



Memorandum



Miami-Dade County Office of the Inspector General
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To: Jennifer Moon, Director, Office of Management and Budget

Arleene Cuellar, Director, Human Resources

From: Mary T. Cagle, Inspector General

Date: March 13, 2019

Subject: OIG Audit Closeout Re; *Temporary Employment Agency Services Contract No. 9432-4/16 Ref. IG16-0013-A*

The OIG has received the Office of Management and Budget (OMB) and Human Resources' (HR) *Response to OIG Audit Findings* memo dated December 14, 2018 (Attachment 1). The response outlined the newly implemented process regarding the review and approval by OMB prior to County departments accessing the *Temporary Employment Agency Services Contract*. In addition, the OIG received the uniform template from HR on January 30, 2019 for departments to use when requesting extensions of temporary personnel (Attachment 2). Finally, the OIG received the Mayor's *Report on Contractual Temporary Employees* to the BCC on March 8, 2019, which summarized, by department, the number of temporary employees and their tenures (Attachment 3). These items were requested by the OIG in our final audit report issued on August 23, 2018, and in subsequent follow up correspondence regarding the status of implementing our audit recommendations.

The OIG appreciates the action taken by OMB and HR toward the implementation of the report recommendations, and as such, we consider this audit to be closed with no further response being required. Should you have any questions, please contact OIG Audit Manager James Schlotzhauer at 305-350-0620.

cc: Honorable Chairwoman Audrey M. Edmonson
and Members, Board of County Commissioners, Miami-Dade County
Edward Marquez, Deputy Mayor
Tara Smith, Director, Internal Services Department
Michael Liu, Director, Public Housing and Community Development
Lucia Davis-Raiford, Director, Community Action and Human Services
Maria Nardi, Director, Parks, Recreation and Open Spaces
Cathy Jackson, Interim Commission Auditor, and Director, Miami-Dade Audit and Management Services Department (AMS)

Memorandum



Date: December 14, 2018

To: Mary Cagle, Inspector General
Office of Inspector General

From: Jennifer Moon, Director
Office of Management and Budget

Arleene Cuellar, Director
Human Resources

Subject: Response to OIG Audit Findings

In response to the Office of the Inspector General (OIG), final audit report dated August 23, 2018, related to temporary employment agency services, the Human Resources Department (HR) is providing a status on the recommendations outlined in the conclusions and recommendations section of the audit report. The following outlines the Human Resources (HR) and Office of Management and Budget (OMB) response:

- (1) The use of contract employees by department:
OMB reviews the requests to access the temporary services contract and approves the purchase orders for use of temporary employees. OMB in conjunction with HR reviews the departmental requests to extend the temporary employees assignment beyond six months. Specifically, HR discusses with the department a transition plan for utilization and whether departments should explore a more permanent solution in lieu of utilizing temporary employees.
- (2) The uniform template all departments will use to request extensions:
HR is finalizing a centralized template for requesting extensions of temporary personnel that will be forwarded to all County departments. The template in coordination with OMB, will be in finalized and implemented countywide in January 2019.
- (3) The results of the July 2018 departmental survey:
HR prepared a summary memo to the Board which outlines the number of temporary employees and their length of service. Specifically, the timeframes in the audit report were highlighted and included the number of temporary employees by department. This memo is currently being reviewed by the Mayor's Office. You will be copied on the final report to the Board.

Human Resources will be collecting this information bi-annually (January and July), as recommended in the OIG Audit Findings. OMB and HR continue to provide guidance to the departments regarding the use of contractual temporary personnel and ensuring appropriate approval for extensions beyond the initial 6 months as specified in Administrative Order 7-35.

Should you require additional information, please contact Arleene Cuellar, Director, Human Resources at 305-375-1589.

c: Edward Marquez, Deputy Mayor
Tara Smith, Director, Internal Services Department
Michael Liu, Director, Public Housing and Community Development
Lucia Davis-Raiford, Director, Community Action and Human Services
Maria Nardi, Director, Parks, Recreation and Open Spaces
Cathy Jackson, Interim Commission Auditor

Attachment 2

Memorandum



Date: January 29, 2019

To: Arleene Cuellar, Director
Human Resources

Jennifer Moon, Director
Office of Management and Budget

From: XXXX, Director
Department

Subject: Request for Extension of Temporary Contractual Personnel

In accordance with Administrative Order 7-35, Personnel Policy for Contractual Employment Services, I am requesting an extension for the following temporary contractual employees working beyond six months:

Division: ABC Division

Title: Widget Clerk

Number of Positions

- Justification/Reason for extending the temporary assignment
- Estimated completion/timeline of the temporary assignment
- Budgetary impact of retaining temporary staff
- Long term plan beyond the extension for continuing the project/work

Should you have any questions, please feel free to contact Jane Smith at (305) 375-XXXX.

Attachment

Approved

Jennifer Moon, Director
Office of Management and Budget

Date

Arleene Cuellar, Director
Human Resources

Date

MIAMI-DADE COUNTY TEMPORARY EMPLOYEE EXTENSION REPORT

#	DEPARTMENT	TEMP EMPLOYEE NAME	TEMP JOB CLASSIFICATION	START DATE	END DATE	TEMP AGENCY	EXTENSION GRANTED	7 - 12 Months	13 - 24 Months	25 - 36 Months	More Than 36 Months
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
11											
12											
13											
14											
15											

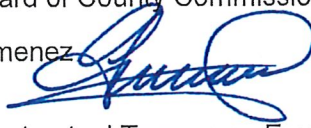
Attachment 3

Memorandum



Date: March 8, 2019

To: Honorable Chairwoman Audrey M. Edmonson
and the Board of County Commissioners

From: Carlos A. Gimenez
Mayor 

Subject: Report on Contractual Temporary Employees

In response to the Office of the Inspector General (OIG) final audit report dated August 23, 2018 related to Temporary Employment Agency Services, the Human Resources Department (HR) is providing a summary of all contractual temporary employees as of August 2018 (Attachment 1).

Based on a review of the information provided by all County departments there were 875 temporary employees as of August 2018. Although the intent of temporary contractual employees is to utilize them for temporary projects, there are instances where the long term use of temporary employees is a benefit to the County. For instance, in the Community Action and Human Services department it is cost effective to utilize temporary personnel based on the program approach to delivering services to a vulnerable population. The uniqueness of the funding renewals, which enable them to deliver the services, and fluctuation of grants allows the department to develop an effective staffing plan utilizing temporary employees. Also, the technical nature of the personnel required to deliver the services, such as Psychiatrist, Licensed Practical Nurse and Certified Nursing Assistant is not representative of the County's classification pay plan. This is similar within Public Housing and Community Development, which provides 24-hour services to a vulnerable population and also requires the use of specialized positions, such as Nutritionist/Dietician, Licensed Practical Nurse and Certified Nursing Assistant.

When reviewing requests for extension of temporary personnel, departments must obtain approval from the Office of Management and Budget (OMB) prior to accessing the contracts for temporary employees. Assignments that exceed 12 months will be evaluated to assess the long-term use and determine if a permanent position is necessary and in the best interest in the County, prior to approval by both OMB and HR. OMB and HR continue to provide guidance to the departments regarding the use of contractual temporary personnel and ensuring appropriate approval for extensions beyond the initial 6 months, as specified in Administrative Order 7-35.

In accordance with Ordinance No. 14-65, this memorandum will be placed on the next available Board meeting agenda. Should you require additional information, please contact Arleene Cuellar, Director, Human Resources at (305) 375-1589.

Attachment

- c: Honorable Harvey Ruvlin, Clerk of Courts
- Honorable Pedro J. Garcia, Property Appraiser
- Abigail Price-Williams, County Attorney
- Geri Bonzon-Keenan, First Assistant County Attorney
- Office of the Mayor Senior Staff
- Department Directors
- Mary Cagle, Inspector General
- Yinka Majekodunmi Commission Auditor
- Linda Cave, Acting Director, Clerk of the Board
- Eugene Love, Agenda Coordinator

CONTRACTUAL TEMPORARY EMPLOYEES
AUGUST 2018

ATTACHMENT 1

Department	Less than six months	7-12 Months	13-24 Months	25-36 Months	More than 36 Months	Total
Aviation Department	1	-	1	4	7	13
Clerk of Courts[1]	Not Provided					62
Communications	2	-	-	-	1	3
Community Action Human Services	3	8	14	13	28	66
Corrections & Rehabilitation	5	1	5	-	-	11
County Attorney's Office	5	-	-	-	-	5
Department of Transportation & Public Works	2	-	7	-	-	9
Economic Advocacy Trust	-	1	-	-	-	1
Elections	303	-	-	-	-	303
Finance Department	5	-	-	-	-	5
Information Technology Department	1	7	2	12	5	27
Internal Services	2	6	5	-	5	18
Library	5	1	-	-	-	6
Medical Examiner	-	1	-	-	-	1
Miami-Dade Fire	-	-	1	-	-	1
Office of Management & Budget	1	-	-	-	-	1
Officer of the Property Appraiser	3	-	2	-	-	5
Parks, Recreation, and Open Spaces	27	72	2	-	-	101
Public Housing and Community Development	35	28	25	26	48	162
Regulatory and Economic Resources	11	-	-	-	-	11
Solid Waste Management	8	14	10	-	-	32
Transportation Planning Organization (TPO)	1	-	-	-	-	1
Water and Sewer	25	4	2	-	-	31
Total	445	143	76	55	94	875

[1]Detailed breakdown of 62 temporary employees with Clerk of Courts was not provided.