

Atlanta Public Schools
Office of Internal Compliance
130 Trinity Avenue SW | Atlanta, GA 30303



Payroll Audit Report (#FY20-16)

REPORT DATE: MAY 13, 2021

DISTRIBUTION:

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EXECUTIVE SUMMARY

The audit of the Payroll process was approved as a part of the Office of Internal Compliance's FY 2019-2020 Internal Audit Plan.




Audit Scope:

All payroll runs for FY 2018-2019 and the first six months of FY 2019-2020

Audit Objectives:

1. Gain an understanding of the payroll function, payroll processing for all employees, and associated risks
2. Determine whether regular and off-cycle payrolls are authorized, correct, and supported by required documentation
3. Determine whether payroll reconciliations were performed timely and reviewed by management
4. Determine whether payroll taxes and associated forms and filings are completed accurately, performed timely, and reviewed by management
5. Identify business process and information technology internal controls and assess the adequacy of key controls and the safeguarding of payroll information
6. Evaluate compliance with any applicable Federal, State, and Local laws
7. Evaluate compliance with APS policies and procedures
8. Determine if opportunities for process improvement exist

Risk Level Legend

	High Risk: Findings are significantly impactful to maintaining a good internal controls framework and corporate governance, mitigation of material financial statement and regulatory compliance risk, reputational damage, and fraud risk.
	Moderate Risk: Findings are moderately impactful to maintaining a good internal controls framework and corporate governance, mitigation of financial statement deficiencies, reputational damage, regulatory compliance, and fraud risk.
	Low Risk: Findings are weaknesses that do not seriously detract from the internal control framework and corporate governance but still have an impact.

The table below summarizes the observations and associated potential risk level. Leadership agreed to implement corrective action plans to address our findings.

The observations are summarized below:

#	Payroll Audit Findings Summary	Risk Level
1	Timekeepers are not always coding exceptions, loading employee schedules, and updating time for missed punches.	High
2	Budget Center Managers and Timekeepers do not always approve time-cards timely.	Moderate
3	AESOP & Kronos time record uploads are not reconciled.	High



4	One-time payments are not always accurate and lack adequate support.	Moderate
5	Support for regular pay rates, as well as overtime pay is not always documented.	High
6	Resolution of payroll exception reporting is not always accurate.	Moderate
7	Information Technology: Periodic access reviews of Kronos and Lawson are not being performed; Segregation of Duties could not be tested due to lack of reporting; Lawson access is not being managed in accordance with district policy; and the Kronos timeclock does not restrict employees from punching time for another employee who is not set up with biometrics.	High
8	Preparer/Reviewer evidence was missing on the Federal (Form 941) and State (Form G-7) tax returns.	High
9	The document retention policy is not consistently followed.	Moderate

Audit Conclusion:

We observed that controls related to proper system interfaces (i.e., PeopleRecord, KRONOS, Lawson, Employee Self-Service, AESOP), monitoring of extra hours worked, validation of the accuracy of duplicate time records, and accurate processing of salary changes were operating effectively. Opportunities exist to strengthen the system of internal controls and increase oversight by obtaining adequate support for pay rates, proper coding of attendance exceptions, accurate calculation of manual and adjusted payments, managing system access, and provisioning access to minimize the occurrence of conflicting duties.



BACKGROUND

Atlanta Public Schools uses the Lawson Financial software to manage the payroll functions and the Kronos system to manage the time and attendance function. Before an employee can be paid, the employee must be entered in the Lawson system by the Human Resources Department. Once an employee is entered, an employee number will be generated by the system and passed to Kronos via an interface. The employee must also be enrolled in the Kronos system via a biometric finger scan. If the employee is not enrolled in both Lawson and Kronos, the employee is unable to clock in nor is the timekeeper able to enter time and attendance in the system. This will impact the employee being paid timely. It is the responsibility of the Payroll Department to:

- provide professional, high quality, timely and reliable customer service to the employees of the school district and vendors relating to liabilities
- promote the use of electronic methods for transactions and payments to employees
- maintain compliance with changing government policies and laws pertaining to employment and taxation

The payroll department processes payments on average for 6,500 employees each pay period with the average total payout being approximately \$16 million dollars (gross). The payroll department also generates approximately 8,000 W-2's for employees annually.

DETAILED SUMMARY OF OBSERVATIONS

Time Record Reconciliation & Approval

Issue #1: A consistent theme of timekeeper coding errors was observed. Since Lawson is an exception-based system, regular payment will occur unless exceptions (i.e., unexcused absences, transfers, etc.) are coded. The nature of the coding issues was as follows:

- Unexcused absences, ranging from one day to one week across many samples, were not coded in Kronos to dock the employees pay.
- Time was not updated/entered when an employee did not punch (in/out) at all.
- There were instances where the employee schedule had not been loaded into Kronos.
- Overtime and regular pay were incorrectly calculated due to multiple transfer accounting codes (some incomplete) being entered into Kronos which led to incorrect allocation of hours worked for an employee working more than one position in the pay period.

Issue #2: Budget Center Managers and Timekeepers are not always approving time-cards timely. As a result, the payroll department approves the timecards to continue the payroll run on time. Timecard sign-off and/or approval should indicate that time records for each employee have been reviewed and are accurate.

Issue #3: The following was noted during our review of AESOP and Kronos system time record uploads:



- An error in one of the AESOP PR 530 Error reports was not resolved and resulted in one employee not being paid for time worked.
- The time record file uploads were not being reconciled to the output to assess whether the upload of time records was accurate and complete. We performed independent reconciliations of the files and noted that, in one instance, the AESOP upload record count did not match the completed records count and the reason for the difference could not be explained.

(Note: AESOP and Kronos time record upload was being transitioned from IT to Payroll from November 2019 through January 2020. The previously mentioned errors occurred during this timeframe.)

Risk(s):

- Incorrect coding (or lack of coding) of payroll exceptions leads to inaccurate pay calculations. As a result, employees are over/under paid and payroll expense is over/understated.
- Unreconciled time leads to payroll errors such as employee time not recorded which means the employee would not be paid. As a result, payroll expense is understated.
- Lack of oversight and review of employee timecards increases the risk of time records with errors not being caught and corrected. As a result, employee paycheck errors occur, as well as errors in the amount of payroll expense recorded to the financial statements.

Recommendations:

- A. The payroll department should perform a reconciliation of time record uploads to the completed records report to determine if the upload was successful or if additional action is necessary to correct and process all time records.
- B. Payroll management should consider creating a short quick-reference Kronos tutorial document that is tailored specifically to how APS operates and requires time to be managed and coded in the Kronos system. This document should be distributed to Timekeepers (or posted on a SharePoint site accessible to Timekeepers) along with some training reminders regarding time coding expectations.
- C. Performance metrics related to oversight of employee timecards should be implemented to hold Budget Center Managers and Timekeepers accountable for performing their job duties and responsibilities.

Corrective Action Plan:

- A. Each pay period cycle the Kronos and Aesop time record interface files (PR530) record count will be reconciled with the Kronos and Aesop record count that was uploaded in the Lawson S3 system to ensure that all records are populated in the Lawson S3 system. The files are currently housed in Microsoft Teams under "PR530-FilesAndReports" by the check date, i.e., "0430-2021 CheckDate". The file will consist of the file from the Kronos and Aesop system, the CVS file of time records and errors and the reconciliation.

The Executive Director of IT Infrastructure is in the process of providing a Payroll department "share drive" to house this data. Once this is established, the information will be housed in that share drive.



- B. Currently there are various training documents and videos in Ellis for all roles, timekeepers, managers, and employees as well as virtual timekeepers/managers updates. Additional videos will be added with periodic reminder communications to the appropriate audience as well as incorporating more virtual training sessions and lunch and learns targeting specific topics. A targeted suite of Finance related training will occur over the summer.
- C. The Payroll Analyst is currently submitting quarterly data to the Finance Liaison on the Accounting Services team. Metrics will be determined, implemented, and communicated by the CFO to ensure accountability via the FAST team reporting. Below are the measurements.
 - o Timecard reconciliation/Kronos sign off and approvals
 - o Change of attendance
 - o Timekeeper/Worksite corrections and errors
 - o Missed payments

Implementation Date:

- A. Effective 7/1/21
- B. Effective 7/1/21
- C. Effective 7/1/21

Responsible Party for Implementation:

- A. Personnel – Payroll Coordinator & Compliance, Payroll Program Director and Executive Director of Payroll/Benefits/Risk Management/Executive Director of IT Infrastructure
- B. Personnel – Payroll Project Facilitator, Payroll Program Director and Executive Director of Payroll/Benefits/Risk Management
- C. Personnel – Finance Liaison, Director of Accounting Services, Payroll Program Director and Executive Director of Payroll/Benefits/Risk Management

Approval & Support of Pay Rates

Issue #4: One-Time Payments

Exceptions were due to lack of support for hours worked and incorrect calculation of the total hours worked.

- As a result of the lack of support (i.e., missing hours) for time worked, we could not recalculate and determine the accuracy of some payments made.
- The incorrect calculation of hours worked were due to lack of oversight of ensuring mathematical summation of hours equaled the total hours worked. The lack of hours summation resulted in overpayments ranging from \$50 to \$750 per employee.
- There is a lack of ownership related to checking supporting documentation for accuracy and completeness, as well as checking payment computations for accuracy. Human Resources was only validating support for accuracy of pay rates, and Payroll was acting under the assumption that all documentation had been reviewed, approved, and checked for accuracy prior to sending to them for payment processing.

A scope limitation was encountered related to One-Time Payments due to the way files are currently maintained by the payroll department. We were not able to select samples by employee name, school, or



department. Instead, we selected files from the Payroll Analyst's folder who we were told processed approximately 90% of the one-time payment requests. This prevented consideration of all transactions processed during the scope.

Issue #5: Regular & Overtime Pay

Exceptions noted were due to instances where:

- There was no support for overtime hours worked. This was a result of incomplete or inadequate reviews of sign-in sheets by department personnel responsible for compiling and reviewing support.
- Pay rate support (i.e., signed contract, compensation schedules based on board approved budget, approved position action request form, and in rare cases an email from Human Resources management or Superintendent) did not exist and/or did not match the payment for some employees.
- Shift differential pay is determined by the employee's supervisor.
- There was inconsistent treatment for overpayments. An employee was overpaid for a year and it was decided that the money would not be recouped.

Risk(s):

- Inadequate review of payroll supporting documentation could lead to payroll errors such as over and/or under payments to employees. Further, it leads to over/under statement of payroll expense.
- Incomplete and/or insufficient pay rate support increases the risk of unauthorized and/or fraudulent payments made to employees.
- Unequal treatment of employees increases the districts' legal risk and exposure for reputational damage.

Recommendations:

- A. The Chief Financial Officer should determine who will be responsible for reviewing pay support for mathematical accuracy and completeness to provide more oversight of payments and potentially minimize errors in employee pay.
- B. The Human Resources department should enhance their process to ensure that pay rates are reviewed for accuracy, approved, and documented.
- C. The Human Resources department should collaborate with those departments where employees work special shifts to determine a pay schedule or pay rate for shift differential pay.
- D. The Chief Financial Officer should develop, document, and distribute procedures for handling overpayments made to employees to assist with consistent application of error resolution.

Corrective Action Plan:

- A. Currently there is a Black Belt Six Sigma taskforce working on the One Time Payment (OTP) process. The team is made up of various divisions within the District. The taskforce will be making recommendations on the next steps of the process improvement both short term and long term.



An immediate recommendation is to change the approval order process flow of the OTP. This will address the accuracy of the payments.

- Human Resource – verify pay rate prior to the authorization of the OTP
- Budget – verify the calculation of the hours and amount to determine the amount is within the budget item
- Payroll – ensure the upload balance to the approve OTP

- B. The human resources department will implement the compensation module in the Enterprise Resource Planning (ERP) system to track employees' step and pay grade to reduce the chances of manual errors from spreadsheets used in the past (during the payroll period audited.) The pay scales will be signed by the CHRO and posted online when a Board budget action affecting pay is approved. Revised pay scales will be loaded into the new compensation module and employees' pay will be reconciled with the new schedules. To document this reconciliation and employees' approved step and grade placement, official compensation statements will be issued at the start of each school year and maintained in personnel files.

The compensation guidelines document will be updated to provide more detail about how pay is calculated for employees who are not on a pay scale (i.e., hourly, substitute, off-step, above-scale, senior executives).

The "contract pay" module of the ERP system would need to be implemented to realize any additional auditing/reconciliation/quality assurance features for employees who are not paid on a step and grade. Until then, this will continue to be a highly manual process. The module would allow HR to enter base rates of pay in the system (i.e., hourly, daily) and work schedules, for which the system would then generate pro-rated pay or blended pay calculations. Implementation of this module is contingent upon the upgrade of the HR and Finance systems to the latest, multi-tenant version in the cloud, which is almost solely reliant on the Information Technology department and contracted services.

- C. Human Resources will recommend updates to existing administrative regulations or propose a new administrative regulation to provide guidance for authorization and methods for shift differential pay (similar to GCRD-R1 for overtime pay). The guidance will also be added to the employee handbook.
- D. A standard operating procedure (SOP) will be developed to document the over/under payment process. For an example, if an employee is overpaid (through salary or additional pay), the district will recoup the overpayment for the current fiscal year only. If an employee is underpaid (through salary or additional pay), the district will pay the underpayment for two years from when the underpayment occurred.

Implementation Date:

- A. 7/1/21 – change the approval order process flow; TBD – based on the Black Belt Six Sigma taskforce recommendations
- B. Immediately for compensation module implementation; 7/1/21 – update to compensation guidelines; Date TBD pending system upgrade for "contract pay" module
- C. 8/1/21
- D. 7/2/21

Responsible Party for Implementation:

- A. Lisa Bracken, Sandra Burgess, OTP Project Team; Black Belt Six Sigma taskforce, CFO, Executive Director of Payroll/Benefits/Risk Management, Executive Director of Human Resource Services, Executive Director of Budget
- B. Chief Human Resources Officer, Executive Director of HR Services, Director of Compensation; Executive Director of IT Infrastructure
- C. Chief Human Resources Officer, Executive Director of HR Services (Note: HR can only recommend. The policy office, legal, senior cabinet, and Superintendent would need to approve).
- D. CFO, CHRO, Executive Director of Payroll/Benefits/Risk Management, Executive Director of Human Resources

Payroll Exception Report Reviews & Oversight

Issue #6: The following was noted from our review of the disposition of errors worked by the payroll department in their research and resolution of exception-based reporting:

- *Negative Leave Report* and the *Unpaid Report* – A leave reconciliation to determine proper leave balance, leave balance adjustments, and wage corrections was not being performed.
- *TP, TN, LP, LN Report* – Former employees continued to accrue sick time for months after termination and their records were not updated to reflect the correct sick leave balance. In addition, some leave time calculations and payments were incorrect when employees terminated in the middle of the pay period or took extended leave.
- *Summer Payout* – Incorrect calculation of payout amount when teachers terminate from the district.
- Beyond the standard 30-day norm, we observed time lag times of two months up to nine months from the employee's termination date and when the Lawson system was updated to reflect termination status.

Most instances observed resulted in not enough money deducted from the employee's paycheck. In one instance, an employee's pay was docked for one day in error. Some instances resulted in overpayments. It was also noted that there was no oversight of the manual calculations that are being performed. The payroll department reviews approximately 10 or more exception-based reports that contain many potential errors each pay period. These reports are split amongst the payroll team based on location and worked by the Payroll Analyst and/or Payroll Specialist per their location assignment. The review of these reports requires a voluminous number of manual calculations and research of different screens across different systems to determine the proper disposition of the pay error flags that were identified. Additionally, manual calculations are performed when employees are hired, transfer, have a work schedule change, or terminate with the district if the event does not fall on the first day of the pay period.

Risk(s):

- Inaccurate calculation of pay results in over/under payments to employees. This also results in over/under statements to payroll expense recorded in the financials.



- Initially, the adjustment of sick leave balances does not affect the district because employees are not paid out on sick leave accrued unless they are retiring. This becomes an issue when former employees return to the district because sick time resumes where it left off. At that time, the district is liable to pay for sick leave that was not earned.

Recommendations:

- Due to the large volume of reporting and transactions that the payroll team must review each pay period, it does not appear feasible that someone on the current team could manage to review the calculations performed by the team and still manage their regular duties. We recommend the department expand their team to provide oversight of calculations (on a sample basis), perform additional coaching and/or training to team members regarding errors noted, and perform quality assurance checks for proper support and documentation of payroll activities.
- The Payroll and Human Resources departments should work together to implement a process that will identify people, in a timely manner, who have terminated employment with the district so that their status can be updated in the Lawson system.

Corrective Action Plan:

- Request a quality assurance position with the below responsibilities and duties.
 - Monitor accuracy, timeliness, and efficiency of processes/transactions
 - Report and document deficiencies and/or inconsistencies in departmental procedures
 - Regular audit the work within the payroll team for accuracy and adherence to procedures
 - Training and coaching on areas requiring improvement
 - Remain abreast of current procedures and changes
 - Drive improvements in the teams' processes and practices
- Will collaborate with the Executive Director of IT Infrastructure and the Executive Director of Human Resource Services to create smart notifications to notify both teams of terminations. Processes will be updated to ensure that various system interfaces will change the employee status to terminate pending/terminate. This will ensure that employees pay is calculated accurately and timely.

Implementation Date:

- 7/1/21
- 7/1/21

Responsible Party for Implementation:

- CFO, Executive Director of Payroll/Benefits/Risk Management, Payroll Program Director & Executive Director Human Resource Services
- Executive Director of Payroll/Benefits/Risk Management, Executive Director of Human Resource Services, Executive Director of IT Infrastructure

Information Technology & System Access

Issue #7 – The following issues were noted as it relates to information systems and access within the payroll processing function:

- Segregation of Duties (“SOD”) within the payroll process was unable to be tested because IT Services was unable to run a Lawson SOD report. As a result, we could not determine if proper SOD exists among those who have access to perform payroll related functions (i.e., Timekeepers, Payroll, Accounting Services, Human Resources).
- Evidence of Supervisor approval before granting access to the Payroll and Absence Management modules did not exist for almost half of the items reviewed. There were instances where the user’s access had expired, and Lawson Forms were not on file for many of the samples.
- Periodic access reviews for both Kronos and Lawson are not being performed by IT Services.
- An employee using the Facilities Kronos time clock was able to punch in and out, erroneously, for an employee in another department and the punch was accepted. It was noted that the latter employee had not been set up with fingerprint biometrics; however, employees should only have access to punch time for themselves. *(Note: This does not apply to Timekeepers, Managers, and the Payroll department who can edit time for others as a part of their normal job duties.)*
- If a Timekeeper transfers to a new department or transfers to a different position within the same department, the information is not automatically updated in Kronos. The Budget Center Manager would have to notify payroll of the transfer to revoke access privileges. As a result, the possibility exists that an employee could make unauthorized time edits that might go undetected.

Scope Limitation: IT Services was unable to generate a report that contained the dates of when personnel were granted access to the Lawson Payroll & Absence Management modules. As a result, we could not identify those employees that were granted access only during the audit scope. Consequently, access was reviewed as of a current point in time.

Risk(s): Inappropriate system access could lead to unauthorized and/or fraudulent pay changes. Improper segregation of duties increases the risk that conflicting duties will not be identified, and fraud may go undetected.

Recommendations:

We recommend the following for ITS management:

- a. Develop a plan for periodic (i.e., monthly, quarterly, etc.) access reviews with Department Heads including how it will be administered, how often it will be performed, and who in the IT Services department will be responsible for performing the review. Once completed, implement the periodic access review, and maintain evidence to support that the review was performed.
- b. Revise Kronos security parameters such that no employee can clock time for another employee.
- c. Implement a process to manage Lawson access and ensure that the appropriate approvals are obtained prior to granting system access.



- d. Determine the knowledge and resources required to run the Segregation of Duties reporting functionality in Lawson, run the report and review employee system access with the appropriate Department Heads to determine if any access should be modified (i.e., changed or deleted).

We also recommend that the Payroll Department work with IT Services to determine how to identify and flag those employees for review that have Timekeeper access and have transferred jobs, to minimize occurrences of inappropriate access.

Corrective Action Plan:

ITS (Information Technology Services) Response

Implementation Plan	Anticipated Completion Date	Responsible Party
<p>A. Generate quarterly reports of Kronos user access for review by department leads to verify and confirm appropriate user access setup recurring quarterly task in Nimbus to ensure compliance.</p> <p>Generate quarterly reports of Lawson user access for review by department leads to verify and confirm appropriate user access setup recurring quarterly task in Nimbus to ensure compliance.</p>	June 2021	Olufemi Aina (Executive Director of IT Infrastructure); Manjit Singh (Director – IT Applications)
<p>B. Management is aware that during the interim period between when a new employee is hired and when that employee's biometric profile is updated to the Kronos system, the employee still can punch in using the clocks. Since the beginning of the pandemic, APS has transitioned to using mobile apps to record employee attendance (except for a handful of employees in departments, i.e., transportation). With timekeepers performing a secondary verification check, the risk of payroll mistakes is low due to this finding.</p> <p>Management understands and assumes the risk associated with this finding.</p>	N/A	Olufemi Aina (Executive Director of IT Infrastructure); Manjit Singh (Director – IT Applications)
<p>C. Update process and procedures for Lawson Payroll and Absence Management access requests to require access request form, Module owner's</p>	Completed March 2021	Olufemi Aina (Executive Director of IT Infrastructure); Manjit Singh (Director – IT Applications)



approval and Director's approval prior to granting system access.		
D. Develop Segregation of Duties report. (Note: There is no segregation of duties report available in Lawson. This will require some additional development work and will be added to the ERP project as part of a future release.)	March 2023 (Est.)	Olufemi Aina (Executive Director of IT Infrastructure); Manjit Singh (Director – IT Applications)

Payroll Response

- The Payroll department will work with the Information Services team to determine how to identify when there is a timekeeper/manager role change. Because this is not a position in the GHR/Lawson S3 system, it is more challenging to identify therefore we do not have a long-term corrective action now.
- A short-term corrective action will be the following:
 - Generate the timekeeper/manager report with the department/school information per pay period.
 - Compare the timekeeper/managers information with personnel action for transfers and terminations.
 - Send report to the department/school to verify any role changes/updates.
 - Payroll team make the applicable updates

Implementation Date:
8/1/2021

Responsible Party for Implementation:

Executive Director Payroll/Benefits/Risk Management, Project Facilitator, Payroll Program Director, Compliance Coordinator and Director IT Applications

Payroll Taxes

Issue #8: Preparer/Reviewer evidence was missing on the Federal (Form 941) and State (Form G-7) tax returns.

Risk: Inadequate oversight of tax filings may result in missed errors and potential for penalty fees resulting from calculation errors and/or underreporting of taxes.

Recommendation:

The Payroll department should evidence (i.e., signature, email approval, etc.) preparer and reviewer to address accountability and oversight concerns.

Corrective Action Plan:

The preparers, reviewers, and approvers will incorporate signatures on the federal and state forms.

Implementation Date: 1st Quarter 2021 (4/30/21)

Responsible Party for Implementation:

CFO, Executive Director Payroll/Benefits/Risk Management, Payroll Program Director

Document Retention

Issue #9: Some tests of accuracy and completeness of payroll processing could not be performed due to the lack of availability of the following documents and reports:

- AESOP and Kronos Completed Records and PR 530 Errors. As mentioned in Issue #3, this process was transitioned from IT Services to Payroll from November 2019 to January 2020. IT Services was unable to provide the files requested that were in scope. We expanded our scope to include 2020 activity (January – May) to test the process.
- Reconciliation of the PR 197 (Payroll Close) and PR 198 (General Ledger Posting) report totals to the PR 140 (Payroll Register - Earnings & Deductions) and PR 141 (Payroll Register - Deductions) report totals for accuracy and completeness of payroll processing. The PR 197 and PR 198 reports were not available in hardcopy or in the Lawson system.
- Some AESOP error resolution samples were not able to be tested for proper resolution due to Assistant Director retiring from the district in the middle of the audit (September 2020) and her files being inaccessible.
- Payroll Registers - There was no evidence of the review and approval of the final payroll register before the payroll run. In addition, copies of the payroll registers were not maintained (hardcopy or electronic).

Risks

- Lack of documentation and support for key processes and procedures increases the risk of reputational damage if the district is unable to satisfy Open Records requests.

Recommendations:

- a. IT Services and the Payroll Department: Establish and implement a plan and/or system to enforce the *APS Records Retention Schedule* for payroll supporting documentation.
- b. Payroll management should develop and implement a payroll shared space where all payroll support, research, and resolution of errors can be filed and maintained for future reference if needed.
- c. Payroll management should consider establishing a Payroll Close Checklist to document required payroll procedures and whereby payroll staff and management will sign-off on the checklist each period as evidence of their preparation and review.

Corrective Action Plan:

- A. The Executive Director of IT Infrastructure is in the process of providing a Payroll department “share drive” to house this data. Once this is established, the information will be housed in that share drive.



- B. Management will establish and identify payroll shared space to consolidate supporting documents.
- C. Management will consolidate an inclusive end to end "Payroll Close Checklist" as part of the Payroll standard operating procedures.

Implementation Date:

- A. 7/1/21
- B. 7/1/21
- C. 7/1/21

Responsible Party for Implementation:

- A. Executive Payroll/Benefits/Risk Management, Project Facilitator & Executive Director IT Infrastructure
- B. Executive Payroll/Benefits/Risk Management, Project Facilitator
- C. Executive Payroll/Benefits/Risk Management, Project Facilitator

We want to extend our appreciation to the management and staff in the Payroll, Information Technology, Accounting Services, and Human Resources departments for their cooperation and courtesies extended to us during the audit.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Petrina Bloodworth".

Petrina Bloodworth, CIA, CFE, CRMA
Director of Internal Compliance

A handwritten signature in black ink, appearing to read "Connie Brown".

Connie Brown, CPA, CIA, CRMA
Executive Director of Internal Compliance

A handwritten signature in black ink, appearing to read "Young, K. Charvae".

K. Charvae Young, MBA, MA
Lead Internal Auditor



Abbreviations

AESOP	Automated Educational Substitute Operator
APS	Atlanta Public Schools
ERP	Enterprise Resource Planning
FAST	Financial Accountability Support Tracking
GHR	Global Human Resources
ITS	Information Technology Services
OIC	Office of Internal Compliance
OTP	One Time Payment
SOD	Segregation of Duties
SOP	Standard Operating Procedure

