

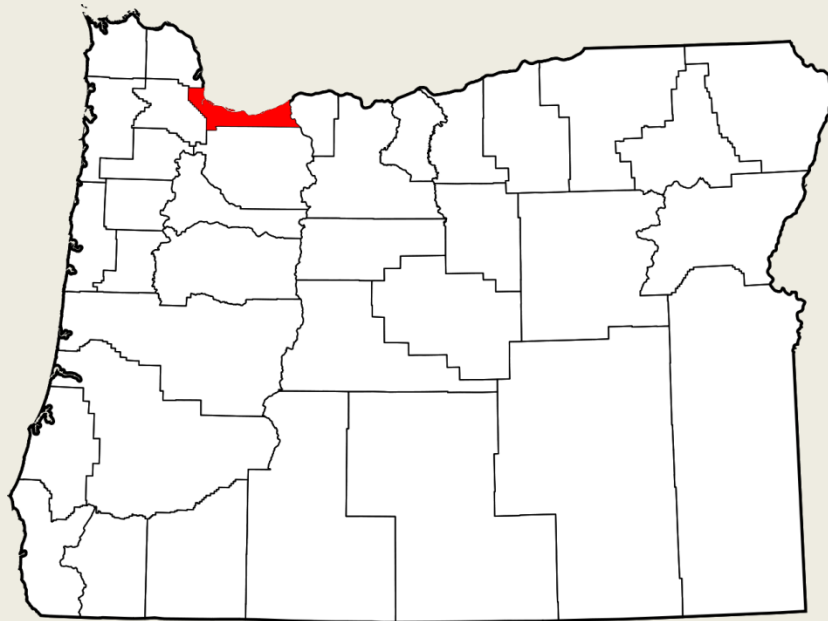
Mobile Device Audit

Multnomah County Auditor's Office

Background

Multnomah County

- County seat: Portland, OR
- Oregon's most populous county
- Employees: 4,400



Mobile Devices

Device Type	Total Monthly Cost	Average Monthly Cost Per Device	Number of Devices
Smartphones	\$67,104	\$82.64	812
Regular Cell Phones	\$14,609	\$24.76	590
Air Cards	\$18,129	\$41.77	434
Tablets	\$2,082	\$35.29	59
Reimbursed Devices	\$2,654	\$56.48	47

ANDERTOONS



"I appreciate the text, Kate, but next time
you can just raise your hand."

Background

Audit Findings

1. The County does not have an adequate process to match the business need with the appropriate mobile device and plan.
2. The County has incurred additional costs due to inadequate monitoring of mobile device usage.
3. Personal use of mobile devices has cost the County money.
4. The County does not have an adequate process to keep track of mobile devices.
5. Mobile device security needs improvement.

**We estimate the County could save
\$300,000 annually.**

Overview

Analysis of
Usage Data

Survey of
End-Users

Interviews with
Telecom Liaisons

Interviews with
Supervisors

Data Analysis

Analysis of
Usage Data

Survey of
End-Users

Interviews with
Telecom Liaisons

Interviews with
Supervisors

- Three cellular providers
- Initially looked at just cost
- Sample revealed red flags for personal use
- Wanted to know if it was pervasive
- Created system to identify potential personal use:
Night/weekend/holiday calls to non-county numbers (except employees scheduled to work those times)
- Analyzed all usage for three months

Data Analysis

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AT&T Bill				
Date	Time	Called To	Minutes Charged	Airtime Charge
13112	11:47	PORTLAND, OR	2	0
20112	18:19	ATLANTA, GA	3	0
21612	20:00	PORTLAND, OR	2	0
22212	9:01	TOLL FREE	178	80.10

Sprint Bill				
Date	Time	Call to City	Mins: Secs	Charge Amount
20120211	150949	Incoming	1	0
20120215	150459	PORTLAND	2	0.12
20120216	141814	PALM SPGS	19.6	1.96
20120223	103149	PHOENIX	3	1.2

Verizon Bill				
Date	Time	Destination	Min	Charge
7-Feb	5:56P	Portland OR	3	0
23-Feb	10:12A	Voice Mail CL	1	0
24-Feb	11:57A	Ftlauderd FL	2	0
1-Mar	11:16A	Portland OR	47	0

Survey of End-Users

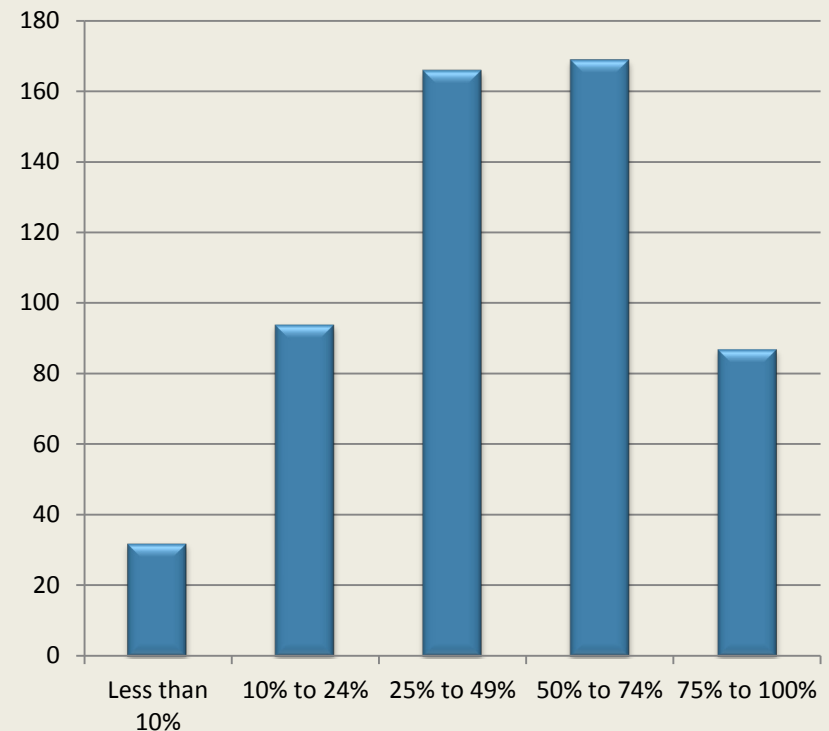
Analysis of
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Interviews with
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Interviews with
Supervisors

**What percent of your working hours
do you spend away from your desk
or in the field?**



Interviews with Telecom Liaisons

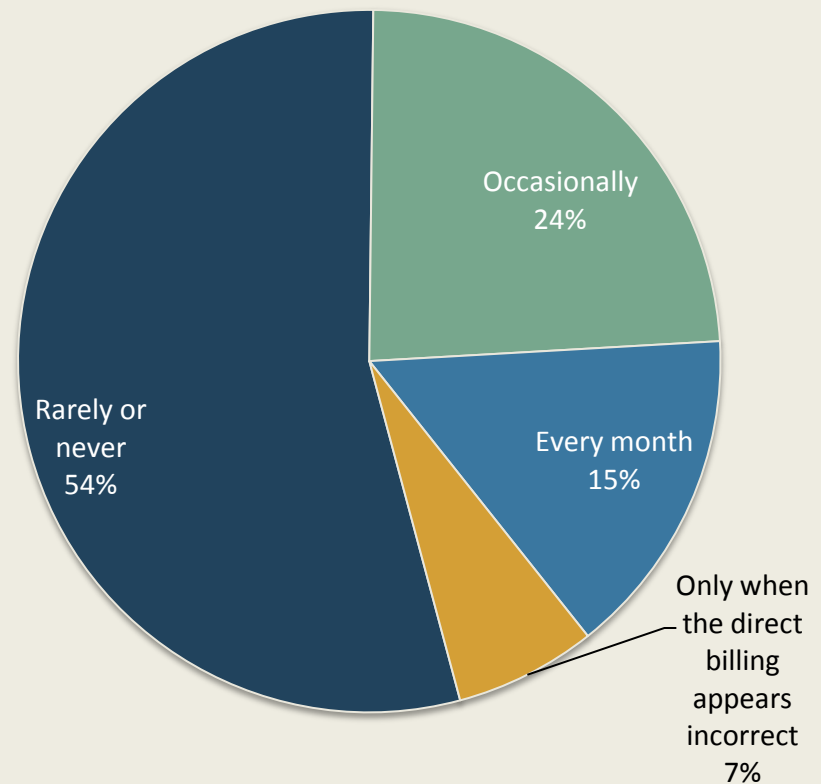
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How often do you check billing statements?



Interviews with Supervisors

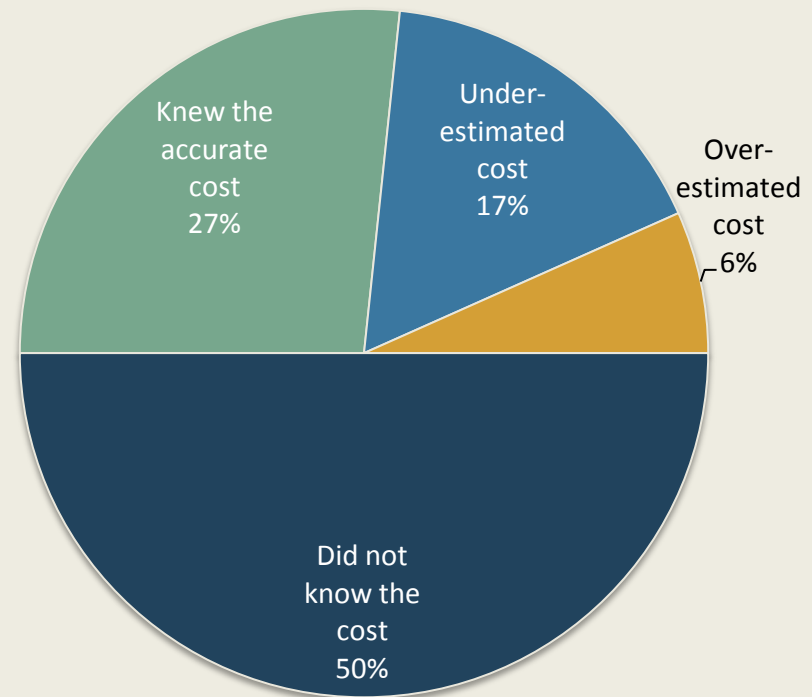
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Supervisor Awareness of Monthly Cell Phone Costs



Case Studies- Cut Across Silos

Analyze a particular device to see how information is related.

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Interviews
with
Telecom
Liaisons

Interviews
with
Supervisors

Effect

Cause

Cell Phone A



Data Analysis:
Phone hasn't been used in months, but costs the County \$500/year.

End-User: I don't need a cell phone to do my job.

Supervisor: This employee needs a cell phone for his/her job. The cell phone costs about \$700 per year.

Telecom Liaison: I just look at bills for unusual amounts.

Cell Phone B



Data Analysis:
Phone has moderate levels of usage and costs \$1,200/year. Some usage appears personal in nature.

End-User: I am out of the office most of the time and use my phone to stay in contact with clients.

Supervisor: This employee needs a phone to contact clients. The cell phone bill is a little over \$1,000 a year.

Telecom Liaison: It's not my job to review bills.

Cell Phone C



Data Analysis:
Phone has high usage and costs about \$3,000/year (\$1,700 from overage charges). Roughly half of the use appears personal in nature.

End-User: I am often away from my desk and need to keep in touch with clients.

Supervisor: This employee needs a phone in case of emergencies. I don't know how much the cell phone bill is.

Telecom Liaison: I check the total bill amount and only look at the details if something is alarming.

Defining Potential Abuse

- Oregon Government Ethics Commission
- County Policy
- Yellow Book's “prudent person”
- Rules vs. ethics



Responding to Potential Abuse

- Notify management
 - Chair's email
- HR investigation
 - County has strong unions
 - Expected some kind of disciplinary action
 - Provided HR with data from cellular providers

HR Investigation Results

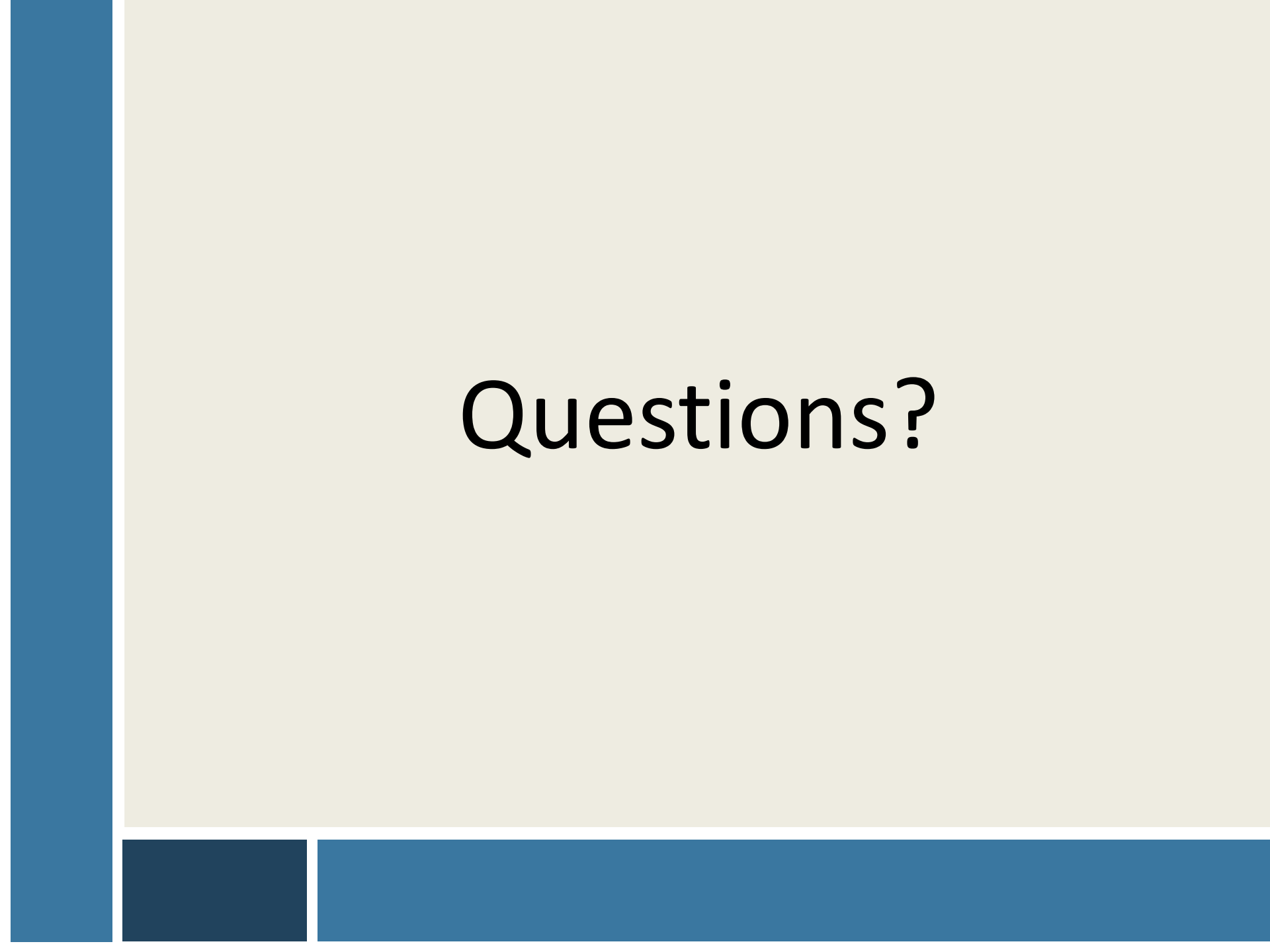
Category	Actions Taken	Percent
Belonged to employees who had since left the County, had been assigned to contractors/volunteers, or simply could not be accounted for	Phone de-activated, no discipline issued	11%
Determined to be used within policy	No discipline issued	38%
Determined to be used moderately outside of policy	Oral reprimands	26%
Determined to be used substantially outside of policy	Written reprimands	16%
Determined to be used egregiously outside of policy	Written reprimands in lieu of suspension	9%

Key Points

- ACL is a powerful analytic tool; scripts will be helpful for the follow-up audit
- When there are multiple causes and effects, case studies help tie them together in meaningful ways
- Deep investigation into the causes led to richer, more pragmatic recommendations
- A “prudent person’s” view of the situation may be different than current policy

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Questions?