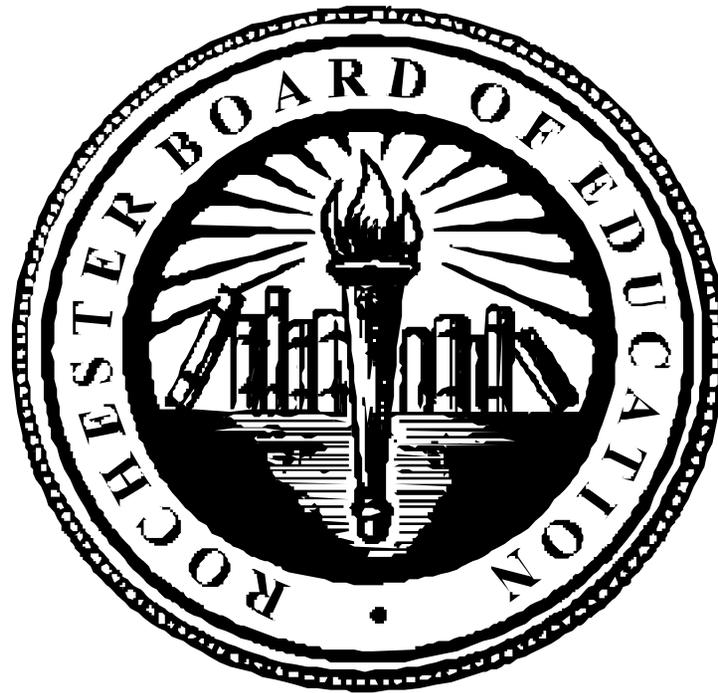


# OFFICE OF AUDITOR GENERAL



Substitute Management  
Follow Up

April 2014



## Office of Auditor General Substitute Management-Follow Up

### **OBJECTIVE**

To follow up on management's corrective actions taken on recommendations issued in the Substitute Management Audit Report issued February 2011. We will specifically evaluate operating procedures and controls implemented to address recommendations made to management in the original audit report.

### **BACKGROUND**

The Office of Human Capital Initiatives (HCI) has implemented a Substitute Management Division (SMD), an all-inclusive resource for applicants and per diem employees to access per diem guidelines and materials. The SMD workforce is composed of Per Diem Teachers, Per Diem Paraprofessionals and Per Diem Administrators.

### **SCOPE**

We collaborated with management and staff to obtain an understanding of current processes and controls in place for the hiring and management of per diem employees. We reassessed the sufficiency of the hiring process for per diem employees, compliance with Regulations of the Commissioner of Education regarding substitutes, utilization of the SmartFind Express system and the District's application of the system. We also reevaluated the adequacy of the monitoring activities of the Substitute Management Division and determined whether proper controls exist over payroll processing for per diem employees.

### **CONCLUSION**

The Substitute Management Division has had two major turnovers in management and staff since our audit in February 2011. Despite the change in staffing, SMD has changed their operating processes to improve the effectiveness of their Division. The District is better utilizing the SmartFind system and ensuring this system is in alignment with PeopleSoft. Significant clean-up activities for the SmartFind system were performed and increased monitoring has been implemented to ensure active employees are maintained in the system and paid at the proper rates. The need still exists for SMD to develop written protocols and procedures for the function, define criteria to identify when additional substitute hiring is warranted, and ensure proper certifications are maintained by per diem substitutes in alignment with the New York State Education Department regulations. The historical inaccurate Paid Absence Bank (PAB) day calculations have not been resolved; however, the calculation was corrected for 2012-13.