promoting transparency, accountability, and efficiency.

Sincerely,

A handwritten signature in blue ink that reads "Edward Michel". The signature is written in a cursive style with a prominent initial "E" and a long, sweeping underline.

Edward Michel, CIG
Inspector General