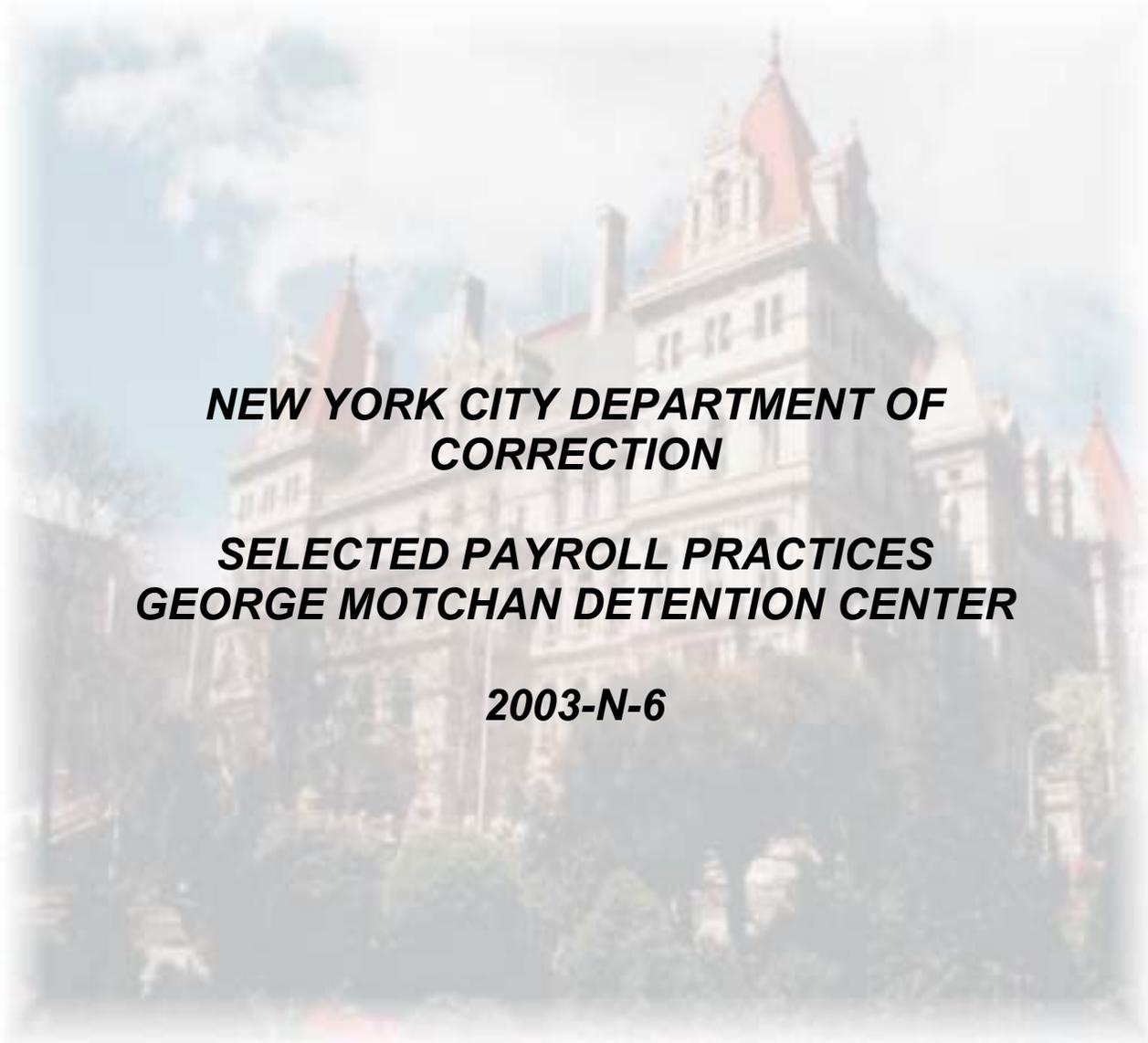


# *A REPORT BY THE NEW YORK STATE OFFICE OF THE STATE COMPTROLLER*

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**Alan G. Hevesi  
COMPTROLLER**



***NEW YORK CITY DEPARTMENT OF  
CORRECTION***

***SELECTED PAYROLL PRACTICES  
GEORGE MOTCHAN DETENTION CENTER***

**2003-N-6**

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**DIVISION OF STATE SERVICES**

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**Alan G. Hevesi**  
**COMPTROLLER**

**Report 2003-N-6**

Mr. Martin F. Horn  
Commissioner  
New York City Department of Correction  
60 Hudson Street  
New York, NY 10013

Dear Mr. Horn:

The following is our report on selected payroll practices at the New York City Department of Correction, George Motchan Detention Center.

This audit was conducted pursuant to the State Comptroller's authority as set forth in Article V, Section 1, of the State Constitution; and Article III of the General Municipal Law. Major contributors to this report are listed in Appendix A.

*Office of the State Comptroller*  
*Division of State Services*

September 23, 2004

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***Division of State Services***

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# **EXECUTIVE SUMMARY**

## **NEW YORK CITY DEPARTMENT OF CORRECTION SELECTED PAYROLL PRACTICES GEORGE MOTCHAN DETENTION CENTER**

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### **SCOPE OF AUDIT**

The New York City Department of Correction (Department) provides custody of males and females aged 16 and older who, after arraignment on criminal charges, are unable to post bail or are remanded without bail pending adjudication of criminal charges against them. The Department also incarcerates inmates who are sentenced in New York City (City) to terms of up to one year, as well as parole violators awaiting parole-revocation hearings and persons charged with civil crimes. Individuals sentenced to prison terms of more than a year are also temporarily held in City facilities before they are transferred to the custody of the New York State Department of Correctional Services.

The Department currently operates nine facilities housing inmates on Rikers Island. The capacity for these facilities ranges from 500 to 2,500 beds. On June 30, 2003, the George Motchan Detention Center (GMDC), with a 2,500-bed capacity, had 2,130 inmates. Payroll costs for the approximately 950 employees at this facility totaled \$116.3 million for the 2-year period that ended on June 30, 2003.

This financial-related audit of selected payroll practices at GMDC covered the period of July 1, 2001 through June 30, 2003. Our audit addressed the following questions:

- Do the payroll-related procedures followed at GMDC comply with the Department's Rules and Regulations?
- Do the controls over GMDC payroll practices provide adequate assurance that facility employees are paid only for the time they actually work and that leave is accurately charged to their earned leave balances?
- Are GMDC resources being deployed economically and efficiently?

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## **AUDIT OBSERVATIONS AND CONCLUSIONS**

We found that better controls over the time tracking system and timekeeping records are needed at GMDC to ensure that all payroll payments and transactions are accurate. Some employees in our sample had posted their sign-out times several hours before their shifts ended. Also, employees are not signing in or out in a chronological order as required by Department Rules and Regulations making it virtually impossible to effectively supervise entries made by employees. We also found numerous instances of missing timekeeping records and inconsistencies in timekeeping records for employees at the facility. Improved practices and procedures for reviewing sign-in sheets as well as other timekeeping records are necessary to prevent and to detect these problems. Department officials have begun efforts to automate their timekeeping system which, if implemented properly, should also resolve the numerous errors and inconsistencies we identified. It is anticipated that this new process will be functioning during the first quarter of 2005. Department officials will still need to provide effective oversight of this proposed automated process. (See pp. 11-14)

During the two-year period that ended on June 30, 2003, overtime costs for GMDC employees totaled \$8.9 million. We found that the Department needs to enhance its controls so it can ensure that overtime pay has been documented accurately and that written approval was obtained for all overtime worked. (See pp. 15-17)

Department Rules and Regulations require employees to submit two copies of the certificate of attendance substantiating military leave usage within ten days after they complete military duty/training. We found that required documentation for military leave was frequently missing from GMDC records. The value of this undocumented military leave usage was approximately \$12,750. (See pp. 19-20)

We observed both correction officers and captains performing clerical duties that could be performed by civilian staff at a lower cost. None of these responsibilities included the supervision of inmates and none of the officers in question had been assigned to restrictive duty. We estimate that at least \$370,000 per year could be saved at GMDC alone if the Department used civilian staff to perform these clerical duties. We recommended the Department reassign these correction officers and captains to more appropriate inmate-supervision tasks and assign civilian staff to perform the clerical-based functions. (See pp. 21-22)

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## **COMMENTS OF DEPARTMENT OFFICIALS**

Department officials concurred with seven of our eight recommendations indicating steps taken or underway to implement them. Regarding Recommendation 8, dealing with use of correction officers to perform clerical work, the Department indicated that using civilian staff to perform these jobs would not be practical citing a series of security-related functions they could be called upon to perform during their tour of duty.

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# INTRODUCTION

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## Background

The New York City Department of Correction (Department) provides custody of males and females aged 16 and older who, after arraignment on criminal charges, are unable to post bail or are remanded without bail pending adjudication of criminal charges against them. The Department also incarcerates inmates who are sentenced in New York City (City) to terms of up to one year, as well as parole violators awaiting parole-revocation hearings and persons charged with civil crimes. Individuals sentenced to prison terms of more than a year are also held in City facilities before they are transferred to the custody of the New York State Department of Correctional Services.

The Department currently operates nine facilities housing inmates on Rikers Island. The capacity of these facilities ranges from 500 to 2,500 beds. On June 30, 2003, the GMDC, with a 2,500-bed capacity, had 2,130 inmates. Payroll costs for the approximately 950 employees at this facility totaled \$116.3 million for the 2-year period that ended on June 30, 2003.

The processing of employee timekeeping and payroll information is very labor- and paper-intensive at the Department's George Motchan Detention Center (GMDC). Each day employees sign in and out on the sign-in sheets at the facility entrance. The following day timekeepers manually record the sign-in sheet entries on each employee's time card. At the end of the week, the timekeepers fill out employee time reports for each employee and send them to Central Office. On these documents, the timekeepers indicate any extra pay earned or leave used during the past week. These time reports are scanned into the Department's payroll database used to generate the bi-weekly payroll checks.

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## ***Audit Scope, Objectives and Methodology***

This financial-related audit of selected payroll practices at the George Motchan Detention Center covered the period of July 1, 2001 through June 30, 2003. The objectives of our audit

were to determine whether payroll-related procedures followed at the facility comply with the Department's Rules and Regulations, and its directives and general orders, and whether controls over regular time and attendance, overtime, and the use of military leave are adequate to provide reasonable assurance that facility employees are paid only for the time they actually work or for the time charged to leave balances. Another objective was to determine whether facility resources were being deployed economically and efficiently.

To accomplish our objectives, we interviewed Department officials and reviewed payroll-related policies and procedures, applicable laws, directives, and general orders. We observed operations at GMDC and analyzed both random and judgmental samples of payroll-related records and reports, as well as available supporting documentation for our selected samples for each of the areas we reviewed. We also reviewed the assignment of uniformed personnel to office duties.

Generally Accepted Government Auditing Standards suggest that auditors may find it useful to obtain written representations from management, both to affirm the completeness and accuracy of information provided to the auditors, and to ensure there are no undisclosed situations of which management is aware, including instances of fraud, abuse or illegal acts, that would significantly affect the auditors' assessment of risk. It is our policy to routinely request a management representation letter covering these issues and we have done so in conjunction with this audit. However, as a matter of policy, the City of New York does not provide these written representations to us, although management provided us with oral assurances on these matters.

We conducted our audit in accordance with generally accepted government auditing standards. Such standards require that we plan and perform our audit to adequately assess those operations of the Department that are included within our audit scope. Further, these standards require that we understand the Department's internal control structure and its compliance with those laws, rules and regulations that are relevant to the Department, which are included in our audit scope. An audit includes examining, on a test basis, evidence that supports transactions recorded in the accounting and operating records and applying such other auditing procedures as we considered necessary in the circumstances. An audit also includes

assessing the estimates, judgments, and decisions made by management. We believe that our audit provides a reasonable basis for our findings, conclusions and recommendations.

In addition to being the State Auditor, the Comptroller performs certain other constitutionally and statutorily mandated duties as the chief fiscal officer of New York State, several of which are performed by the Division of State Services. These include operating the State's accounting system; preparing the State's financial statements; and approving State contracts, refunds, and other payments. In addition, the Comptroller appoints members to certain boards, commissions and public authorities, some of whom have minority voting rights. These duties may be considered management functions for purposes of evaluating organizational independence under Generally Accepted Government Auditing Standards. In our opinion, these management functions do not affect our ability to conduct independent audits of program performance.

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### ***Internal Control and Compliance Summary***

Our consideration of the Department's internal control structure focused on the controls over payroll-related procedures. We identified a number of improvements needed in these controls, which are discussed in detail throughout this report.

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### ***Response of Department Officials to Audit***

A draft copy of this report was provided to Department officials for their review and comment. Their comments have been considered in preparing this report, and are included as Appendix B. Department officials concurred with seven of our eight recommendations indicating steps taken or underway to implement them. Regarding Recommendation 8, dealing with the use of correction officers to perform clerical work, the Department indicated that using civilian staff to perform these jobs would not be practical, citing a series of security-related functions they could be called upon to perform during their tour of duty.

We request that, within 90 days after the final release of this report, the Commissioner of the New York City Department of Correction report to the State Comptroller, advising what steps

were taken to implement the recommendations contained herein, and where recommendations were not implemented, the reason therefor.

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## TIMEKEEPING PRACTICES

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We found that payroll-related practices at GMDC do not always comply with the Department's Rules and Regulations, and better controls are needed to ensure that all payroll payments and transactions are accurate.

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### *Time Tracking System*

Approximately 950 employees work at GMDC. The name of each employee is listed on 1 of 25 sign-in sheets arranged in alphabetical order on a table in the main entrance to the facility just outside the Control Room. In accordance with Department Rules and Regulations, employees are to sign these sheets and enter accurately and concisely the times of arrivals and departures. Also, such entries are to be made without unnecessary delay, in chronological order, and only by the person designated for such duty. Each day, referring primarily to the prior day's sign-in sheet entries, three timekeepers manually record each employee's hours worked on a time card. In addition, the tour commanders prepare a tour certification report for each of the three shifts per day listing all absences, late arrivals, names of excused employees and employees working overtime. At the end of the week, the timekeepers fill out a time report for each employee, indicating any extra pay that is due or leave that has been used during the past week. These reports are then sent to Central Office and are scanned into the Department's database used to generate bi-weekly payroll checks.

On June 25, 2003, we reviewed all of the sign-in sheets being used at the facility at that time. Our testing of the entries made for the estimated several hundred employees appearing on the sheets for this date at approximately 11:30 a.m. found that 11 correction officers had posted their sign-out times several hours prior to the end of their shifts. Immediately subsequent to our observation, we confirmed that these employees were still present in the facility. It appeared that these employees may have posted these times when they signed in at the beginning of their shifts. By using multiple sign-in sheets, rather than a single sequential log, the Department is not in compliance with

its requirements that all entries be made in chronological order. The lack of such a chronological record also increases the risk that employees can erroneously or intentionally enter incorrect arrival and departure times without detection. This risk is increased because we also found that there is no supervisory review of the accuracy of the sign-in sheets. In addition, supervisory review is not provided over the work of the timekeepers who rely on the sign-in sheets and the tour certification report to prepare the employee time cards and time sheets that are the basis for the payroll payments.

As part of our examination, we systematically selected a sample of 20 time cards (representing 15 uniformed employees and 5 civilians) covering employee time and attendance during the month of April 2003. The time cards were selected from a population of approximately 850 correction officers and 100 civilians. The month of April 2003 was selected because it was the most recent month with complete information. We also randomly selected 30 biweekly payroll payments from a population of 48,397 payments covering the period July 1, 2001 to June 30, 2003. We examined the accuracy of the time cards and we reviewed the supporting documentation (time cards, time reports, sign-in sheets) for the payments. We found a variety of errors, discrepancies and omissions.

For example, two daily time cards were missing for four employees, and departure times were not indicated on the time sheets of five employees. In addition, one employee's sign-in sheet indicated that he worked eight hours, while his time card and the tour certification report indicated he was on sick leave. Another employee's time card indicated 16.5 hours had been worked on a particular date, while his time sheet indicated only 8 hours had been worked on that date.

These errors, omissions and discrepancies in basic records that are relied on to support payroll payments may have been prevented or detected had the Department provided the required chronological sign-in control and had the Department provided supervisory review over sign-in sheets and records prepared by timekeepers. Given the overlapping control records, such as the tour certification reports and the sign-in sheets, we believe it is unlikely that there are material discrepancies between individual employee actual work hours and the corresponding time for which they are paid. However, weaknesses in the Department's payroll recordkeeping system

allow for errors to occur and go undetected in tracking individual employee's time and attendance, which in the aggregate could be significant.

The Department's response to similar concerns raised in a previous audit report by our office on payroll practices (Report 2002-N-8, entitled *Selected Payroll Practices - Off-Rikers Island Correctional Facilities*, issued October 3, 2003) indicated that supervisory reviews of all sign-in sheets would begin by January 2004. Department officials now indicate this date to be April 2004. However, it is not clear how effectively management could monitor numerous employees who sign in at the same time on one of approximately 25 sign-in sheets at GMDC. Clearly, the use of a chronological log would help to promote more-accurate and reliable sign-in times and consequently reduce sign-in sheet errors. For example, if an employee arriving at 8:00 were to indicate an erroneous arrival time of 7:00 on a chronological sign-in sheet, it is very likely that the entry immediately preceding it would serve to highlight the error. Furthermore, a supervisor would be able to monitor the process more effectively. It would be possible to immediately correct erroneous entries in a chronological log, if necessary. Employees failing to sign in or out as required would be more easily spotted by a supervisor as they arrived and departed the facility.

In response to our suggestion, Department officials indicated that chronological entries in a sign-in log would be impractical. However, Department Rules and Regulations require that these records be maintained chronologically. While it may be true that GMDC's current manual process of posting to alphabetical sign-in sheets is less time-consuming than posting to a chronological sign-in log, this process is in violation with Section 3.65.010 of the Department's Rules and Regulations. More importantly, the current process does not serve as an effective control. It still requires a significant effort to maintain, and yet contains numerous errors and omissions.

Department officials pointed out that they are in the process of implementing an automated payroll system for recording employee arrivals and departures. Officials stated that this new system should be functioning during the first quarter of 2005. The system is expected to resolve the discrepancies we identified in the existing time tracking system.

### **Recommendations**

1. Comply with Section 3.65.010 of the Department's Rules and Regulations requiring employees to manually sign in and out in a chronological log, until the new automated system is functioning in 2005.
2. Require supervisors to review employee sign-in entries. Supervisors should also review employee time cards to ensure that they agree with other supporting records before summary records are submitted to Central Office for processing payroll activity.

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## OVERTIME

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During the two-year period that ended on June 30, 2003, overtime costs for GMDC employees totaled \$8.9 million. The Department provided us with a list naming GMDC employees who were credited with earning the most overtime during those years. To test the accuracy of the Department's overtime payments, we reviewed 1 randomly selected bi-weekly payroll period for each of the 25 employees who were credited with the most overtime. We found that the Department needs to enhance its controls so it can ensure that overtime pay has been documented accurately and that written approval was obtained for all overtime worked.

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### *Overtime Documentation*

Our sample of 25 employees consisted of 76 overtime occasions. We found that three employees had received overtime payments without adequate supporting documentation:

- A correction officer was paid for overtime work on November 7, 2002. Her time card indicates that she worked 16.5 hours that day - her regular 8.5-hour tour plus 8 hours of overtime. However, the sign-in sheet for that day indicates that the officer arrived 6 hours later than indicated on the time card. Therefore, the officer had documentation for just 10.5 hours of work, resulting in a potential overpayment. Department officials claimed that this officer had signed in and out on the wrong sign-in sheet.
- Another officer was paid for overtime work on December 6, and December 7, 2001. His time card indicates that he worked 14 hours those days - 5.5 overtime hours plus his regular 8.5-hour shift the next day. The sign-in sheet for December 6, 2001 reflected 5.5 hours were worked, but the officer made no entries to the December 7, 2001 sign-in sheet. The discrepancy between these records raises the question as to whether this officer worked the additional 8.5 hours. Department officials claimed the officer was entitled to this overtime based on the schedule

of employee assignments which reflected a checkmark indicating attendance.

- A third officer was paid for eight hours of overtime work on both July 16 and 17, 2002. His time card indicates that he worked 16.5 hours on each of those days. However, we found that according to the sign-in sheets, he left the facility about two hours early each day. Department officials agree with our finding that the overtime payments were overstated, and have taken steps to recoup the overpayments.

In the first two instances, it is not clear whether overtime was paid inappropriately. As noted in the previous section, sign-in sheets contain numerous errors and omissions and, therefore cannot be relied upon. We believe the lack of effective supervision over sign-in procedures contributes to these discrepancies and to the corresponding potential overpayments.

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### ***Overtime Approval***

Department procedures require all overtime work to be subject to supervisory approval, to ensure that the added cost is justified. Signatures affixed to the appropriate section of the Department overtime slip serve to document such approval.

We found no overtime slips for 36 (47 percent) of the 76 overtime occasions in our sample. Without these slips, there is no documented approval of the overtime payments made to these employees, which totaled \$8,678 in our sample.

Department officials stated that a flood had destroyed some of the overtime slips in 2002. However, even though our review covered the two-year period that ended on June 30, 2003, beyond the date of the flood, the Department has not provided several missing slips that would have documented overtime worked since the flood occurred.

### **Recommendations**

3. Verify that overtime payments are consistent with sign-in sheets.
4. Review the overtime recordkeeping discrepancies cited and recoup any unearned payments.
5. Enforce procedures for the proper retention of overtime approval slips.



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## MILITARY LEAVE

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Department employees who are members of the National Guard or the Reserves are entitled to be paid their salaries while engaged in the performance of “ordered military duty.” Department Rules and Regulations require employees to submit two copies of the certificate of attendance substantiating military leave usage within ten days after they complete military duty/training. We found that required documentation for military leave was frequently missing from GMDC records.

Twenty-eight GMDC employees took time off for military duty during the two-year period that ended on June 30, 2003. We selected a random sample of five employees who had charged time to military leave and reviewed the way GMDC timekeepers had recorded and documented their military leave usage for the two-year period. We found no documentation that these employees had been on military duty for 79 of the 296 days they took off, as indicated in the following table. The value of this undocumented military leave usage was approximately \$12,750.

**Military Leave Sample**

<b>Employees</b>	<b>Undocumented Days</b>	<b>Total Days Taken</b>
<b>#1</b>	15	60
<b>#2</b>	39	47
<b>#3</b>	5	99
<b>#4</b>	3	55
<b>#5</b>	17	35
<b>Total</b>	79	296

In response to our previous audit report, the Department had indicated that it would improve controls by evaluating Personnel Captains’ duties and responsibilities as they related to the verification of military service. The response also stated that employees who could not substantiate participation in military service would receive disciplinary action, including the recovery of salaries paid during unsubstantiated military leave or the charging of respective time to leave accruals.

### **Recommendations**

6. Ensure that adequate supporting documentation exists for military leave by verifying that the supervisor of timekeepers reviews the usage they record.
7. Review unsubstantiated military leave usage and recoup salaries or charge the respective time to the employee's earned leave balances.

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## USE OF UNIFORMED PERSONNEL

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Department managers are responsible for using resources economically and efficiently. To achieve those goals, managers should require that employees possess the knowledge, skills, and ability necessary to perform their jobs. In addition, managers should ensure that the compensation paid is commensurate with the work performed.

The use of correction officers for clerical office work appears to be an agency-wide practice in facilities such as GMDC, where inmates are present, as well as facilities that have no inmates. In May 2003, the City Comptroller issued a report criticizing the Department's placement of correction officers in civilian positions at non-incarceration facilities.

GMDC employs approximately 850 correction officers and 100 civilian employees. We observed at least 25 correction officers and 4 captains performing a variety of clerical functions in the Warden's Office, General Office, Personnel Unit, and Administrative Unit that could be performed by civilian staff at a lower cost. These functions included secretarial work, scheduling, timekeeping, and other clerical tasks. None of these responsibilities included the supervision of inmates – the duty the officers were trained to perform – and none of the officers in question had been assigned to restrictive duty. The Department needs to eliminate the inefficient use of correction officers for clerical-based office functions.

Taking a conservative position, we estimated the salary of a typical civilian who performs clerical functions to be \$35,000 per year. If the Department used civilian clerical staff to perform these clerical functions it could save at least \$370,000 per year - just at GMDC. Furthermore, if these correction officers were reassigned to direct inmate-supervision tasks, the pool of available correction officers would be increased, consequently reducing overtime costs.

### **Recommendation**

8. Assign civilian staff to perform clerical-based functions and reassign the 25 correction officers and 4 captains to inmate-supervision tasks. In addition, assess whether there are other clerical functions being performed by correction officers that could be performed more efficiently by civilian clerical staff.

(The Department disagreed with this recommendation, citing a series of security-related functions the officers could be called upon to perform. Given the potential for significant cost savings, we suggest the Department determine to what extent this actually occurs and retain as civilian staff only the optimal number of officers to meet that need. The remaining officers should be returned to direct inmate supervision.)

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## MAJOR CONTRIBUTORS TO THIS REPORT

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## Appendix B



NEW YORK CITY DEPARTMENT OF CORRECTION  
Martin F. Horn, Commissioner

Office of the Commissioner

60 Hudson Street  
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212 • 266 • 1212  
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June 24, 2004

William P. Challice, Audit Director  
Office of the State Comptroller  
Division State Services  
State Audit Bureau  
123 William Street – 21<sup>st</sup> Floor  
New York, NY 10038

Dear Mr. Challice:

Attached is this agency's response to your Draft Audit Report on Selected Payroll Practices at the New York City Department of Correction, George Motchan Detention Center (2003-N-6).

In this response, we have addressed each of your recommendations. Please include our response as an appendix to your final report.

If you have any questions regarding this response, please contact Leroy Grant, Bureau Chief, Inspectional Services and Compliance Division at (718) 546-8155.

Sincerely,

A handwritten signature in black ink, appearing to read "Martin F. Horn".

MARTIN F. HORN

**New York City Department of Correction's Response to Selected Payroll  
Practices at the George Motchan Detention Center  
Report No. 2003-N-6**

**Recommendation # 1:**

Comply with Section 3.65.010 of the Department's Rules and Regulations requiring employees to manually sign in and out in a chronological log, until the new automated system is functioning in 2005.

**Agency Response:**

We are currently exploring the redrafting of Section 3.65.010 of the Department's Rules and Regulations since sequential signing of the sign-in /out form is impractical as different timekeepers handle different groups of employees by title and class. Nonetheless, the Department has taken appropriate alternate steps to ensure that the risks identified in the report are addressed. To strengthen internal controls over the sign-in/out function, supervisory staff was assigned to each of the three tours, beginning in January of this year, to monitor and oversee each of our facilities sign-in/out process. For each tour at the GMDC facility, the Central Control Room Supervisors conduct reviews of the sign-in/out sheets to ensure staff properly utilizes them. Staff who fail to sign-in/out appropriately, are served with a warning notice for their first offense. A recurrence results in disciplinary charges.

As indicated in your report, beginning the first quarter of next year we expect to implement an automated timekeeping system for recording staff arrivals and departures. You further indicate, that as a result, "This (automated) system is expected to resolve the discrepancies we identified in the existing time tracking system."

**Recommendation # 2:**

Require supervisors to review employee sign-in entries. Supervisors should also review employee time cards to ensure that they agree with other supporting records before summary records are submitted to Central office for processing payroll activity.

**Agency Response:**

We have instituted corrective measures to strengthen controls.

Presently, at GMDC, both the Deputy Warden of Administration and the Personnel Captain reviews the time cards on a random basis, to ensure that they agree with other supporting records before the summary records are submitted to the Central Office (Personnel Division) for processing payroll activity. Moreover, the Deputy Warden of Administration reviews the accuracy of each of the entries that are made on the Tour Certification sheets, prepared for each tour, by comparing each of the entries on these sheets with the supporting payroll documentation.

The Department's Personnel Division has established a Monitoring and Support Section in January of this year. One of the objectives of this Section is the development of a sampling audit tool for use by field supervisory payroll personnel to ensure that the employee sign-in/out sheets are regularly matched for accuracy to selected timesheet entries. All facility commanding officers will be instructed to initiate these random checks on a weekly basis. Each facility will then be required to report the names checked to the Monitoring and Support Section, certifying the results of the match. We plan to have these procedures in place beginning September.

**Recommendation # 3:**

Verify that overtime payments are consistent with sign-in sheets.

**Agency Response:**

We concur with this recommendation. At GMDC, the Central Control Room Supervisor is now responsible for reviewing all overtime slips for accuracy of preparation and appropriate supervisory sign-offs. The Supervisor evidences his/her review by also signing the overtime slip. The Personnel has developed additional field audit procedures to determine consistency of overtime payments to the sign-in sheets.

**Recommendation # 4:**

Review the overtime recordkeeping discrepancies cited and recoup any unearned payments.

**Agency Response:**

We concur with this recommendation. Since the Monitoring and Support Section of the Personnel Division has been established, a total of 1,247 separate reviews of overtime transactions, department-wide, have been completed. These reviews have identified cases of undocumented overtime, and as a result, unearned payments have been recouped. As noted in the audit report, the auditors found an instance at GMDC where overtime was paid inappropriately. The auditors also reported that, as a result, steps were taken to recoup the overpayments.

**Recommendation # 5:**

Enforce procedures for the proper retention of overtime approval slips.

**Agency Response:**

We concur with this recommendation. The system now put in place at GMDC, includes the initial filing all overtime slips in a separate "Transfile Box" at the facility's Personnel Office. Subsequently, the overtime slips are transferred to the facility's archives.

**Recommendation # 6:**

Ensure that adequate supporting documentation exists for military leave by verifying that the supervisor of timekeepers reviews the usage they record.

**Agency Response:**

The Warden at GMDC requested in writing, confirming documentation from each on of the Military Commands for specific dates the five National Guard/Reservists that were cited in the audit report, indicated that they served on duty. These five cases, as well an additional 71 military leave cases, selected randomly, department-wide, and are currently being reviewed by the Monitoring and Support Section. It is anticipated that these five GMDC cases will be completed by mid-June while the review of the additional 71 cases will be completed by the end of June. At GMDC, the Personnel Supervisor has been directed to closely monitor military leave by conducting periodic audits to determine that employees are submitting appropriate military documentation within 10 days after completion of their military duty/training.

**Recommendation # 7:**

Review unsubstantiated military leave usage and recoup salaries or charge the respective time to the employee' earned leave balance.

**Agency Response:**

Unsubstantiated military leave usage resulting from the reviews currently being made by the Monitoring and Support Section (see response to Recommendation # 6) will result in Departmental action to recoup all funds or charge the unsubstantiated time to their leave accruals. Furthermore, the officers involved may be subject to disciplinary action by the Department's Trials and Litigation Division.

**Recommendation # 8:**

Assign civilian staff to perform clerical-based functions and reassign the 25 correction officers and four captains to inmate-supervision tasks. In addition, assess whether there are other clerical functions being performed by correction officers that could be performed more efficiently by civilian clerical staff.

**Agency Response:**

Civilianization of the 25 Officers and 4 Captains posts at GMDC would not be practicable. In addition to the duties you indicate in the audit report that are performed by these uniformed personnel they must also be prepared to quell disturbances, respond to emergencies including fire, hospital runs, evacuations and relief on security gates, participate as part of search teams, perform escort duty, pedigree inmates and handle other security related functions.