

Audit Report No. 2017-013-WMCS
November 2018

OFFICE OF INDEPENDENT INTERNAL AUDIT

Temporary Personnel Services Contract

DEKALB COUNTY GOVERNMENT
Watershed Management-Collection Services Unit

FINAL REPORT



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

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John Greene
Chief Audit Executive

**WATERSHED MANAGEMENT-COLLECTION
SERVICES
TEMPORARY PERSONNEL SERVICES CONTRACT
AUDIT REPORT NO. 2017-013-WMCS**

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What We Did

In accordance with the Office of Independent Internal Audit (OIIA) Audit Plan for 2017, we conducted a performance audit of Watershed Management–Collection Services (WM-CS) Unit, a component of the Operations Division, to determine whether the use of temporary personnel services was cost effective in achieving the unit’s operational objectives of addressing their staffing needs. We examined the temporary personnel service contracts administered by Human Resources and Merit System (HRMS) to determine the vendor’s compliance with the contract terms and HRMS’ oversight of the contract. Additionally, we assessed whether WMCS was compliant with HRMS’ procedures for obtaining temporary personnel. We analyzed the WM-CS budgets, other relative data and examined a sample of vendor invoices for the period January 1, 2016 to May 31, 2017.

What We Found

Our cost benefit analysis identified that WM-CS’ use of temporary personnel services provided a short-term cost savings when compared to employing permanent staff. HRMS did not provide WM-CS with pertinent information regarding 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 the vendor did not provide monthly management reports to HRMS that were in accordance with contract requirements.

What We Recommend

We recommend that WM-CS management should:

- 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.
- 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.

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BACKGROUND AND INTRODUCTION

During 2016, WM-CS employed temporary personnel services to address a backlog of 12,000 open work orders. WM-CS' goal was to obtain permanent staff long-term and employ temporary personnel for special projects that may exceed staffing needs. Budgeted operating expenditures for temporary personnel services were \$164,140 for 2016 and a total of \$28,852 was expended.

WM-CS utilized Jibe Staffing, LLC. (Jibe) a countywide temporary personnel services contract administered by HRMS. Jibe provides Meter Readers and Field Service Representatives (technicians) for WM-CS. Below (**Exhibit 1**) is a summary of positions with the associated pay rates and costs (See **Appendix II** for summary of job description) that Jibe provides for WM-CS.

DEKALB AND JIBE PAY RATE TEMPORARY PERSONNEL SERVICES JANUARY - 2016 MAY - 2017 EXHIBIT 1				
DEKALB POSITION TITLE	JIBE RATES PER INVOICE	ACTUAL WAGES JIBE PAID TO TEMPORARY HIRE	DEKALB COUNTY POSITION WAGE RATE	EFFECTIVE DEKALB COUNTY PAY RATE (INCLUDES INSURANCE, PENSION COSTS, FICA)
Meter Reader	\$20.30	\$14.00	\$13.78	\$22.68
Field Service Representative/Technician	\$23.20	\$20.75	\$18.49	\$28.63

Jibe 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.
- Jibe 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.
- Temporary personnel shall not work for any period over eight (8) hours per day for a maximum of forty hours per week without prior authorization from the DeKalb County.

AUDIT RESULTS

Based on the results of this performance audit, we determined the following:

- WM-CS' temporary services expenditures were within the appropriated budget.
- Short-term cost savings of 9% and 20% when employing temporary staff, Meter Readers and Field Services Representatives, respectively, compared to employing permanent staff.

In addition, we identified the following finding and recommendation relating to compliance and some additional items for consideration.

FINDING 1- VENDOR NOT COMPLIANT WITH REQUIREMENTS 17 AND 18 OF CONTRACT

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

Criteria: Per Contract 1016091 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

In addition, per 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) hours in a workweek 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

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

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

Cause: WM-CS was not aware of the vendor responsibilities outlined in the contract.

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 obligations of the contract and overbilling.

The contract information is essential in providing WM-CS 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.

¹ Jibe Contract 1016091 pg. 23

² Jibe Contract 1016091 pg. 23

Furthermore, there is an increased risk of error in timesheet data due to the vendor's non-compliance.

Recommendation:

WM-CS should:

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

HRMS should:

- Ensure that the vendor adheres to 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.

ADDITIONAL ITEMS FOR CONSIDERATION

BACKGROUND CHECKS

HRMS does not obtain copies of criminal background checks for temporary personnel. 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 1016091 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, WM-CS did not request that the vendor provide criminal background check information. Because temporary hires may have access to sensitive and/or personal customer information, we suggest that either WM-CS 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 a sample of timesheets with the temporary personnel's social security numbers. The social security number is Protected Personal Information (PPI), which is "any information or characteristics that may be used to distinguish or trace an individual's identity, such as their name, SSN, or biometric records."³ 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

³ <https://www.law.cornell.edu/cfr/text/32/701.115>

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is apprised of the need to properly protect the 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 disclosure may result in both civil and criminal penalties.”⁴

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.”⁵

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 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 is cost-effective in achieving its operational objectives in 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 WM-CS for the period January 1, 2016 through May 31, 2017.

The methodology included but was not limited to the following:

- Obtain and review temporary services contracts utilized by WM-CS.
- Review DeKalb County ordinance or administrative procedures for policies on temporary personnel.
- Research Federal law applicable to temporary personnel/employees.
- Interview WM-CS 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

Field Service Representative/Technician - Responsibilities include, identifying meters that have not been located, verify identification numbers on newly installed meters to ensure accuracy, re-read meters to ensure accurate readings and disconnect water service on delinquent accounts.

Meter Readers- Locates and read residential and commercial water meters with a handheld device, retrieving data used by the County to accurately bill customers and collect revenue for their water and sewage usage.⁶

⁶ Taken from position link of DeKalb Paybook February 2018

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Appendix III – Management Response



770.621.7200 (o) | Watershed Management
770.621.7271 (f) | 1580 Roadhaven Drive
DeKalbCountyga.gov | Stone Mountain, GA 30083

Chief Executive Officer
Michael Thurmond

MEMORANDUM

Board of Commissioners

TO: John Greene, Chief Audit Executive – Office of Independent Internal Audit
FROM: Reginald Wells, Interim Director – Department of Watershed Management
DATE: October 23, 2018
SUBJECT: Draft Report on Watershed Management – Collection Services Temporary Personnel Services Contract Audit Report No. 2017-13-WMCS

District 1
Nancy Jester

District 2
Jeff Rader

District 3
Larry Johnson

District 4
Stephen Bradshaw

District 5
Mereda Davis Johnson

District 6
Kathie Gannon

District 7
Gregory Adams Sr.

This memorandum serves as a concurrence of the findings and recommendations in the Department of Watershed Management’s – Collections Division Draft Audit Report. Using the temporary personnel services was cost effective in achieving the unit’s operational objectives to address staffing needs. At this time, additional recommendations have not been presented and there are no objections from the department.


Reginald O. Wells, Interim Director
Department of Watershed Management

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DeKalb County



Maloolf 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 *BCR*
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

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HR | August 23, 2018
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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

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Attachment 1

SAMPLE

Invoice

Temporary Personnel Services Vendor

July 20, 2018

Street Address
City, ST ZIP Code
Phone
E-mail
Purchase Order
Week ending date

0000-2018
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

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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

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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

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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.

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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.

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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

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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: _____

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- 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

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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.

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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:

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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:

William (Ted) Rhinehart – Deputy Chief Operating Officer of Infrastructure

Reginald Wells, Interim Director of Watershed Management

Benita Ransom, Human Resources Director

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

Claire Cousins, Audit Oversight Committee

Information Distribution:

Zachary L. Williams, Chief Operating Officer/ Executive Assistant

Viviane 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

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Dianne McNabb, Interim Finance Director/Chief Financial Officer

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

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PROJECT TEAM

This report submitted by:

Not Available for Signature

Shavari Rolle, CPA, CPE
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

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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.