

Detroit Public Schools

Office of the Auditor General



HUMAN RESOURCES

DELAYS IN PROCESSING PAYROLL WRITE-INS

Fiscal Year 2009-10

JOB CODE: 2010-022

REPORT DATE: MARCH 4, 2011

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OBJECTIVE, SCOPE AND METHODOLOGY

The Office of the Auditor General (OAG) reviewed procedures in the Division of Human Resources (HR), the Office of Budget (Budget) and the Office of Payroll (Payroll) to determine the causes for delays in updating personnel records in PeopleSoft for employees who are “written in” on the payroll rosters at their re-assigned work location. The issue was first identified by the OAG last year during an audit of Master Schedules for 15 selected DPS High Schools.

The scope of the audit was limited to the payroll rosters for the pay period ending February 12, 2010 from the 15 selected high schools that included 55 employees who were written in or crossed out on the rosters during the 2009-2010 School Year.

Our methodology included reviewing the various scenarios that led to 55 employees whom were written in or crossed-out on the payroll rosters at 15 selected high schools. We met with HR and Payroll Officials to gain an understanding of the process and to discuss potential causes for the delay in processing the changes in PeopleSoft. We also had HR provide us with the current disposition of these employees to determine (1) how long it took to process the update to personnel records, and (2) if the reassignments were directed and authorized by HR.

We also used information obtained from school administrators during our audit of Master Schedules at 15 selected high schools last year. In addition, we held discussions with officials the Office of Specialized Services and Budget to obtain their views on causes of the delays in processing personnel changes. Our field work was completed on February 4, 2011.

RESULTS IN BRIEF

For the 2009-2010 School year, we found 55 instances at 15 District High Schools where teachers and other staff were on the payroll roster at one school but working at another school. In 30 of the 55 instances (55 percent), this condition was never corrected during the school year while it took Human Resources (HR) nearly the entire 2009-2010 School Year to update the personnel information in PeopleSoft for another 18 employees. In the remaining 7 instances, HR officials could find no record of authorizing personnel action nor were they aware of the actions when we brought it to their attention. This could indicate that some teachers and other District personnel are sent to school locations by school officials without the knowledge or approval of HR. This condition raises serious concerns about how instructional and non-instructional employees are being assigned.

Reassigning personnel occurs throughout the year for various reasons including retirements and resignations, but is most pronounced during the leveling (i.e. adjusting the number of teachers assigned based on class size) process and at the start of the school year. In most cases, the reassigned teacher or employee is temporarily written in on the school's payroll roster of the new location. However, the District's inability to track and update these personnel actions in PeopleSoft (the official record for the District) does not allow for an accurate accounting of District employees. This condition could pose a serious risk in the event a disaster occurs such as a bomb threat that requires all staff to be fully accounted for by location.

Moreover, the practice of writing in personnel on payroll rosters results in added processing time for Payroll for the payroll division. According to the Acting Payroll Director, it takes 9 payroll clerks an entire day to complete the added procedures to research employees whose names are printed on the payroll roster at their former work location and written in on the payroll roster at their new work location.

In addition, when employees are written in on the payroll roster of one school and reported on the payroll roster of another school, the District's automated system for notifying school administrators of planned absences cannot be used. This can hamper the school's ability to find a substitute in a timely manner to cover teachers who have unscheduled absences.

The delay in processing personnel actions occurred for several reasons according to HR and a representative from the Office of Budget. These reasons include a reduction in resources resulting in a backlog of processing requests for personnel actions (4034 forms), a lack of clearly communicated procedures pertaining to this process, no formal policy and a lack of training.

For the 2007-2008 School Year, the District had a procedure in place to limit the amount of time an employee could work at a location without updating the new work location in PeopleSoft. This procedure allowed an employee to work at a new location for three consecutive pay periods (6 weeks) before HR had to update the employee's work location in PeopleSoft. This procedure had been discontinued at the time of our audit.

Under the current procedures, the Office of Specialized Services (OSSS) processes personnel actions involving special education placements, while HR processes all actions related to general education placements. For the period in question, the number of employees assigned to process special education placements was reduced which resulted in a backlog of an estimated 200 actions.

Another cause for the delay in processing personnel actions is that the procedures to add or remove someone from a payroll roster are not clearly defined, not documented nor well communicated. In discussions with HR officials we were advised that some requests for personnel changes were not submitted on the proper form or authorized by the principal. As a result, HR did not take any action on these requests.

In addition, Human Resource Officials acknowledged that many secretaries and principals are not familiar with the employee reassignment process as there has been no training for several years nor has there been any concerted effort by HR to establish policies and procedures pertaining to staff reassignments and timeframes for processing personnel action requests. The policies and procedures should include an explanation of how school based staff can initiate requests for personnel actions.

The Payroll Division manually prepares an electronic report called the "non-listed" report that captures employee write-ins at all DPS locations and submits the report to HR upon request for review and action. HR officials told us that the report is typically requested twice a year—at the beginning and end of the school year, but may be requested at any payroll. However, when we requested a copy of these reports for the period in question (School Year 2009-2010) to measure the extent of the condition, we were provided a copy of a 49-page report for the 2010-2011 School Year which listed over 1500 employees. Both Payroll and HR were unable to provide the requested copies of this report for 2009.

Human Resources officials generally agreed with our report findings and proposed several corrective actions that include procedures for processing both special education and general education placements. In addition, training will be provided to school administrators and

directors to ensure they are knowledgeable on procedures to add and/or remove employees from their payroll rosters.

The actions proposed by HR, will go a long way in addressing the length of time that an employee is written in on the payroll roster of a school or location to which they are assigned. We believe the actions should be formalized in written procedures and include definitive timeframes for implementation.

Finally, while HR is the owner of this business process, the success of any corrective actions will depend to a large degree on DPS administrators and staff who have to comply with the process.

BACKGROUND

Each school year, some instructional and non-instructional employees are directed to new work locations for temporary and permanent assignments. When an employee is directed to a new work location, administrators at that location will write the employee's name on the payroll roster which is used to track the employee's hours and days worked at a given location. This alerts Payroll that an employee is working at a new location and this information has not been updated in PeopleSoft, the District's official record. Until that occurs, the employee's name will be generated on the payroll roster at the old location and written in on the payroll roster of the new location. Approximately two weeks prior to processing payroll, the Payroll Office sends out copies of payroll rosters to all schools and pay locations within the District. Each location performs the following tasks:

- X-out computer-generated employee names that no longer work at this location,
- Write-in employee names who are working at this location, but whose name is not generated by the computer.
- Send approved payroll roster to the Payroll Office.

The Payroll Office reviews the payroll rosters and performs the following activities to ensure active employees are paid:

- Review employee's PeopleSoft record to ensure write-in employees are active and verifies the employee's current work location assigned in PeopleSoft.
- Review employee's PeopleSoft record to determine if the employee is xx'd-out at the work location where the employee is assigned in PeopleSoft.

- Review employee PeopleSoft record to ensure employees who are xx'd out are active (i.e., not on leave).
- Review Payroll Rosters to determine the location where an employee is written-in and the location where the employee is xx'd out.

The Office of Payroll must perform the activities listed above to ensure all active employees who are paid are only paid once and that employees who should not be paid (i.e., retirees, deceased employees, terminated employees) are not paid.

In addition, Payroll manually creates a non-listed report of write-in employees to assist HR and DPS locations in verifying employees' work locations. The report is prepared in the fall and in the spring, but can be prepared anytime during the year upon request. The reports are sent to HR to reconcile its personnel records with PeopleSoft.

The write-in process is designed to be a temporary interim control due to the many personnel changes that occur throughout the school year it provides a temporary tool for assessing and accounting for personnel assignments at DPS locations. The most common reasons for write-ins are employees entered into PeopleSoft after payroll has been run, employees transferring to different locations during the pay period, and additional assignments

The District will always have some write-ins (i.e., non listed employees) because some positions like substitute teachers, support staff and food service workers are frequently sent to different schools to meet staffing demands. However, the length of payroll that an employee is non-listed is the focus of this audit.

AUDIT FINDINGS

SEVERAL CONDITIONS LED TO EMPLOYEES HAVING DIFFERENT PAY AND WORK LOCATIONS

Several conditions contributed to the high number of employees with different pay and work locations. Some changes including school closings were directed by management while others such as reconstitution of schools that led to many reassignments were required by law. collectively, these changes compounded the leveling process which in itself results in staff being reassigned to different locations.

We found that most re-assignments including those attributable to the normal leveling process were authorized by Human Resources (HR), but a few were made without HR's authorization or knowledge. Moreover, the process for assigning, transferring or adding and removing staff from a school's payroll for special education and general education employees are similar, but not the same.

School Closings, Reconstitution and Leveling Result in High Level of Personnel Changes

During the fall semester of the 2009-2010 school closings, school reconstitutions, and the leveling process, contributed to a high level of personnel changes in Detroit Public Schools. The District, under the direction of the Emergency Financial Manager (EFM), closed 29 schools prior to the commencement of the 2009-2010 School Year. At the same time, many District schools were reconstituted. Both actions led to a number of personnel changes as unionized teachers and staff are permitted to "bump" other teachers and staff at different locations with less seniority.

In addition, these actions compounded the normal leveling process that occurs each year which involves a number of personnel changes as well. According to Human Resource officials we met with, many of the changes were directed by management after HR had taken actions, but no additional documentation was provided. This created added challenges for Human Resources, which officials claim was already understaffed.

Many Employees Have Different Work and Pay location

Our audit identified 55 employees whose work location differed from their pay location based on a review of 15 selected Detroit high schools. In most cases, the employees were reassigned to new locations by Human Resources for general education staff or the Office of Specialized Services for special education staff. However, at the time of our audit of Master Schedules of the 15 selected high schools, we noted a number of employees who were on the payroll roster but not on the Master Schedule. Further review determined that some employee names were on the payroll roster but being "xx'd out" indicating that they were not working at this location. For some of these employees who were working at 1 of the other 15 high schools we verified if they were "written in" on the payroll roster for their new location and we found that most were.

The Payroll Office prepares a non-listed report which documents employees who are written in on the schools' payroll rosters or DPS locations where they were sent to work. According to HR officials, they use this report to update their records.

The electronic report is submitted to HR at the beginning of the school year in September and prior to summer school in June, but may be presented upon request.

We requested a copy of the Non-listed reports for School Year 2009-2010 to assess the extent of this condition at all District schools, but both Payroll and HR were unable to provide this report. According to the Acting Payroll Director, the person in the Payroll Office who prepared the report last year retired in 2009. We did, however, receive a copy of the report for School Year 2010-2011 dated September, 2010, which listed over 1500 non-listed employees.

We recognize that during certain times of the year when the leveling process is on-going, some employees will be transferred to another school location and some employees like substitute teachers will temporarily be reported in PeopleSoft as working at one location while they are actually working at a different location. This is unavoidable. The concern; however, arises with the amount of time an employee is non-listed because the system is not properly updated to reflect the new work location. Although there is a mechanism in place (review of the non listed report) that theoretically would allow for periodic updates of HR records, it does not appear to be used in this manner.

Some Personnel Actions Not Authorized By Human Resources

Our review of the 55 instances where employees were written-in on payroll rosters found there were 7 instances where PeopleSoft was not updated to reflect the location changes. The OAG had discussions with HR personnel pertaining to these 7 instances and HR was unable to provide support or resolve these instances. Human Resources could find no records authorizing reassignments for these 7 employees in our sample. Moreover, our discussion with HR officials determined that they were not aware of the reassignments.

When personnel changes are not authorized by HR and HR is unaware of such changes, it may indicate that an agreement between school administrators has occurred directing selected teachers or other school based staff to another school other than their authorized work location. This is a long-standing practice according to some District officials that limits management's ability to make resource-driven decisions about staffing in the schools. .This

practice also reduces the District's accountability over its employees, which could pose a risk in the event a safety concern occurs at the schools.

Different Procedures Exist for General versus Special Education

We found the procedures for directing and requesting personnel location changes is different for general education staff versus special education staff. Although both rely on the 4034 form to document the personnel action the procedures differ.

The process of requesting personnel changes for general education teachers begins with HR initiating the action on a form 4034. Working closely with the Budget Department to ensure an active position control number is available; HR issues an assignment or transfer letter to the employee to take to the new location.

When a personnel action is requested by the school for a general education employee, the school administrator makes the request and the HR staff complete the form 4034 which is required for processing the request by updating the correct pay and work location in PeopleSoft.

For special education employees, the Office of Specialized Student Services (OSSS) initiates the form 4034 prior to sending it to HR for input and when schools request that a special education employee be added or removed they submit their request first to the OSSS. The OSSS then works with the Budget department to obtain a funded PCN for the location in question.

Going forward, HR has proposed that it will be responsible for sending out letters to employees and DPS locations concerning requests to hire, transfer or re-classify special education personnel. These letters regarding the movement of special education staff will no longer be sent out by the Office of Specialized Services. This should help standardize the process for processing personnel actions regardless of the type of assignment.

FAILURE TO TIMELY PROCESS PERSONNEL CHANGES ADVERSELY IMPACTS DISTRICT OPERATIONS

The failure to process personnel changes in a timely manner has an adverse impact on District operations. Of the 55 instances where teachers or other personnel were written in on payroll rosters there were 37 instances (30 that were not updated and 7 for which HR had no information in their files) where PeopleSoft was not updated during the 2009-2010 School Year

to reflect the changes. In addition, there were 18 instances where PeopleSoft was updated to reflect teachers and other staff employees' correct work locations; however, on average it took nearly 5 months after school started before these personnel actions were updated in PeopleSoft. In some cases, employees had resigned or never showed up for the school year, while others had been transferred at the beginning or mid-way through the school year.

The inability to process personnel changes in a timely manner diminishes accountability over DPS employees, limits the ability to track absences for payroll write-ins and cost the District added dollars to process every two weeks.

Diminished Accountability of Employees

Without updated and accurate information on employee location, the District's accountability over its employees is diminished. In the event an emergency occurs at a school, the District could not rely on its formal record which is information in PeopleSoft to account for its employees because the District's formal record does not contain up to date and accurate work locations for all of its employees.

District Cannot Track Planned Absences of Write-In Employees

District operations are also impacted by the failure to update work locations in the PeopleSoft system when teachers have to be absent from class. The District's attendance procedure for employees requires that they report their absence in the "Sub-Finder" system which is an interactive voice-response system that allows employees to report their planned absence for the day. This is particularly important in the schools because the sub-finder system informs administrators about planned absences and allows them to schedule substitutes to cover teachers who are absent. However, the sub-finder data relies on data in PeopleSoft. Therefore, if an employee is reported as being at one location in PeopleSoft, but working at another school as a write-in, the sub-finder will report the information to the work location shown in PeopleSoft. As a result, the principal where the employee is actually working is not aware of the scheduled absence in advance.

District Incurs Higher Cost to Process Payroll for Write-Ins

In addition to the reduced accountability over employees and the lack of notification on unscheduled absences, the District pays a higher cost to process payroll write-ins due to the additional work required by Payroll. All payroll roster write-ins must be investigated by Payroll

using PeopleSoft to determine if the person is an active Detroit Public School (DPS) employee and to identify their assigned location. The Office of Payroll must research and process all payroll roster write-ins prior to processing payroll. The OAG was advised that it takes one day (8 hours) for nine payroll auditors to verify and manually enter employee write-ins into PeopleSoft. This process of the verifying and entering employee write-in information into PeopleSoft creates added work and expense for processing payroll.

MULTIPLE CAUSES FOR UNTIMELY PROCESSING OF PERSONNEL ACTIONS

We found multiple causes contribute to the failure to process personnel actions in a timely manner. Although the District has procedures for processing personnel actions the current procedures do not appear to be widely known even by those responsible for implementing the actions. Specifically, procedures are not clear, which is due in large part to the lack of training. According to Human Resource officials, there has been no training on the procedures for years. We also found a lack of formalized, well communicated District policy on personnel changes. In addition, for personnel changes involving special education staff, the number of employees who process the transactions was reduced.

In lieu of a well communicated formalized policy, the District instituted a corrective internal control designed to limit the amount of time an employee could be a write-in. Employees whose work and pay locations differed could only be in this position for 3 pay periods before their checks were stopped. However, the control penalized the employee whom had no control over the length of time they were non-listed. This control has been discontinued and was not implemented for the period covered by the audit.

Human Resource Officials acknowledged that additional steps are needed to address the timeliness of updating personnel re-assignments in PeopleSoft and have proposed several corrective actions to address the issue. We believe these actions, if implemented, will go a long way in mitigating the risks that are posed by untimely updates to PeopleSoft, but also would like to see timeframes for implementation.

Procedures for Requesting Personnel Actions Unclear

The District has a process for adding or removing employees from a school's payroll roster, but that process is not widely-known or not clearly understood. Policy guidance covering these transactions has not been effectively communicated to appropriate personnel. Discussions

with HR disclosed schools do not always submit the correct forms or follow the proper procedures when requesting personnel location changes.

Our discussion with school officials found significant levels of uncertainty about the process of adding and/or removing employees from the school's payroll. For example, during our audit of Master Schedules at selected high schools last spring, we obtained a memorandum dated February 22, 2010 from an administrator requesting that 9 employees whom had been at the school since the beginning of the school year (September, 2009) be placed on the school's payroll. In addition, the letter mentioned another 10 support and instructional staff needed to be removed from the school's payroll roster. Five of the 10 employees to be removed never worked at the school according to the memorandum.

We spoke to HR officials about this very memorandum and were told that the information was likely never acted upon because it was not properly documented on form 4034, nor was it signed by the principal as required.

Formalized Policy and Training Needed to Ensure More Timely Actions

The District needs to formalize its policy and procedures for updating personnel changes and require that human resource employees assigned to executing personnel changes are knowledgeable of the policy and trained on these procedures. The lack of a formally-communicated District policy that spells out specific procedures of how to remove and add personnel to payroll rosters has, over time, resulted in informal practices whereby school administrators may approach the process differently. This, coupled with a lack of training for employees assigned to these duties has resulted in the untimely processing of personnel actions.

Human Resource officials acknowledged that school personnel had not been trained on the procedures and that the procedures need to be communicated to department and school personnel. Our review of documentation submitted by schools requesting personnel changes confirms HR assertion that school personnel lack training however; this does not answer the larger issue of who is ultimately responsible for controlling school personnel changes and updating PeopleSoft.

Reduction in Staff Contributes to Backlog for Special Education Personnel Changes

The number of employees dedicated to process personnel changes for special education employees was reduced from 4 to 2, according to a staff member assigned to this duty. When we spoke with this employee he estimated that there was a backlog of approximately 150 to 200 requests for personnel action forms (form 4034). The reduction in special education administrative staff in Budget has contributed to the delay in processing personnel changes.

When an employee is written-in on the payroll roster and is assigned to another location in PeopleSoft the employee's pay is not being charged to the budget where they are working. The employee's payroll expense is either being charged to the budget where they are assigned in PeopleSoft or to the general fund account if they have been assigned to the "fall-out account." Employees who are assigned to the fall out account do not have an active PCN. To move an employee from one location to another in PeopleSoft, the new location must have a funded PCN for that employee before they can be removed from the fall out account.

District Procedure to Address Write-ins Discontinued

The District had an internal control procedure in place to address employees whose names are written-in on the payroll roster of one location but working at another. Beginning with the 2007-2008 School Year, Payroll issued a memorandum to principals, unit heads and pay location secretaries addressing the payroll roster write-in practices. The memo states payroll will pay employees who are written-in on payroll rosters at one location but assigned to another location in PeopleSoft for three consecutive pay periods.

The procedure was designed to ensure that HR was contacted about the situation. If PeopleSoft was not corrected after three consecutive pay periods compensation for the employee would be withheld. The problem with this control was that it violated wage laws and placed the responsibility on the employee who has little to no control over how long they are on a payroll roster as a write-in. According to the Acting Director of Payroll, the practice was discontinued during the 2009-2010 School Year.

CORRECTIVE ACTIONS PROPOSED BY HUMAN RESOURCES

We met with HR officials to discuss our preliminary findings and they were aware of the issue and receptive to addressing the concern. They proposed the following corrective actions:

Procedures for Special Education Placements

- Request for staff will be generated through an electronic (form) 4034 that is currently being used.
- Budget administrator will create a position (control number) for personnel at that location and provide position allocation summary to HR for review and placement.
- HR special education administrator will approve the request to hire, transfer or re-class personnel.
- No letters regarding movement of staff or assignments are to be sent out by the Office of Specialized Services.
- Orientation will be set up by HR special education administrator to properly train and review the procedures for Directors, supervisors and teacher coaches on the process.

Procedures for Special and General Education Placements

- Directors will sign off and approve the movement or hire of personnel.
- HR will send letters to employees and their assigned locations.
- Budget will send electronic report to HR/IT for entry into PeopleSoft.
- A periodic review (of non-listed employees) by Directors and supervisors of staffing at all DPS locations to occur in September, November, January, March and June will be required and submitted to HR to ensure that personnel are at the correct locations.

In addition, HR officials stated that any movement outside the guidelines set forth above will be subject to review before implementation.

The OAG agrees with most of the proposed actions, but recognizes the timing of the proposed actions to be of the utmost importance. We believe that the periodic review of the non-listed report should be performed by HR staff. Moreover, while the proposed procedures can help to mitigate the risk identified in this report, it is equally important that a District policy concerning “write in” employees be established to formalize the District’s intent along with documented procedures and training for District staff to ensure compliance policy.

CONCLUSION

Given the dynamic environment in which our schools operate combined with the challenges DPS faces in declining enrollments, the need to move teachers for both temporary and long term assignments will likely continue. We believe it to be critically important to ensure these personnel changes are processed in a timely fashion. The District has rightfully made it a priority to ensure employees who are directed to other work locations are paid on payroll. However, the failure to process personnel changes in a timely manner exposes the District to risks that diminish its accountability over staff and limits the ability to report absences while costing the District in man hours and dollars.

The Human Resources Operations Division is responsible for processing personnel changes regardless of whether the change was directed by management or requested by an administrator. As such, we believe the department is largely responsible for the timeliness or lack thereof in processing personnel changes. However, to do so, HR needs the timely cooperation from the Budget department to ensure employees have an active position control number (PCN) for the new position. For special education personnel, this was a contributing factor to the delay in processing personnel changes. However, it is also an issue in those situations when HR is directed by management to send an employee to new job location.

When employees are directed to new work locations and an active PCN is generated at the new location, processing the paperwork to update the employee’s new work location should be achieved in a timely manner. When HR is not aware of personnel reassignments and changes there is a break-down of internal controls that contributes to the delay in updating PeopleSoft to reflect the new work locations for employees who are written-in on payroll rosters at DPS schools and locations.

To ensure that HR is aware of all employees in temporary pay locations due to being reassigned to a new work location, Payroll prepares a “non-listed” report that lists the locations

of employees who have been reassigned. This report should serve as a tool for HR to periodically review to verify and reconcile its personnel records to ensure that employees new work locations are updated in PeopleSoft.

Finally, the write-in process allows the District to ensure that employees who are reassigned to temporary work locations will be compensated without delay. However, allowing these employees to remain in the write-in status for months or for an entire school year reduces the level of accountability and adversely impact District operations.

RECOMMENDATIONS

To ensure the timely processing of personnel write-ins;

We recommend that the Chief Financial Officer direct the Payroll Director to:

Prepare a report of all DPS employees who appear as write-ins on payroll rosters to be submitted to HR for review and reconciliation on a bi-monthly basis, and

Maintain electronic copies of this report for review and evaluation purposes.

We recommend that The Director of Human Resources:

Assign to HR representatives the responsibility of reviewing and reconciling the non listed report to its personnel records on a bi-monthly basis and updating employee information in PeopleSoft.

Establish departmental timeframes for processing payroll write-ins once the bi-monthly non-listed report is received.

Establish a formal policy that is distributed to all department administrators on payroll write-ins with associated procedures for adding and removing employees from payroll rosters.

Work with Strategic Management to develop a training procedure for all department heads on procedures for adding and removing an employee from their payroll roster, and

Implement the proposed corrective actions as documented in this report with timeframes for implementation.

MATTER FOR CONSIDERATION

We believe the HR Director may wish to consider:

Requiring that unit heads and school-based administrators initiate the request for personnel action form (form 4034) versus requiring them to contact HR for HR staff to initiate the completion of this form.

Requiring unit heads and school-based administrators to initiate the process by completing the 4034 form documents the date of the request and provides an audit trail that will provide key data for assessing the impact of the recommended actions.

MANAGEMENT RESPONSE

The Office of Payroll

The Office of Payroll has reviewed recommendations from the Office of the Auditor General regarding the following report:

- Human Resources - Delays in Processing Time Write-Ins Fiscal Year 2009-10, Job Code: 2010-022, dated March 4, 2011

Payroll will comply with the recommendation to prepare a report of DPS employees (referred to as Non-Listed Report) who appear as write-ins on the time rosters. The report will be submitted to Human Resources for review on a bi-monthly basis.

Also, Payroll will comply with the recommendation to establish a policy to maintain electronic copies of non-listed reports for review and evaluation purposes.

Human Resources Division

The Division of Human Resources, Operations has reviewed recommendations from the Office of the Auditor General regarding the following report:

- Human Resources - Delays in Processing Time Write-Ins Fiscal Year 2009-10, Job Code: 2010-022, dated March 4, 2011

Human Resources Operations has reviewed the recommendations from the Office of the Auditor General to ensure the timely processing of personnel write-ins. Human Resources Operations will comply with the recommendations for reviewing and reconciling the non-listed report, establishing departmental timeframes for processing payroll write-ins received bi-monthly from the Office of Payroll, and working with Strategic Management to develop a training procedure for all department heads on procedures for adding and removing employees from payroll rosters.

Relative to the *Matter For Consideration* requiring that unit heads and school-based administrators initiate the request for personnel action (form 4034) by completing the document form, HR Operations recommends initiating the 4034 upon administrators' request. In order to effectively manage the movement of staff, HR Operations will compose and provide a written procedure to administrators.

Our audit was performed in accordance with U.S. General Accounting Office Government Auditing Standards and Standards of the Institute of Internal Auditors.

This report is intended solely for management and should not be used for any other purpose. This restriction is not intended to limit the distribution of the report which is a matter of public record.

A handwritten signature in blue ink, appearing to read 'Odell W. Bailey', is centered on the page.

Odell W. Bailey, CIA

Auditor General