

Audit Report No. 2017-013-UCO
October 2018

OFFICE OF INDEPENDENT INTERNAL AUDIT

Temporary Personnel Services Contracts

DEKALB COUNTY GOVERNMENT
Finance-Utility Customer Operations

FINAL REPORT



John L. Greene, CIA, CIG, CGAP, CGFM
Chief Audit Executive

Page intentionally left blank



John Greene
Chief Audit Executive

**FINANCE – UTILITY CUSTOMER OPERATIONS
TEMPORARY PERSONNEL SERVICES
CONTRACTS
AUDIT REPORT NO. 2017-013-UCO**

FINAL REPORT

What We Did

In accordance with the Office of Independent Internal Audit (OIIA) Audit Plan for 2017, we conducted a performance audit of Finance-Utility Customer Operations Division (UCO) to determine whether the use of temporary personnel services was cost effective in achieving the division's operational objectives of addressing their staffing needs. We examined the temporary personnel service contracts administered by Human Resources and Merit System Department (HRMS) to determine the vendor's compliance with the contract terms and HRMS' oversight of the contract. Additionally, we assessed whether UCO was compliant with HRMS' procedures for obtaining temporary personnel. We analyzed UCO's budget, other relative data and examined a sample of vendor invoices.

What We Found

Our cost benefit analysis identified that UCO's use of temporary personnel services provided short-term cost savings when compared to employing permanent staff. We found that UCO has high turnover rates among its temporary personnel with an average employment duration of approximately five months.

HRMS did not provide UCO with pertinent information regarding the vendor contract responsibilities. In addition, we identified instances of vendor non-compliance with the contract requirements such as incomplete supporting timesheets attached to the invoices and we found that the vendor did not provide monthly management reports to HRMS that were in accordance with contract requirements.

What We Recommend

We recommend that UCO Management should:

- Increase the hourly rate to be competitive with the market, introduce morale programs, worker incentives, and/or mentoring program, provide coaching/feedback, lower stress from overworking and foster a work/life balance to reduce the low retention rate of temporary staff.
- Analyze the data to identify employee retention rates among the temporary personnel service vendors and work with the vendors to improve the recruitment of candidates.
- Ensure that information submitted by the vendor is complete and complies with the contract terms.

Additionally, HRMS should:

- Ensure that the vendor complies with the contract terms.

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

- Perform periodic reviews of temporary employee information/data acquired from the user departments and reconcile them with the data in the monthly management reports obtained from the vendor.
- Reinforce to the user departments the vendor obligations and requirements of the contract by providing a summary of the vendor requirements on the Request for Temporary Services form to further encourage internal compliance.

Table of Contents

BACKGROUND AND INTRODUCTION	5
AUDIT RESULTS	6
FINDING 1 – LOW RETENTION RATE AMONG TEMPORARY HIRES	6
FINDING 2 – VENDOR NOT COMPLIANT WITH REQUIREMENT 17	9
FINDING 3 - VENDOR NOT COMPLIANT WITH REQUIREMENTS 18 and 19	10
ADDITIONAL ITEMS FOR CONSIDERATION	11
SERVICE LEVELS	11
BACKGROUND CHECKS	12
PROTECTED PERSONAL INFORMATION	13
APPENDIX	14
Appendix I – Purpose, Scope and Methodology	14
Appendix II – Definitions	15
Appendix III – Management Response	16
DISTRIBUTION	32
PROJECT TEAM	33
STATEMENT OF ACCORDANCE	34

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

BACKGROUND AND INTRODUCTION

Finance-Utility Customer Operations Division (UCO) provides customer service, billing and performs revenue collections (quality assurance, issue resolution, revenue protection and a customer Contact Center) that supports the Department of Watershed Management’s water and sewer services delivery to County residents and businesses. UCO Division, formerly a component of the Division of Treasury and Accounting Services (DTAS), was established as a separate unit during the 2015 reorganization of the DTAS.

During 2015, UCO had a shortfall of Customer Service Representatives. As a result, UCO’s management employed temporary personnel from Hire Dynamics, LLC (HD) to meet their staffing needs. The HD contract, effective October 14, 2014, is a cooperative agreement with Fulton County Schools to provide Customer Service Representatives at a rate of \$15.62 per hour.

In July 2016, UCO obtained temporary hires from Corporate Temps, Inc. (Corporate Temps) a countywide temporary personnel services contract administered by HRMS. UCO also obtained temporary hires from KLS, a subcontractor of Corporate Temps. The table below (**Exhibit 1**) is a summary of positions that Corporate Temps provides for UCO.

DEKALB AND CORPORATE TEMPS PAY RATE COMPARISON TEMPORARY PERSONNEL SERVICES JULY 2016 -MAY 2017 EXHIBIT 1				
DEKALB POSITION TITLE	CORPORATE TEMPS RATES PER INVOICE	ACTUAL WAGES PAID TO TEMPORARY HIRE	DEKALB COUNTY POSITION WAGE RATE	EFFECTIVE DEKALB COUNTY PAY RATE (INCLUDES INSURANCE, PENSION COSTS, FICA)
Customer Service Representative	\$15.41	\$11.25	\$15.56	\$24.93
Billing Specialist (Triage and Daily)	\$26.03	\$20.75	\$17.52	\$27.40
Customer Service Representative Supervisor	\$20.55	\$15.00	\$23.39	\$34.80
Quality Assurance Trainer	\$34.25	\$25.00	\$24.36	\$36.04
Operations Analyst ¹	\$32.93	\$24.00	\$25.66	\$37.68
Administrative Assistant ¹	\$17.47	\$13.50	\$19.23	\$29.56

¹ *These positions titles represent one temporary position*

Corporate Temps is required to comply with the requirements of the contract, which includes, but is not limited to the following:

- Group invoices by department shall be provided in hard copy and in electronic format.
- Corporate Temps will be responsible for providing DeKalb County Human Resources and Merit System Department a monthly management report and customer usage report for each DeKalb County Department by the 10th business day of each month.

To encourage professional development and facilitate the retention of knowledgeable experienced temporary personnel, the County implemented a Top Performers/DeKalb Promotion Program. The program identifies high performing temporary staff and transitions them into time-limited employment within the County.

During September 2016, DeKalb County issued a moratorium due to citizen concerns about water meters and water bills. Throughout the moratorium, approximately 37,000 customers' bills were withheld from distribution which adversely affected the service levels. While the moratorium was in place, customers who had an active dispute and paid their average bill were not subjected to disconnection. In addition, Customers were not penalized for DeKalb County error.

AUDIT RESULTS

The temporary personnel services provide short-term savings of around 69% when compared to employing permanent employees. UCO maintained about 70 temporary staff monthly for the audit period, which includes 60 Contact Center staff, 4 Contact Center supervisors, 1 Quality Assurance Trainer and 5 Billing Specialists (triage and daily billing).

In addition, we identified the following findings and recommendations relating to compliance and practices and some additional items for consideration.

FINDING 1 – LOW RETENTION RATE AMONG TEMPORARY HIRES

Objective: To determine whether the use of temporary personnel services was cost effective in achieving the division's operational objectives of addressing their staffing needs.

Criteria: The use of temporary personnel is to address inefficiencies in UCO operations and to streamline the gaps during the process of hiring permanent Customer Service Representatives (CSR).

Condition: UCO has a high turnover among its temporary hires mainly due to resignations and terminations. During the audit period, temporary hires maintained employment with UCO for an average of 159 days (**Exhibit 2**). UCO retained about 8% (**Chart 1**) of Corporate Temps hires, 9% (**Chart 2**) of Hire Dynamics hires, and 8% (**Chart 3**) of KLS (subcontractor of Corporate Temps) hires during the audit period. The data in the charts below also displays a significantly high turnover among the Contact Center (Customer Service Representatives) temporary hires.

In June 2017, UCO implemented the Top Performers Program to improve the attrition rate of the Temporary Contact Center employees.

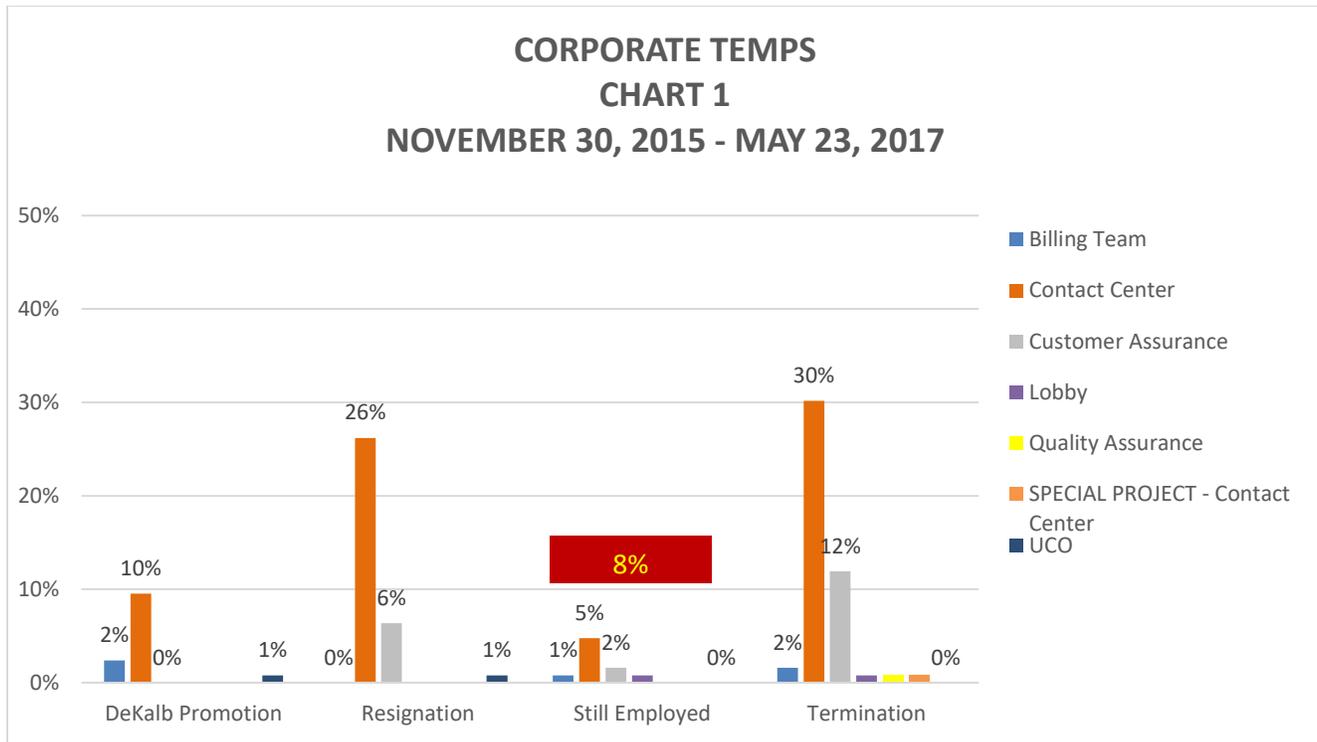
**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

Exhibit 2 – Compares the average days of hire among temporary staff by vendor for period under audit (Chart excludes temporary hires that did not have a start date listed in the data).

AVERAGE DAYS OF EMPLOYMENT HIRES WITH START DATE OF Jan 2015 to May 2017 EXHIBIT 2	
VENDOR	AVERAGE DAYS
Corp Temps *	115
Hire Dynamics	109
KLS (Subcontractor for Corporate Temps)	254
Average Total Days	159

* This includes 3 temporary employees transferred from Hire Dynamics to Corporate Temps; average days of employment days without Hire Dynamics Employees were 107.

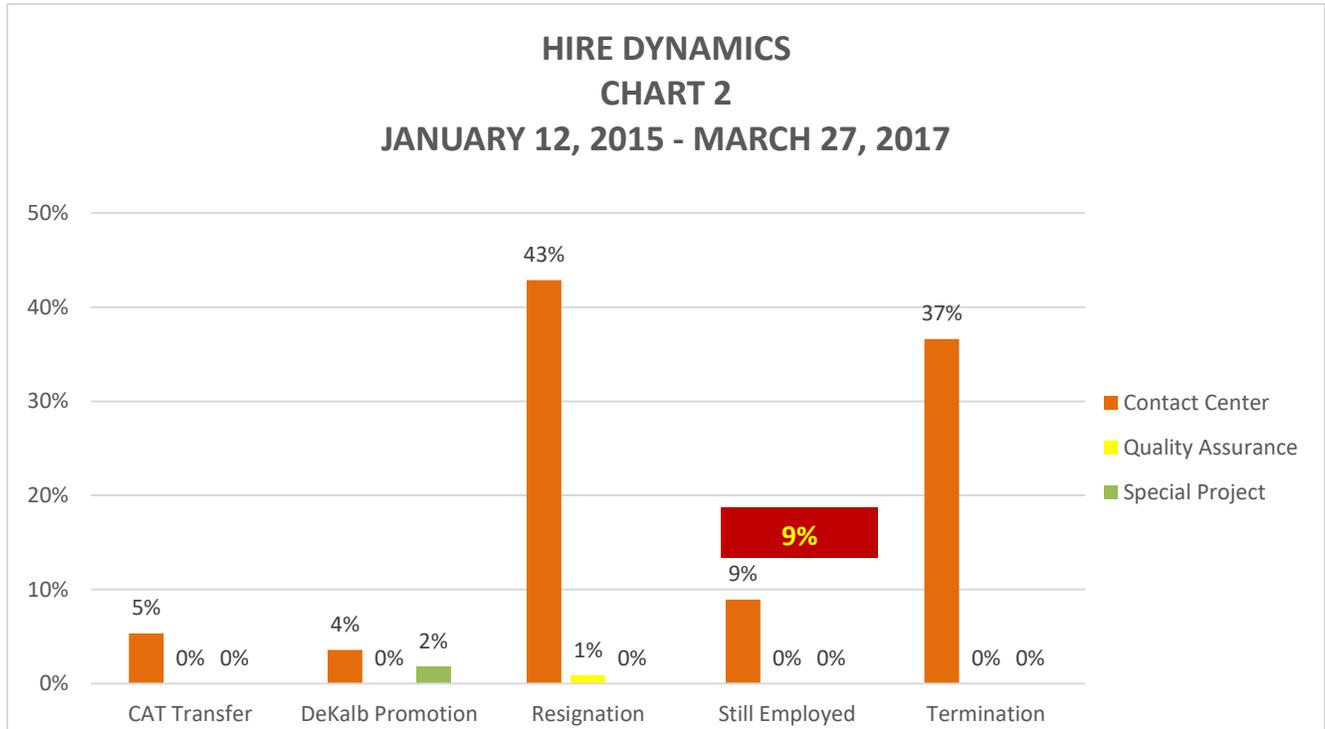
Chart 1 Compares retention rates among temporary staff to termination and resignation rates for Corporate Temps.



* Of the 10 temporary personnel transferred from Hire Dynamics, 4 "Still Employed", 3 "DeKalb Promotion", 2 "Resignation", 1 "Terminated".

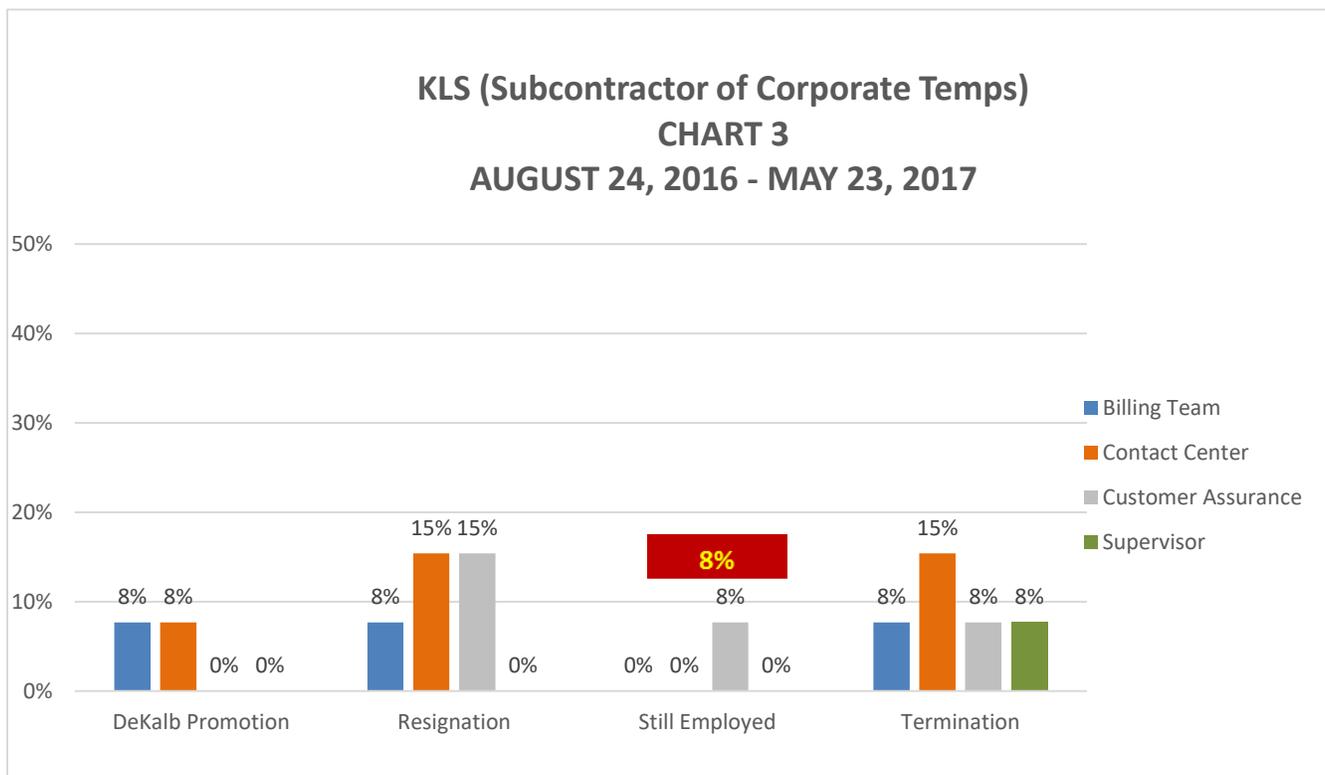
**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

Chart 2 Compares retention rates among temporary staff to termination and resignation rates for Hire Dynamics.



* Still Employed represents 10 individuals who transferred to Corporate Temps

Chart 3 Compares retention rates among temporary staff to termination and resignation rates for KLS.



Cause: In our discussion with the Interim Assistant Director, Finance – UCO, the low retention rate that persists among Contact Center staff is due mainly to market competition from other area call centers.

Consequence: High turnover rates can affect UCO’s productivity by significantly reducing the level of experienced personnel. The loss of experience personnel or knowledge base can lead to “brain drain” which may result in temporary staff’s inability to resolve moderate to difficult issues and possible impediments of service particularly during peak seasons. In addition, high employee turnover can lead to direct and indirect costs such as training costs, replacement costs, poor customer service, and workload and pressure on the existing employees resulting in losing additional employees.

Recommendation:

UCO Management should:

- Increase the hourly rate to be competitive with the market, introduce morale programs, worker incentives, and/or mentoring program, provide coaching/feedback, lower stress from overworking and foster a work/life balance to reduce the low retention rate of temporary staff.
- Analyze the data to identify employee retention rates among the temporary personnel service vendors and work with the vendors to improve recruitment of candidates.

FINDING 2 – VENDOR NOT COMPLIANT WITH REQUIREMENT 17

Objective: To determine whether the vendor complied with the contractual agreements.

Criteria: Per Contract 1009746 Requirement 17, “The successful Vendor will be responsible for providing DeKalb County Human Resources and Merit System Department a monthly management report and customer usage report for each DeKalb County Department by the 10th business day of each month. Reports must be on a separate page for each DeKalb County Department, and must include at a minimum: (1) the total number of employees utilized by position category; (2) assignment billing address; (3) total number of hours worked per employee; (4) total cost of position skill or category, including billing rate and pay rate; and (5) a grand total of employees, hours, and costs. The monthly management report shall be provided in hard copy and in electronic format in Microsoft Excel.”¹

Condition: The management reports provided by the vendor were not in accordance with Requirement 17. The two monthly management reports that we received did not contain all pertinent information that would assist in the reconciliation of monthly reports to the invoices and timesheets.

In our discussion with the Human Resources Operations Administrator, we were informed that the vendor did not consistently provide the monthly management reports as required by the contract and the reconciliation of the monthly management reports was not performed by HRMS.

¹ Corporate Temps, Inc. Contract 1009746 pg. 25

Consequence: Contract monitoring is a key process in ensuring the vendor adequately performs the contracted service. Lack of monitoring could lead to the contractor not fulfilling the obligation of the contract and/or overbilling.

Recommendation:

UCO Management should:

- Ensure that information submitted by the vendor is complete and complies with the contract terms.

HRMS should:

- Ensure that the vendor complies with the contract terms.
- Perform periodic reviews of temporary employee information/data acquired from the user departments and reconcile them with the data in the monthly management reports obtained from the vendor.
- Reinforce to the user departments the vendor obligations and requirements of the contract by providing a summary of the vendor requirements on the Request for Temporary Services form to further encourage internal compliance.

FINDING 3 - VENDOR NOT COMPLIANT WITH REQUIREMENTS 18 and 19

Objective: To determine whether the vendor complied with the contractual agreements.

Criteria: Per Contract 1009746 Requirement 18, “Group time sheets shall be provided for each division/department in hard copy and in electronic format in Microsoft Excel by Monday of each week. For billing and tracking purposes, all time sheets should indicate the name, social security (or other unique identifier such as birthdate), time in and out, lunch time out and in, and a two (2) digit department code (provided by DeKalb County) for each day, Monday through Sunday. Week-ending date should be on all time sheets. The time sheet should provide places for the employee’s signature and a DeKalb County approval signature. An employee must work a full forty (40) in a work week before overtime can be considered. Temporary employees shall not work in excess of (40) hours per work week without prior written approval by the County.”²

Per Contract 1009746 Requirement 19, “Group invoices by department shall be provided in hard copy and in electronic format in Microsoft Excel. Invoice must contain the following information at a minimum: (1) division/department number; (2) invoice number; (3) purchase order number; (4) week-ending date and invoice date; (5) description of job title; (6) employee name; (7) hours worked, hourly billed rate, and total amount due for each employee; and (8) invoice totals to include total hours worked and total payment due.”³

Condition: The time sheets provided by the vendor were not compliant with all components of Requirement 18. The time sheets did not consistently list unique identifiers for all temporary hires and did not include a “lunch time out and in” component.

² Corporate Temps, Inc. Contract 1009746 pg. 26

³ Corporate Temps, Inc. Contract 1009746 pg. 27

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

Furthermore, the group invoices submitted by the vendor were not compliant with Requirement 19. The invoices did not include job titles or a sum of the total hours worked for all temporary hires.

Cause: UCO was not aware of the vendor responsibilities outlined in the contract.

Consequence: The contract information is essential in providing UCO with key contract requirements and assisting them in validating invoices and temporary employee information, and ensuring supporting timesheets are complete. When unique identifiers are not included, this may cause HRMS to misclassify temporary personnel and identify potential vendor misstatements. Furthermore, there is an increased risk of error in timesheet data due to vendor non-compliance.

Recommendation:

UCO Management should:

- Ensure that information submitted by the vendor is complete and complies with the contract terms.

As mentioned in the recommendation for Finding No. 2, HRMS should:

- Reinforce to the user departments the vendor obligations and requirements of the contract by providing a summary of the vendor requirements on the Request for Temporary Services form to further encourage internal compliance.

ADDITIONAL ITEMS FOR CONSIDERATION

SERVICE LEVELS

Call volumes throughout the initial moratorium period increased significantly. The spike in calls adversely affected service levels during the period. UCO's objective was to maintain a service level rate of around 80%. During the immediate period after moratorium period (September 2016-November 2016), UCO experienced an average service level rate of about 30% (**See Exhibits 3**). The Average Time to Answer during this period was 00:11:25 minutes (**See Exhibits 3**) per call.

In February 2017, the New Day project was rolled out to address the issue of inaccurate billing and delayed bills. The New Day project sought to resolve the inefficiencies within UCO regarding understaffing and the lack of coordination between UCO and the Watershed Department. Throughout the period after the New Day project was implemented, service levels improved to around 89% (**See Exhibit 4**) from January 2017 to May 2017. Average Time to Answer decreased to approximately 20 seconds (**See Exhibit 4**) for the period. Consequently, call volumes declined during the period, which may be directly correlated to the moratorium. Furthermore, the service levels performance are directly related to call volume. When Average Call Per CSR declines to 1,000 or less, UCO maintains its targeted service level rate of 80% (**See Exhibits 3 and 4**).

In order for UCO to ensure continuance of adequate service levels, we recommend that UCO consider using trend analysis, incorporate the results of the trend analysis and work with Watershed Management through sharing of statistical information/data to adequately plan for

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

peak seasons and budget for their staffing needs. In addition, deploy methods to identify opportunities to decrease potential idle capacity; and continue efforts to retain experienced staff to maintain service level rates that are consistent with UCO's objective during periods of high call volumes.

AVERAGE UCO CALLS SEPTEMBER 2016 TO NOVEMBER 2016 EXHIBIT 3						
MONTH	AVERAGE SERVICE LEVELS	TOTAL CALLS OFFERED	AVERAGE CALLS ANSWERED	AVERAGE OF NUMBER OF CSR STAFF	AVERAGE CALL PER CSR	AVERAGE TIME TO ANSWER
Sep-16	33.5	42,111	36,615	32	1,144	5:45
Oct-16	9.3	45,348	30,808	25	1,232	16:31
Nov-16	45.9	34,608	25,583	24	1,066	12:00
AVERAGE	29.6	249,613	34,902	29		11:25

AVERAGE UCO CALLS JANUARY 2017 TO MAY 2017 EXHIBIT 4						
MONTH	AVERAGE SERVICE LEVELS	TOTAL CALLS OFFERED	AVERAGE CALLS ANSWERED	AVERAGE OF NUMBER OF CSR STAFF	AVERAGE CALL PER CSR	AVERAGE TIME TO ANSWER
Dec-16	90.1	25,421	25,259	32	789	0:18
Jan-17	82.4	25,556	25,100	26	965	0:40
Feb-17	88.8	24,372	24,008	27	889	0:24
Mar-17	95.6	24,720	24,650	32	770	0:07
Apr-17	88.7	22,368	22,164	28	792	0:20
May-17	89.4	24,057	23,864	26	918	0:16
AVERAGE	89	181,102	24,375	28		0:20

BACKGROUND CHECKS

HRMS does not obtain copies of criminal background checks. Criminal background checks reduce the risk of hiring individuals who could potentially harm the County or create a safety hazard for customers and other employees. Contract 1009746 does not expressly require background checks to be obtained by either HRMS or user departments. Requirement 8 of the contract states, "Successful Vendor must complete a criminal background check before employee is assigned to DeKalb County... A copy of the temporary employee's police fingerprint check shall be retained on file by the successful Vendor and DeKalb County **may** review said file upon request." Moreover, UCO did not request that the vendor provide criminal background check information. Because temporary hires are exposed to sensitive and/or personal customer information, we suggest that either UCO or HRMS obtain and review criminal background checks for temporary hires to ensure their hiring procedures coincide with the DeKalb County's employment policies.

PROTECTED PERSONAL INFORMATION

During our examination of the vendor information, we received timesheets with the temporary personnel's social security numbers. The social security numbers are Protected Personal Information (PPI), which is "any information or characteristics that may be used to distinguish or trace an individual's identity, such as name, SSN, or biometric records."⁴ It must be strictly limited to individuals with an official need to know.

In instances where PPI must be transmitted via paper document, fax, or email, "the originator must take every step to properly mark the correspondence so that the receiver of the information is apprised of the need to properly protect this information. For example, when transmitting PPI in a paper document, FAX, or E-Mail, it may be appropriate to mark it "FOR OFFICIAL USE ONLY (FOUO) – PRIVACY SENSITIVE. Any misuse or unauthorized disclosures may result in both civil and criminal penalties."⁵

According to the DeKalb County Innovation and Technology Sensitivity Policy section 3.2, "More sensitive: Business, financial, technical, and most personnel information marking guidelines for information in hardcopy or election form. Note: any of these markings may be used with the additional annotation of "3rd Party Confidential". As the sensitivity level of the information increases, you may, in addition or instead of marking the information "DeKalb County Confidential" or "DeKalb County Proprietary", wish to label the information "DeKalb County Internal Use" or other similar labels at the discretion of your individual business unit or department to denote a more sensitive level of information. However, marking is discretionary at all times."⁶

HRMS should work with the vendor to manage PPI data appropriately and take every precaution to protect it from loss, unauthorized access or theft. Misusing, losing or otherwise compromising PPI can result in an expensive financial cost to the County and possibly damage the County's reputation.

⁴ <https://www.law.cornell.edu/cfr/text/32/701.115>

⁵ <https://www.law.cornell.edu/cfr/text/32/701.115>

⁶ DeKalb County Innovation and Technology Sensitivity Policy pg. 6

APPENDIX

Appendix I – Purpose, Scope and Methodology

Purpose

The purpose of the engagement was:

- To determine whether temporary employee services contracts are in compliance with contractual agreements.
- To determine whether the use of temporary personnel services was cost effective in achieving the division’s operational objectives of addressing their staffing needs.
- Identify opportunities to improve efficiency and effectiveness surrounding the use of temporary personnel services.

Scope and Methodology

The scope of the engagement was to examine temporary services contracts that are utilized by UCO for the period January 1, 2015 through May 31, 2017.

The methodology included but was not limited to the following:

- Obtain and review temporary services contracts utilized by UCO.
- Review DeKalb County ordinance or administrative procedures for policies on temporary personnel.
- Research Federal law applicable to temporary personnel/employees.
- Interview UCO management to an understanding of the process for hiring temporary employees.
- Review the expenditures and other documentation for compliance with contracts.
- Review of other applicable documents.

Appendix II – Definitions

CAT (Customer Assurance Transfer) - Contact Center staff that transition into a customer assurance capacity.

DeKalb Promotion – The County implemented a Top Performers Program, which identifies high performing temporary staff and positions them for time-limited employment with the County. The goals of the Top Performers program are to improve retention, encourage professional development and create for greater transferable knowledge.

Customer Service Representative – Performs customer service functions; provides information/assistance regarding water, sewer, sanitation or other services, procedures, documentation, fees, or other issues on the phone or in person; distributes forms and documentation; responds to routine questions or complaints; researches problems/complaints; and initiates problem resolution.⁷

Triage Billing Specialist (TBS) – The primary function is to troubleshoot issues related to the 37,000 held bills, support the moratorium's dispute process, resolve complex billing issues, and provide support and research for data validation billing matters and disputed bills. TBS were hired to support the County's New Day initiative and began with the UCO Division during March 2017.

Billing Specialist (Daily Billing) – Delivers timely and accurate billing statements; reviews and researches billing account variances and exception activity.

New Day Project – A phased effort that commenced during January 2017 to resolve the County's water billing crisis and restore the public trust in the County's water billing process.

Quality Assurance Trainer - Manages, directs and evaluates assigned staff, processing employee concerns and problems, directing work, counseling, disciplining, and completing employee performance appraisals.⁸

⁷ Taken from position link of DeKalb Paybook February 2018

⁸ Taken from position link of DeKalb Paybook February 2018

Appendix III – Management Response



OIIA Temporary Personnel Services Contracts Management Response

Management Response to No. 2017-013 - UCO Finance Utility Customer Operations and Watershed Collection Temporary Personnel Services Contracts

October 8, 2018
DeKalb County, Department of Finance

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

1



OIIA Temporary Personnel Service Contract Management Response

I. LOW RETENTION RATE AMONG TEMPORARY HIRES

A. MANAGEMENT RESPONSE

The Department of Finance, Utility Customer Operations (“UCO”) recognized the turnover activity and created the Top Performers Program. The goals of the Top Performers program are to improve retention, encourage professional development and create greater opportunities for transferable knowledge. The UCO implemented the Top Performers Program in June 2017. The Top Performers program identifies high performing temporary staff and positions eligible candidates for time-limited employment with the County. The current median tenure for the customer service team is 15 months, up from 9.5 months in August 2017. The improvement in workforce stabilization is attributed to the implementation of the Top Performers Program.

Within the entire UCO, 48 employees have converted from temporary personnel status to time limited employment.

The UCO encourages morale enhancing activities. The various teams participate in birthday recognition, seasonal celebrations, cross-functional acknowledgment of excellent work performance, and recognition in the departmental newsletter for meeting performance goals.

The UCO participates in mentoring, coaching and development efforts that include one-on-ones and job shadowing. The County’s UCO participated in professional development opportunities that provided exposure to leading industry practices. Employees participated in peer workdays with the City of Atlanta and attended the Customer Service Week Conference. These opportunities provided the County an opportunity to gain insight on best practices and industry trends. Employees participating in professional development activities have increased confidence in their work and feel better equipped to perform their jobs with excellence. Additionally, employees have been encouraged to pursue opportunities to engage in high priority projects such as the new billing system implementation.

In Q2 2018, the amount of overtime reduced 11% from Q1 2018. The reduction in overtime helps to establish appropriate work/life balance. Additionally, for the UCO, a reduction in overtime is an indicator of stabilized productivity and work efficiency.

In February 2018, the Board of Commissioners approved CEO Michael Thurmond’s budget recommendation that included increasing salaries for all county employees whose salaries have not been adjusted since 2016 with a 3 percent increase in pay and establishing a minimum wage of \$14 per hour for all full-time and regular part-time employees. This action by the County leadership creates the foundation for establishing competitive pay rates.

The UCO shares data and continues to work with the temporary agencies to identify best-fit candidates and improve vendor recruitment. The UCO conducts interviews of potential candidates prior the candidate participating in new hire training.

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

2



OIIA Temporary Personnel Service Contract Management Response

The new hire training programs are 6-9 week training classes that consist of assessments, LIFT (Leveraging Interactions by Focusing on Techniques) exercises, phone lab, video learning and scenario-based exercises. These enhancements support a highly skilled workforce, stabilized professional environment and increased morale. Data collected during the training classes are used to establish standards for attracting top talent.

II. VENDOR NOT COMPLIANT WITH REQUIREMENT 17

A. MANAGEMENT RESPONSE

The UCO is committed to working with the Department of Human Resources and the temporary personnel vendors to obtain complete information and comply with the contract terms.

III. VENDOR NOT COMPLIANT WITH REQUIREMENTS 18 AND 19

A. MANAGEMENT RESPONSE

B. The UCO is committed to working with the Department of Human Resources and the temporary personnel vendors to obtain complete information and comply with the contract terms.

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

DeKalb County



Maloof Administration Building / 1300 Commerce Drive / Suite 100 / Decatur, Georgia 30030 / 404-371-2332 / FAX 404-371-4993

Benita C. Ransom, Human Resources Director

Michael Thurmond, CEO

To: John L. Greene, Chief Audit Executive
From: Benita C. Ransom 
CC: Michael L. Thurmond, Chief Executive Officer
Zachary Williams, Chief Operating Officer
Date: August 23, 2018
Subject: **Temporary Personnel Services Audit Report No. 2017-013 UCO & WMCS**

The County has two vendors for temporary personnel services: Corporate Temps and Aim Hire DBA Jibe Staffing LLC. The vendors are selected through an RFP process managed by Purchasing. Departments have a line item in the budget in the event such services are required to meet staffing needs. The primary users are Watershed and Finance - Utility Customer Operations (UCO). The combined three-year contracts total approximately \$10M and expire December 31, 2019.

The Human Resources (HR) Department coordinates the request for services and, in conjunction with Purchasing, monitors the level of payments to ensure the approved allocation to each vendor is not exceeded.

HR did not participate in the preliminary engagement results conversation for Watershed; however, HR has reviewed both draft audit reports prepared by the Office of Independent Internal Audit (OIIA) regarding temporary personnel services. Since OIIA's recommendations for both are relatively the same, the following are HR's responses to the findings and recommendations related to HR:

- **Vendor inconsistent on monthly reporting and must comply with contract terms** - Both vendors are now providing complete monthly management reports. User departments, and not HR, are responsible for reconciling timesheets with vendor invoices to prevent overbilling. To facilitate, HR has created a timesheet for user departments to capture temp work hours to better compare against invoices. Timesheet included.

HR will continue to monitor contract expenditure to ensure vendor does not exceed authorized amount. User departments, vendor, and Purchasing will be notified in writing when vendor is approaching the contract limit.

While the contract requires the vendor to report each department's utilization on a separate sheet, HR prefers a monthly listing of temporary assignments in Excel utilizing fields outlined in agreement. This allows HR to sort as needed i.e., by department, job title, date assigned etc.

- **Vendor not compliant with timesheets and group invoices and must adhere to contract guidelines** - HR will review vendor timesheet and invoice formats and recommend changes to

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

HR | August 23, 2018

Page 2 of 2

reflect requirements outlined in the contract. In the interim, HR has developed a sample invoice and timesheet (see Attachment 1 & 2), which reflect the following fields contained in the agreement:

1. Division/department number
2. Invoice number
3. Purchase order number
4. Week-ending date and invoice date
5. Description of job title
6. Employee name
7. Hours worked, hourly billed rate, and total amount due for each employee; and
8. Invoice totals to include total hours and total payment

Vendors will be advised to remove personal identifiable information from all documents.

In lieu of adding a summary of vendor obligations and requirements on the Request for Temporary Services form, HR has added a link on the form that will connect users to the contract terms now posted on HR's Intranet site (see Attachment 3).

- **HR or UCO should obtain and review background checks of temps to ensure compliance with DeKalb County policies** – Workers hired through temp agencies are not DeKalb County employees. Personnel records are, therefore, not maintained by HR. It should be incumbent upon user departments to be aware of workers placed by the vendor. To assist departments, HR has developed a form for departments to advise vendor of any background issues which could impact temporary selection (see Attachment 4).

HR has included the following attachments:

1. Sample Invoice
2. Sample Timesheet
3. Contract Terms
4. Department Background Investigation Request
5. Vendor Background Investigation Attestation

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

Attachment 1

SAMPLE

Invoice

Temporary Personnel Services Vendor

July 20, 2018

Street Address

City, ST ZIP Code

Phone

E-mail

Purchase Order

0000-2018

Week ending date

7/20/2018

Bill To:

DeKalb County Government

Department of XXXXX

1300 Commerce Drive

Decatur, GA 30030

Phone

E-mail

Employee Name	Job Title	Hours Worked	Hourly Rate	Bill Rate	Amount
Mickey Mouse	Customer Service Rep	40	\$ 11.25	\$ 15.41	\$ 616.40
Donald Duck	Office Assistant	30	\$ 10.50	\$ 14.39	\$ 431.70
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
Total					\$ 1,048.10

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

Attachment 2



DeKalb County Temporary Personnel Services Timesheet

Timesheet WILL NOT be processed without both employee and supervisor signature

Temporary Employee's Name: _____ **ID#:** _____

Department: _____ **Dept. Code:** _____

Worksite: _____ **Supervisor:** _____

INSTRUCTIONS: Employee should enter time reporting for work in the first "TIME IN" column and the time leaving for lunch in the first "TIME OUT" column. Once the employee returns from lunch, the time returning to work should be entered in the second "TIME IN" column. The time leaving work should be recorded in the second "TIME OUT" column. Supervisors should enter total hours worked (excluding time taken for lunch) in the "total time" column on a daily basis.

At the end of the pay period (Fridays), the supervisor should record the **TOTAL HOURS WORKED FOR THE WEEK AND RETURN TO VENDOR.**

Week Ending: _____

DATE	DAY	TIME IN (BEGIN DAY)	TIME OUT (L/ FOR LUNCH)	TIME IN (RTN FROM LUNCH)	TIME OUT (END DAY)	TOTAL HOURS WORKED
	SATURDAY					
	SUNDAY					
	MONDAY					
	TUESDAY					
	WEDNESDAY					
	THURSDAY					
	FRIDAY					
					Total hours this week.	

- An employee must work a full forty (40) hours in a work week before overtime can be considered.
- Temporary employees shall not work in excess of forty (40) hours per work week without prior written approval by the County.
- Invoices must contain the following information (for each employee) at a minimum:
 - 1) Division/department name and number
 - 2) Invoice number
 - 3) Invoice date
 - 4) Purchase order number
 - 5) Week-ending date
 - 6) Employee name
 - 7) Job title
 - 8) Hours worked
 - 9) Hourly and bill rate
 - 10) Invoice totals

Supervisor Signature

Date

Participant Signature

Date

Human Resources July 2018

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

Attachment 3

III. REQUIREMENTS

The successful Vendor must provide temporary personnel services in accordance with the following requirements:

1. During the assignment, temporary personnel shall not work for any period over eight (8) hours per day for a maximum of forty (40) hours per week without prior authorization from the DeKalb County Human Resources and Merit System Department. Normal working hours are 8:30 A.M. to 5:00 P.M., Monday through Friday.
2. Prior to the start of each assignment, working hours will be mutually agreed to by the Requesting Department and the successful Vendor.
3. Except in connection with a replacement for cause, the successful Vendor will not reassign or replace personnel assigned to the County unless the successful Vendor can demonstrate, to the reasonable satisfaction of the County, that such reassignment will not have a material adverse effect on the County's operations.
4. Successful Vendor must comply with DeKalb County's employment policies, Equal Employment Opportunity; Americans with Disabilities Act; Age Discrimination in Employment Act; Georgia Security and Immigration Compliance Act; Immigrant Reform and Control Act; Title VI of the Civil Rights Act of 1964; and other local, state, and federal legislation as required.
5. Employees with bilingual capabilities may be required, from time to time, by DeKalb County. Spanish is the most common language used by the various departments for each common position description. Vendor must submit a list of languages for which bilingual temporary personnel services can be provided.
6. Successful Vendor agrees that no penalty or other monetary transaction shall be imposed on DeKalb County, or on a temporary employee, if that employee is hired as a permanent or part-time employee with DeKalb County at any time during or after contract service dates.
7. Certain job specifications in DeKalb County require drug and alcohol testing. In providing temporary personnel to DeKalb County to fill these job specifications, successful Vendor must provide drug and alcohol testing before employee is assigned to DeKalb County. The cost of the drug and alcohol testing is the responsibility of the successful Vendor. Vendor must submit, with the Technical Proposal, a copy of the drug and alcohol test which shall be utilized for those positions requiring drug and alcohol testing as specified by DeKalb County. The successful Vendor will be required to maintain a file copy of each temporary employee's drug and alcohol test who is assigned to DeKalb County. DeKalb County may review said record upon request. DeKalb County will not make payment to the successful Vendor for any labor incurred where this paragraph's stated requirement is not met and retains the

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

right to terminate the successful Vendor's contract where this paragraph's stated requirement is not met.

8. Certain job specifications in DeKalb County require criminal background checks (including police fingerprint checks). In providing temporary personnel to DeKalb County to fill these job specifications, successful Vendor must complete a criminal background check before employee is assigned to DeKalb County. Vendor must submit with the Technical Proposal a copy of the criminal background check which shall be utilized for those positions specified by DeKalb County as requiring a criminal background check. The cost of the criminal background check shall be the responsibility of the successful Vendor. A copy of the temporary employee's police fingerprint check shall be retained on file by the successful Vendor and DeKalb County may review said file upon request. DeKalb County will not make payment to the successful Vendor for any labor incurred where this paragraph's stated requirement is not met and retains the right to terminate the successful Vendor's contract where this paragraph's stated requirement is not met.
9. A copy of the Immigration and Naturalization Service Employment Eligibility Verification form (I-9), including all required documents as outlined in the I-9 form, must be maintained by the successful Vendor on each employee assigned to DeKalb County and DeKalb County may review said file upon request. In accordance with OCGA § 13-10-91 and Georgia Department of Labor Rules § 300-10-1-.02, the successful Vendor will also be registered and participate in a federal work authorization program to verify work eligibility. DeKalb County will not make payment to the successful Vendor for any labor incurred where this paragraph's stated requirement is not met and may terminate the successful Vendor's contract where this paragraph's stated requirement is not met.
10. Assignments may sometimes require temporary personnel to have access to confidential information regarding County operations or private information from individuals. The successful Vendor agrees that it or its temporary personnel will not use confidential information for any purpose except as contemplated pursuant to this agreement.
11. The successful Vendor will comply with County policies, procedures and requirements with respect to access to the County's offices and data. Said policies, procedures and requirements will be provided to temporary personnel upon assignment.
12. Notwithstanding the foregoing, a party may disclose the other party's confidential information (i) to the extent necessary to comply with any applicable law, rule, regulation or ruling; (ii) as appropriate to respond to summons or subpoena; or (iii) to the extent necessary to enforce its rights under this Agreement.
13. Temporary employees shall be paid in a manner that does not require employees to leave their duty stations with DeKalb County in order to receive their pay checks.

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

Any incentive program that rewards excellent performance and/or encourages employees to stay the entire length of an appointment must be included in the Technical Proposal. The County shall not be responsible for the payment of incentive awards.

14. Some temporary employee assignments, such as those for the Information Systems Department, may be identified by DeKalb County as a project assignment, meaning it is the intent of DeKalb County to have one (1) or more temporary employee(s) assigned to the project for the duration of the project from start to finish (possibly in straight shifts).
15. The successful Vendor must be responsible for all insurance, worker's compensation, payroll taxes, and other employer mandated items for their employees. It is the successful Vendors' sole responsibility to educate their employees as it pertains to their employment with the successful Vendor and to perform tasks assigned by DeKalb County.
16. It shall be at the discretion of the employing (or receiving) division/department to accept or reject a proposed temporary employee. The successful Vendor will be required to replace an unacceptable employee no later than the first work day following notification to the successful Vendor the employee has been determined to be unacceptable. Acceptability of temporary employees is at the sole discretion of the County.
17. The successful Vendor will be responsible for providing DeKalb County Human Resources and Merit System Department a monthly management report and customer usage report for each DeKalb County Department by the 10th business day of each month. Reports must be on a separate page for each DeKalb County Department, and must include at a minimum: (1) the total number of employees utilized by position category; (2) assignment billing address; (3) total number of hours worked per employee; (4) total cost of position skill or category, including bill rate and pay rate; and (5) a grand total of employees, hours, and costs. The monthly management report shall be provided in hard copy and in electronic format in Microsoft Excel.
18. Group time sheets shall be provided for each division/department in hard copy and in electronic format in Microsoft Excel by Monday of each week. For billing and tracking purposes, all time sheets should indicate the name, [REDACTED] unique identifier [REDACTED], time in and out, lunch time out and in, and a two (2) digit departmental code (provided by DeKalb County) for each day, Monday through Sunday. Week-ending date should be on all time sheets. The time sheet should provide places for the employee's signature and a DeKalb County approval signature. An employee must work a full forty (40) hours in a work week before overtime can be considered. Temporary employees shall not work in excess of forty (40) hours per work week without prior written approval by the County.

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

19. Group invoices by department shall be provided in hard copy and in electronic format in Microsoft Excel. Invoices must contain the following information at a minimum: (1) division/department number; (2) invoice number; (3) purchase order number; (4) week-ending date and invoice date; (5) description of job title; (6) employee name; (7) hours worked, hourly bill rate, and total amount due for each employee; and (8) invoice totals to include total hours worked and total payment due. Invoices are to reflect information reported on the individual time sheet. A copy of each individual time sheet shall be attached to the corresponding invoice. Do not combine divisions/departments on time sheets or on the invoices. Successful Vendor shall not issue credits or debits for incorrect invoices. New invoices with corrected amounts shall be submitted for payment processing. The successful Vendor shall furnish a monthly statement of outstanding invoices with each invoice. DeKalb County's goal for the payment of undisputed invoices is thirty (30) days from invoice receipt.
20. The successful Vendor shall provide services at the rates provided in the Cost Proposal. The County shall have no duty to make deductions for unemployment insurance, social security contributions, or state or federal income taxes. As the employer, such deductions shall remain the sole responsibility of the successful Vendor.

IV. JOB DESCRIPTIONS

1. The most common position descriptions for temporary personnel required by DeKalb County are outlined below. Vendor shall indicate the number of available personnel for each position described in the following list:
- A. Executive Secretary: Typing ability 60 wpm minimum; composes and produces various financial, legal, and other sensitive documents; types correspondence on PC using a variety of software packages; provides secretarial administrative duties and support within department which includes: photocopying, filing, maintaining calendars and suspense files, greeting and providing assistance to visitors and callers, scheduling appointments and making travel arrangements; provides technical support and coordinates program information for departmental staff; and supervises clerical staff and others as assigned.
No. of personnel available: _____
Languages available: _____
- B. Office Assistant: Typing ability 45 wpm minimum; type from correspondence (including statistical information copy); greet public, answer phone and supply information; file under alphabetical and numerical systems; sort and compile written materials; use copying equipment as well as other common office equipment. This category includes typist, receptionist and file clerk duties.
No. of personnel available: _____
Languages available: _____
- C. Administrative Assistant: Must project a professional image. Typing ability 45 wpm. Type on PC using a variety of software packages; Microsoft Word is most

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

commonly used. Type memoranda, correspondence and forms from copy. May be asked to perform complex tasks; attention to detail necessary. Greet visitors, answer phone and supply information; make appointments. Open and sort mail and file.

No. of personnel available: _____

Languages available: _____

- D. Customer Service Representative: Represents department in face-to-face interactions with the public; resolves problems; uses good judgment and communication skills; works independently with minimal supervision. May be required to type on PC using a variety of software packages depending on placement- Microsoft Word is most commonly used.

No. of personnel available: _____

Languages available: _____

- E. Legal Secretary: Typing ability of 60 wpm, word processing ability, and familiarity with legal process/court systems.

No. of personnel available: _____

Languages available: _____

- F. Receptionist/Switchboard Operator: Main dimension board or multi-line phone system. Takes messages, greets public, and gives general information and directions.

No. of personnel available: _____

Languages available: _____

- G. Accounting Technician: Basic bookkeeping skills and financial office procedures. Uses common office equipment associated with accounting functions.

No. of personnel available: _____

Languages available: _____

- H. Office Software Specialist: Develops and maintains computer database and web site; *uses various software packages depending on placement*; creates reports, charts, graphs, and spreadsheets for presentations using a variety of software packages; provides information and answers customer inquiries; recommends ways to best illustrate collected data; prepares a variety of recurring and special reports and analyses to assist management; and provides computer software training and assistance to departmental staff.

No. of personnel available: _____

Languages available: _____

- I. Data Entry Operator: Entry rate of 10 correct inputs per minute (10 correct = approximately 6,000 keystrokes using a 5-minute test).

No. of personnel available: _____

Languages available: _____

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

- J. Landscape/Grounds maintenance Worker: Performs advanced landscaping/ground maintenance tasks (i.e. using all types of pesticides; pruning variety of plants; planting/transplanting plant material; turf seeding/sodding; fertilizing; irrigating; miscellaneous seasonal grounds keeping chores.) In the course of these duties may operate mechanical/electrical equipment, e.g. lawn mowers, weed-eaters, etc. Must be able to report to work immediately; work locations may be anywhere in DeKalb County, not always on bus lines. May be transported to work sites by County personnel, so vendor's insurance must be able to cover such transportation.
No. of personnel available: _____
Languages available: _____
- K. Laborer: Miscellaneous physical labor tasks requiring considerable physical stamina, e.g. unloading trucks, pouring and shoveling sand, cleaning sludge from waste water filter drains. Must be able to report to work immediately; work locations may be anywhere in DeKalb County, not always on bus lines, and vendors insurance must be able to cover temporary employees being driven to exact job site by DeKalb County personnel.
No. of personnel available: _____
Languages available: _____
- L. Technical Support Analyst: Provides data analysis, including logical design, data definition, database architecture, flow analysis, data modeling. Complies with security best practices to ensure data integrity. Maintains, develops and recommends techniques and methodologies to enhance application performance, and communicates data standards to staff. Develops and recommends implementation of policies, procedures, and practices to properly administer county data assets. Analyzes system requirements, determines optimal file structure for systems. Provides recommendation of hardware and software selection, implementation, and maintenance. Formalizes documentation, including detailed data specifications, logical data models and flows, database designs, data definitions, backup and recovery requirements, and security models. Provide input for backup plans and schedules. Participate in Disaster Recovery tests and provide updated procedures as necessary for Disaster Recovery and data protection. Assists programmers and analysts with problems relating to data modeling and data storage/retrieval issues. Monitors databases on a continuous basis and provide performance reports to management as required.
No. of personnel available: _____
Languages available: _____
- M. Microsystems Specialist: Assists in loading specified software packages such as operating systems, word processing or spreadsheet programs into computer; enters commands and observes system functions to verify correct system operation; diagnoses hardware, software and operator problems; recommends or performs remedial actions to correct problems, or request other assistance; instructs users in use of equipment, software and manuals; replaces defective or

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

inadequate software packages; refers hardware problems to network control service personnel; updates and maintains inventory of all of the County's microcomputer hardware and warranties, software, modifications, and licenses; assists in the installation of microcomputer hardware systems; may write and maintain in-house microcomputer programs.

No. of personnel available: _____

Languages available: _____

- N. Project Coordinator: Coordinates project-related activities for new construction, renovations and other work order requests; Researches, plans, designs and develops, technical evaluations, project accounting and reporting; Facilitates project planning, development, monitoring, and completion of initiatives on projects; Works with customers, vendors, contractors, architects, engineers, regulatory agencies, and others during a project lifecycle; facilitates project work consistent with department-defined project management processes and goals; Designs, develops and produces charts, graphs, maps, spreadsheets and graphics necessary for clear and concise presentations.

No. of personnel available: _____

Languages available: _____

- O. Mail Clerk: Sort and directs incoming and outgoing interoffice and U.S. Postal Service mail; Receives, sorts, and distributes U.S. mail, parcels and interoffice mail; Operates automated mail equipment, runs machine reports and contacts vendor for maintenance servicing; Provides courier services to deliver mail to County departments; Prepares outgoing mail by weighing, stamping, and sorting for post office pickup; Provides service at window.

No. of personnel available: _____

Languages available: _____

2. Temporary employees must meet the requirements/skills specified in the DeKalb County job specifications for the position descriptions specified in the Requirements section above. The successful Vendor will be required to maintain a copy of the appropriate/required skills test(s) on file for each temporary employee assigned to the County and the County may review said record upon request. The cost of appropriate skill tests are the responsibility of the successful Vendor. The County will not make payment to the successful Vendor for any labor incurred where this paragraph's stated requirement is not met and retains the right to terminate the successful Vendors contract where this paragraph's stated requirement is not met.
3. The County reserves the right to request additional temporary personnel categories not identified by the titles listed. If the County requests categories of personnel that are not included in Attachment F, Cost Proposal, Sections III and IV, the County and successful Vendor shall mutually agree to a firm fixed hourly rate for the additional categories that shall apply for the duration of the agreement.

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

Attachment 4



DeKalb County

Temporary Personnel Services Background Investigation Request

For Department Use Only

A background check may investigate a candidate's criminal records, education, employment history, credit history, motor vehicle and license records, and/or civil records.

The [Fair Credit Reporting Act \(FCRA\)](#) sets national standards for employment screenings. According to the FCRA, employers may not look at the following information when performing background checks on job candidates, except for jobs with an annual salary of \$75,000 or more:

- Bankruptcies after 10 years
- Civil suits, civil judgments, and arrest records, after seven years from date of entry
- Paid tax liens after seven years
- Accounts placed for collection after seven years
- Any other negative information (except criminal convictions) after seven years

Complete and return this form to HR Business Division along with request for temporary personnel services form. Attn.: Armita Davis, ajdavis@dekalbcountyga.gov- 404-371-2287

Check any applicable violations that may prevent hiring (For Dept Use ONLY):

- Criminal offenses against families and children
- Violent crimes including murder, manslaughter, forcible rape, robbery, aggravated assault
- Theft, shoplifting, forgery, fraud and counterfeiting, bad checks, stolen property, either buying, receiving, or being in possession of
- Property crime, including burglary, larceny, theft, arson, vandalism and motor vehicle theft
- Drug Violations
- Driving while intoxicated aka Felony DUI
- Weapons violations
- Other: _____

Job Vacancy

Department

Department Representative

Date

Comments:

HR Aug 2018

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

Attachment 5



DeKalb County

Temporary Personnel Services
Background Investigation Results

For Vendor Use Only

Temporary Employee _____

Date of Background _____

Check the following issues of concern on the background report:

- No Issues Misdemeanor Felony

The following felony convictions returned:

- Criminal offenses against families and children
- Violent crimes including murder, manslaughter, forcible rape, robbery, aggravated assault
- Theft, shoplifting, forgery, fraud and counterfeiting, bad checks, stolen property, either buying, receiving, or being in possession of
- Property crime, including burglary, larceny, theft, arson, vandalism and motor vehicle theft
- Drug Violations
- Driving while intoxicated aka Felony DUI
- Weapons violations
- Other: _____

Comments: Clarify issues which may prevent candidate selection.

By signing, you attest that a background check was conducted on _____ and the results meet the requesting department's background requirements.

Vendor Representative (print)

Vendor

Vendor Representative (signature)

Date

HR Aug 2018

DISTRIBUTION

Action Official Distribution:

Dianne McNabb, Interim Finance Director/Chief Financial Officer

Benita C. Ransom, Human Resources Director

Antrameka L. Knight, Interim Assistant Director, Finance-Utility Customer Operations

Statutory Distribution:

Michael L. Thurmond, Chief Executive Officer

Nancy Jester, Board of Commissioners District 1

Jeff Rader, Board of Commissioners District 2

Larry Johnson, Board of Commissioners District 3

Steve Bradshaw, Board of Commissioners District 4

Mereda Davis Johnson, Board of Commissioners District 5

Kathie Gannon, Board of Commissioners District 6

Gregory Adams, Board of Commissioners District 7

Gena Major, Chairperson, Audit Oversight Committee

Harold Smith, Vice Chairperson, Audit Oversight Committee

Harmel Codi, Audit Oversight Committee

Adrienne T. McMillon, Audit Oversight Committee

Information Distribution:

Zachary L. Williams, Chief Operating Officer/ Executive Assistant

Vivian Ernstes, County Attorney

La'Keitha D. Carlos, CEO's Chief of Staff

Antwyn Brown, Chief of Staff, Board of Commissioners

Stacey Kalberman, Ethics Officer, DeKalb Board of Ethics

Reginald Wells, Interim Director of Watershed Management

**OFFICE OF INDEPENDENT INTERNAL AUDIT
DEKALB COUNTY GOVERNMENT
AUDIT OF TEMPORARY PERSONNEL SERVICES CONTRACTS
FINAL REPORT**

PROJECT TEAM

This report submitted by:

Not Available for Signature

Shavarl Rolle, CPA, CFE
Internal Auditor
Office of Independent Internal Audit

Date

This report reviewed by:

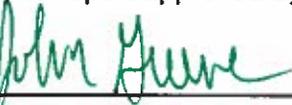


Cornelia Louis
Financial Internal Audit Manager
Office of Independent Internal Audit



Date

The report approved by:



John Greene, CIA, CIG, CGAP, CGFM
Chief Audit Executive
Office of Independent Internal Audit



Date

STATEMENT OF ACCORDANCE

Statement of Accordance

The mission of DeKalb County is to make the priorities of the citizens of DeKalb County; the priorities of County government - by achieving a safer DeKalb, building stronger neighborhoods, creating a fiscally accountable and more efficient county government and uniting the citizens of DeKalb County.

The mission of the Office of Independent Internal Audit is to provide independent, objective, insightful, nonpartisan assessment of the stewardship or performance of policies, programs and operations in promoting efficiency, effectiveness and integrity in DeKalb County.

This performance audit was prepared pursuant to DeKalb County, Georgia – Code Ordinances/Organizational Act Section 10A- Independent Internal Audit. We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

This report is intended for the use of the agency to which it was disseminated and may contain information that is exempt from disclosure under applicable law. Do not release without prior coordination with the Office of Independent Internal Audit.

Please address inquiries regarding this report to the Office of Independent Internal Audit at 404-371-2765.