


Internal Audit Unit  
MONTGOMERY COUNTY BOARD OF EDUCATION  
Rockville, Maryland

December 23, 2024

MEMORANDUM

To: Dr. Shawaan T. Robinson, Principal  
Paint Branch High School

From: Mary J. Bergstresser, Supervisor, Internal Audit 

Subject: Report on Audit of Overtime Payroll for the Period  
January 1, 2024, through October 31, 2024

Payroll audits are conducted to evaluate compliance with Board of Education policies and Montgomery County Public Schools (MCPS) regulations and procedures, as well as to assess the effectiveness of existing controls for approval of employee absences and the accuracy of time and attendance reporting. A payroll audit does not review every transaction, but seeks to provide reasonable assurance that any significant errors or omissions in the payroll records are detected. The auditors selected four biweekly payroll periods falling within the audit period to examine employee timesheets, attendance reports, leave requests, and other related payroll documents.

For each of the four pay periods selected, the auditors examined all of the Payroll Attendance Collection System (PACS) timesheets MCPS Form 430-70, *PACS Timesheet*, for required signatures. In addition, the auditors compared MCPS Form 430-17, *PACS Timesheet Short-Term Substitute Teachers and Staff Development Substitute Teachers*, and the MCPS Substitute Employee Management System's (SEMS) automated substitute teacher assignment report to the PACS timesheet to determine if leave was reported. Timesheets and leave requests—MCPS Form 430-70, MCPS Form 430-1, *Leave Request (Requiring ERSC Authorization)*, and MCPS Form 430-1A, *Leave Request (Not Requiring ERSC Authorization)*—were compared to the PACS Form MM 631, *Attendance Approval Report*, for evidence of adequate control over the approval and reporting of leave.

At our meeting on December 5, 2024, with you, and Ms. Tracy E. Powell, school administrative secretary, we reviewed the status of the conditions described in this audit report that were disclosed during our audit of payroll records. It should be noted that your appointment as principal was effective July 1, 2024, and Ms. Powell's assignment as school administrative secretary was effective July 1, 2024. This audit report presents the findings and recommendations resulting from our examination of the payroll records for your school for the period designated above.

Findings and Recommendations

Examination of timesheets disclosed that many of the timesheets were not signed by the direct supervisor as required by MCPS Regulation DLB-RA, *Authorized Signatures for Payroll Documents*. We noted many timesheets were improperly completed or were missing information, and many did not have leave requests attached to show approval. Employees must complete their timesheet and complete a leave slip when requesting leave. It is imperative that all staff members

prepare their MCPS timesheets to indicate hours worked and leave taken for each day, including the daily and biweekly hourly totals to reduce the potential for input errors by the timekeeper. Certification that attendance data has been correctly reported on timesheets, and accurately entered by the timekeeper into PACS is an important internal control process. The principal must approve the biweekly MM631 Approval Attendance Report to certify that the attendance data has been correctly reported on timesheets, and that it was accurately entered by the timekeeper into PACS. We noted that the attendance reports were not always signed/dated by the principal and that your payroll was not being released by a designated staff member who is independent of PACS data entry. An important internal control process is certification by the independent staff member that attendance data has been correctly reported on timesheets, and accurately entered by the timekeeper into PACS, and the principal must review and sign attendance reports indicating the information reported in PACS is accurate. We recommend that either you or a direct supervisor review and sign all timesheets and leave requests, and that payroll be released by a staff member independent of PACS data entry and that the attendance reports are signed and dated by the principal (refer to the *MCPS Finance Manual*, chapter 13, pages 1 and 5).

For the four pay periods selected, information was obtained from the MCPS SEMS to compare with the corresponding professional and supporting services timesheets and substitute timesheets. It is critical that the SEMS report for each pay period be compared to individual leave requests and timesheets, as well as other records of staff absences to ensure payroll procedural compliance. We noted instances where leave forms (MCPS Form 430-1A) were approved by the principal for advance sick, illness in family or bereavement and no explanation was listed for the advance leave. When staff members are requesting advance sick leave, illness in family or bereavement, they must list an explanation for the absence. We also found instances where staff members did not prepare a leave slip until right before or after leave was taken, even though a substitute had been requested in advance. Some employees did not report the leave on their timesheet and others did report leave, but the timekeeper did not enter the taken leave into PACS. Additionally, we found some leave slips were not attached to the employee's timesheet. All staff members must prepare their MCPS timesheets accurately to indicate hours worked and leave taken for each day, including the daily and biweekly hourly totals. You, or your designee, must promptly review for validity and accuracy all the timesheets and leave request forms, ensuring that all required documentation is included prior to approval signature (refer to the *MCPS Financial Manual*, chapter 13, page 4). All leave slips must be attached to the employee's timesheet. A list of payroll discrepancies noted and their potential corrections were provided to you and your timekeeper.

We noted that several staff members were paid Extracurricular Activity (ECA) Class 1 and 3 Stipends during Fiscal Year 2024 for whom MCPS Form 430-59, *Extracurricular Assignment (ECA) Stipend Agreement and Assignment*, was not completed to include an assignment or evaluation upon conclusion of extracurricular activities. The principal is responsible for the management of the entire extracurricular activity program within the school. We recommend that you review the current extracurricular activity booklet for activity codes and descriptions, as well as the approval procedures and payment of stipends.

#### Notice Findings and Recommendations

- Principal or designee must sign and date all timesheets and leave slips.

- Principal must sign biweekly attendance approval reports to confirm that time reported is correct.
- Time and attendance must be accurately reported and timesheets fully completed.
- Payroll must be released by a staff member independent of the PACS entry.
- Approved leave forms and other required documentation must be attached to timesheets.
- Advanced sick, illness in family, and bereavement must have an explanation.
- All ECA stipends need to be documented using MCPS Form 430-59.

Other matters were discussed and satisfactorily resolved. We appreciate the cooperation and assistance of your staff. In accordance with MCPS Regulation DIA-RA, *Accounting for Financial Operations/Independent Activity Funds*, using the attached action plan, please provide a written response to the Internal Audit Unit within 30 calendar days of this report. In your response, please share a detailed plan for addressing these issues, including appropriate staff training and support. Also include what actions were taken for each payroll discrepancy noted.

Prior to returning your completed audit action plan, please contact Mrs. Jewel A. Sanders, director of school support and well-being, Office of School Support and Well-Being, for written approval of your plan. Based on the audit recommendations, Mrs. Sanders will indicate whether she will conduct an electronic review of your action plan or schedule a time to meet in person with you and your school timekeeper to support you with developing a well-defined plan to address the findings.

MJB:YSG:rg

Attachment

Copy to:

Members of the Board of Education  
Dr. Taylor  
Ms. Alfonso-Windsor  
Ms. McGuire  
Dr. Moran  
Mrs. Williams  
Dr. Redmond Jones  
Mr. Reilly  
Mrs. Chen  
Mr. Klausling  
Mrs. Ripoli  
Mrs. Sanders  
Ms. Webb


**FINANCIAL MANAGEMENT ACTION PLAN**

<b>Report Date:</b>	<b>Fiscal Year:</b>
<b>School or Office Name:</b>	<b>Principal:</b>
<b>OSSI Associate Superintendent:</b>	<b>OSSI Director:</b>
<p><b><u>Strategic Improvement Focus:</u></b>          As noted in the financial audit for the period _____, strategic improvements are required in the following business processes :</p>	

Action Steps	Person(s) Responsible	Resources Needed	Monitoring Tools / Data Points	Monitoring: Who & When	Results/Evidence

Action Steps	Person(s) Responsible	Resources Needed	Monitoring Tools / Data Points	Monitoring: Who & When	Results/Evidence

Action Steps	Person(s) Responsible	Resources Needed	Monitoring Tools / Data Points	Monitoring: Who & When	Results/Evidence

OFFICE OF SCHOOL SUPPORT AND WELL-BEING (OSSWB)	
<input type="checkbox"/> <b>Approved</b>	<input type="checkbox"/> <b>Please revise and resubmit plan by</b> _____
Comments: _____ _____	
Director: _____ 	Date: _____