

July 8, 2011

CONFIDENTIAL

Office of the Inspector General
David N. McClintock, Inspector General
640 City Hall
Baltimore, Maryland 21202

Re: Report-IG 111413-110

I have received your "Draft Report of Investigation and Exhibits" and reviewed it with my senior executive staff. Thank you for such a detailed and yet clear and concise report. At this time there are not any additional facts or information that we have discovered that are relevant to the outcome of this case. We have also spent considerable time discussing your recommendations and have incorporated several in the agencies corrective action plan that is outlined below.

Corrective Action Plan

The agency is creating a centralized payroll unit within its Human Resources division. The unit will consist of agency timekeepers to enter data into the ETime system. The unit will also have approvers that are assigned to designated populations and/or locations within the agency. In addition to reviewing and verifying all edits entered by the timekeepers, they will also provide the audit functions of running reports for overtime, compensatory time, and FMLA usage. The approvers will also be required to randomly, or upon request from a Division Chief, gather supporting documentation for overtime and comp time edits. This group can also make recommendations to division chiefs about auditing the internet usage of employees that submit significant amounts of comp time sheets or that demonstrate potential patterns of abuse. Finally, the only Payroll Managers within the agency will be the Bureau Heads and the Deputy Director. It is intended that the creation of this unit will not only reduce the number of people with access to Etime, it will create the type of pyramid structure that is necessary for the appropriate levels of checks and balances.

While the creation of a payroll unit will improve efficiency it does not eliminate the need to review and revise the agency's internal standard operating procedures (SOP). We are currently auditing the practices of all of the divisions and drafting new SOPs. Any training required for the restructured duties will be scheduled and all revised SOP's will be distributed. Furthermore, the division chiefs will be advised of their responsibilities regarding the monthly review of overtime and time usage reports as well as their overall responsibility to monitor the leave of their staff.

David N. McClintock

July 8, 2011

Page 2

At this time the employee that was the subject of this investigation has been terminated. While this situation is very distributing it has been used by this agency as an opportunity to correct and improve the manner in which we utilize the Etime system. Again, thank you Mr. McClintock for the very thorough investigation performed by you and your staff. Working together we can discover unscrupulous employees that would commit fraud against the citizens and do harm to the good reputation of the thousands of hardworking and honest public servants. Be assured that this agency stands vigilant and resolved to provide the best and most efficient service for the citizens of Baltimore City and the region. This service shall be performed with honor and integrity. Thank you.

Respectfully,

ALFRED H. FOXX
DIRECTOR