

Rec #	Recommendation	Management Action Plan	Follow up Status
3.1	Governance Oversight - Payroll Oversight Activities Review all payroll processes and identify key activities that need to be reviewed and/or approved including but not limited to those activities listed above.	Once the permanent replacement for the HR Manager, Total Rewards and HR Systems is in place, the appropriate segregation of duties will be established to ensure that the oversight is strengthened.	Complete
5.1	Governance Oversight - Direct Deposit Bank File Ensure the bank transfer file is reviewed against the final payroll register and authorized on the bank website by someone independent of payroll processing.	The new Manager, or designate, will be responsibility to review/approve the final payroll register to bank file confirmation.	Complete
5.2	Governance Oversight - Direct Deposit Bank File Remove the ability of staff to modify the payroll bank transfer file but if not feasible implement compensating controls to identify when a change occur.	The transfer file will be prepared by staff but systems restrictions will be put in place to prevent the person creating the bank file from transmitting the file.	Complete
6.1	Compliance - Additional Pay Premium Review and update the policy definition and criteria for additional pay 5% premium. Policy update to include but not limited to: exceptions to policy must be approved by the CAO and additional pay does not exceed an employee's grade level rate or the maximum.	The criteria for the additional pay will be reviewed/revised and approved by ET.	Complete

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6.2	Compliance - Additional Pay Premium Ensure compliance to policy and procedures.	The compliance to the policy will be subject to IA follow-up and internal reviews by the new Manager.	Complete
7.1	Accuracy and Completeness - Additional Pay Premium Template Form Ensure the form letter template is consistently used by the service area and is completed in full with sufficient detail regarding additional pay duties, clear instructions, accurately reflects the type of additional pay (acting, scope, promotional increases, etc.) and authorizations.	Format of the Pay Premium Request will be reviewed and approved by the DCAO Corporate Services.	Complete
7.2	Accuracy and Completeness - Additional Pay Premium Template Form Use a standard form for the service areas to complete that includes all relevant information needed to process the premium accurately and clearly such as: appropriate departmental level authorization, current pay and grade level and employee ID number, etc.	Specific details will be complete or returned to department for correction.	Complete

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8.1	Accuracy and Completeness -Additional Pay Premium Calculation and Tracking Ensure the additional pay calculation is reviewed and approved for accuracy prior to set up.	All additional pay calculations will be processed under a consistent modelling; as a separate line and not adjusting rate of pay. The modelling would require the review and signed approval by the new Manager, or appropriate designate, prior to processing of adjustments.	Complete
9.3	Accuracy and Completeness - Vacation, Sick and Lieu Banks Ensure all accrual banks are adjusted to zero for former employees.	All former employees will be 'zeroed out'.	Complete
14.1	Security - Segregation of Duties Review payroll staff responsibilities and segregate incompatible duties however; if there is a business reason not to segregate incompatible duties, implement and document compensating controls to monitor activity.	Staff responsibilities should be separated so that the risks associated with inappropriate activities are minimized. If, due to the limited number of staff in the functions, the new Manager will review and approve all processing of incompatible functions to ensure that there is a presence of oversight and detection/review.	Complete

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14.2	Security - Segregation of Duties Remove the ability for the payroll specialist to grant/modify system access in Kronos.	The HRIS Specialist should be afforded a secondary login that has limited rights and authorities. An audit report of access and function under the HRIS Specialist should be run monthly and signed off by the new Manager. Under the Payroll Specialist access, their ability to grant/modify access would be removed and assigned to the new Manager.	Complete
14.3	Security - Segregation of Duties Ensure a review is performed by an independent person where a payroll specialist processes their pay on a biweekly basis.	The new Manager would review/approve all payroll registers and shall specifically record review of a payroll specialist processing of their pay.	Complete
15.1	System Access-Payroll Related Functionality Provide I.T. staff with end user read only access.	IT Staff should not have the access to write/modify.	Complete

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15.2	System Access-Payroll Related Functionality Identify incompatible duties when granting end user access in Kronos and JDE and segregate where possible however; if it is not possible due to a business reason document and implement compensating controls.	End user access to Kronos and JDE will be assessed for incompatible duties. Effort will be taken to segregate these duties. In the event that business reasons prevent this from being achieved, a record of the business reasons will be documented and approved by the New Manager. Where segregation of incompatible functions cannot be achieved, the new Manager will institute compensating review procedures to ensure proper processing, minimizing the corporate risk.	Complete
15.3	System Access-Payroll Related Functionality Ensure access is granted to only functionality needed to carry out job responsibilities.	A thorough review of the software access granting rights will be completed and access rights will be specifically aligned with job function.	Complete
15.4	System Access-Payroll Related Functionality Ensure JDE roles and user access granted is reviewed periodically along with the service area to validate accuracy.	Once the tasks in 15.3 are completed, all modifications will only be applied if the new Manager approves in writing. An annual audit of access will be completed and signed off by the new manager.	Complete
15.5	System Access-Payroll Related Functionality Consider implementing a role based security access model in Kronos to enhance efficiencies.	Staff will investigate and depending on the software limitations, will establish a role-based security access model.	Complete

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16.1	Security - Kronos Super User System Access Immediately change the super user account password and implement a process to ensure the password is changed periodically and when an employee who knows the password leaves the City or transfers.	The Super User password was changed immediately once identified during the course of the Payroll audit. The Super User password would be restricted only to the HRIS Specialist in his/her specific capacity within the Payroll department. All modifications under that user access will be audited and reviewed/approved by the new Manager to ensure appropriate. When the HRIS Specialist is functioning more in the capacity of a Payroll Specialist, then a separate login will be used.	Complete
16.2	Kronos Super User System Access Restrict the number of employees who have access to the super user account to only those that need the access to carry out their job responsibilities.	If the Super User access is required by IT for a system upgrade or high end modification, the password will be granted, the work completed will be reviewed and the password will be changed. The Super User Password will be maintained by the new Manager.	Complete
16.3	Kronos Super User System Access Assign super user ID to a specific individual in order to identify activity performed by the person where this is not feasible implement a process to track employees using the super user access.	Achieved under 16.1 above.	Complete

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16.4	Kronos Super User System Access Develop a procedure regarding Super User granting and removal of access. Ensure procedure identifies but not limited to: responsibilities, approvals, frequency a password is changed and review of activity.	Achieved under 16.1 above.	Complete
17.1	Security- Access to Employees Official Files In conjunction with the Operations department develop a process to ensure all requests for swipe card access to the Human Resources area is appropriately approved by Human Resources management in writing.	The use of generic swipe cards, having been deactivated, will ensure that there is an inventory of access rights to the HR file room and that the new Manager will review/approve all additions/deletions for access rights.	Complete
17.2	Security- Access to Employees Official Files Implement a process to periodically review employees with file room access to ensure accuracy.	A quarterly review of access rights by user will be conducted and signed off by the new Manager.	Complete
18.1	Security - Protection of Data Develop, document and implement procedures to protect data based on its sensitivity and ensure only those employees who need the information have access.	Following an extensive review of the capabilities of the Kronos / JDE software, in conjunction with the user profiles, an invested effort will be made to ensure that user profile determines the extent of the employee datafile that is accessible.	Complete

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18.2	Security - Protection of Data Review payroll data to ensure data is adequately protected as per 18.1 and complies with the Access and Privacy policy.	Payroll data will be categorized. If unnecessary information is gathered regarding an employee, or information has been updated, notation will be made that the data has been reviewed and removed from the network drives. Payroll data will be protected through validated sign-on into the system and sensitive information will not be downloaded to individual network drives. The new Manager will ensure that the data retention process is in compliance with the Access and Privacy Policy.	Complete
19.1	Compliance - Employee Files Develop, document and implement employee file retention procedures to assist Human Resources staff and to comply with legislation and City's By-law.	Very clearly, adherence to the City's retention By-law is required. A systematic review of each and every active employee should be completed to identify missing or invalid information, with a secured purging of duplicate or unnecessary file contents measured against a clear table of contents.	Complete
19.2	Compliance - Employee Files Ensure employee files comply with the City of Guelph's retention by-law.	See above; on an annual basis there should be a dedicated effort to identify and remove closed information specifically complying with the By-law.	Complete

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20.2	Accuracy & Completeness - Non-Union Annual Increase Ensure the annual increase calculation is reviewed and appropriately approved.	All annual increases will be approved by the responsible department by a position in authority responsible for the resource management.	Complete
20.3	Accuracy & Completeness - Non-Union Annual Increase Ensure annual increase rates approved by Council are strictly adhered to unless an exception is appropriately approved.	All increases will be in accordance to Council-approved process; rounding to the dollar is the only variable.	Complete
21.1	Financial Management - Account Reconciliations and Payroll Deduction Payments Implement a process to ensure all payroll balance sheet accounts are reconciled/analyzed on a monthly basis, approved and provided to Finance at least twice a year.	A monthly reconciliation with analysis will be completed and approved by the Finance and HR representatives.	Complete
21.2	Financial Management - Account Reconciliations and Payroll Deduction Payments Review payroll deduction payment process and segregate incompatible duties however; where it is not possible due to a business requirement implement and document compensating controls.	The Payroll deduction payment process will be segregated by incompatible duties to ensure that the staff member preparing the deduction payment details is not the same staff member transmitting the payment file. In the event that business requirements prevent this from being achieved, the new Manager will review the payroll and approve the incompatible action.	Complete

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24.1	Management Oversight - Overtime Analysis Perform a corporate overtime analysis of overtime expenditures for the City of Guelph with input from the departments and present to ET semi-annually to identify and review possible issues/trends.	Overtime by department should form a report to each of the DCAOs for their monthly PDP meeting with their GMs. GMs should be reviewing their overtime with their Managers. Accountability for overtime should be built into the framework for leadership PDP. A quarterly report on overtime utilization will be prepared and presented to ET for action/validation.	Complete
25.1	Compliance - Time Entry and Approval Process Ensure employees do not approve their own time in Kronos.	Departmental employees can prepare and enter the details into Kronos, but it requires a DCAO, GM, M signoff. Concurrently, a DCAO, GM, Manager, cannot enter their time. This provides a segregation of function as well as an accountability review/approval by a supervisor.	Complete