



City of Detroit

OFFICE OF THE AUDITOR GENERAL



INTERIM REPORT

**Citywide Payroll Performance Audit
Detroit Department of Transportation**

**Raymond A. Roth III, CPA, CFE
Stout Risius Ross, LLC**

April 2025



OFFICE OF THE AUDITOR GENERAL
Coleman A. Young Municipal Center
2 Woodward Avenue, Suite 216
Detroit, MI 48226

☎ 313.224.3101
📠 313.224.4091
www.detroitmi.gov

MEMORANDUM

DATE : April 21, 2025

TO : Honorable City Council
Mayor Michael E. Duggan

FROM: Laura Goodspeed, CPA *LG*
Auditor General

RE : Citywide Payroll Performance Audit – Detroit Department of Transportation
(March 25, 2025)

C : Robert Cramer, Director of Transit, Detroit Department of Transportation
Raymond Roth III, Director, Stout Risius Ross, LLC
Anita Davis, Deputy Chief Financial Officer/Chief Accounting Officer,
Office of the Controller, Office Of The Chief Financial Officer
Colin Handzinski, Management Analyst, Office of the Chief Financial Officer
Jay Rising, Chief Financial Officer, Office of the Chief Financial Officer
Pamela Semaan, Director of Account Payables/Payroll, Office of the
Controller, Office Of The Chief Financial Officer
Denise Starr, Director, Human Resources Department
Art Thompson, Chief Information Officer, Department of Innovation and
Technology

Attached for your review is the “Citywide Payroll Performance Audit – Detroit Department of Transportation (March 25, 2025) of Raymond A. Roth III, CPA, CFE” and the report contained herein is the product of Stout Risius Ross, LLC. It notes a scope limitation relating to the above matter, and it is in conjunction with the Office of the Auditor General’s “Audit of the Office of the Chief Financial Officer, Office of the Controller - Payroll Division.” Also included as “Attachment A” is the Agency’s response to recommendations contained in the report.

We would like to thank the employees of the Detroit Department of Transportation, the Office of the Chief Financial Officer, Office of the Controller - Payroll Division, and the Human Resources Department for their cooperation and assistance extended to Raymond Roth, III, the employees of Stout Risius Ross, LLC, and to the Office of the Auditor General during this audit. This report contains the audit purpose, scope, objectives, methodology, the resulting audit scope limitation conclusion, and recommendations.

Copies of all the Office of the Auditor General reports can be found on the City’s Website: <https://www.detroitmi.gov/government/auditor-general>.



March 25, 2025

Laura Goodspeed, CPA
Auditor General
City of Detroit

RE: Citywide Payroll Performance Audit – Detroit Department of Transportation

Dear Ms. Goodspeed:

Stout Risius Ross, LLC (“Stout”) has been awarded contract 6005276 by the City of Detroit (the “City”) to provide a performance audit focused on the City’s payroll and payroll systems that are administered by the Office of the Chief Financial Officer (the “OCFO”), Office of the Controller, for the period July 1, 2021 through June 30, 2023 (fiscal years ending June 30, 2022 and 2023) (the “Relevant Period”) (collectively, the “Engagement”).

This letter focuses on the Detroit Department of Transportation’s (“DDOT”) inability to provide requested information, the limitations this creates for Stout’s scope and recommendations for DDOT’s consideration. Additional payroll transactions related to DDOT employees will be covered in a separate report.

Executive Summary

A component of the Engagement includes a review of the accuracy of employees’ gross pay. As detailed below, Stout observed an instance which suggests that the compensation of an employee classified as a Transportation Equipment Operator (“TEO”) within the DDOT may be overstated. Stout has requested further information to confirm this observation and to investigate if the issue is isolated or systemic.

To date, Stout has not received the necessary information to complete such an analysis. DDOT has attempted to provide Stout with the information requested but has been unable to do so. DDOT concluded it is unable to provide the requested information due to a lack of knowledge regarding the architecture of its route scheduling program “HASTUS” and the data export capabilities of the system. This conclusion identifies that DDOT has not exercised oversight over TEO time reporting, and therefore, compensation paid. This may result in an inefficient use of TEO resources and incorrect compensation.

Moreover, and as further described below, because the needed information to complete our Engagement has not been provided, Stout is unable to complete an element of the Engagement’s scope, which results in a scope limitation. DDOT has committed to engage the software vendor that implemented HASTUS, “GIRO”, to help it provide the data Stout requested and become more knowledgeable of its system. As DDOT works with GIRO on these items, Stout offers several recommendations for DDOT’s consideration in the conclusion to this letter.



Analysis and Fieldwork

Payroll is one of the largest expenditures for the City and DDOT is the third largest department in terms of Salaries paid behind only Police and Fire. In fiscal year 2022, DDOT employed 941 employees and paid nearly \$47 million in wages. As such, oversight and control over the hours worked, and by extension compensation received, by DDOT employees is necessary for the most efficient use of resources. As will be further explained below, DDOT has concluded that it does not understand how time worked for its TEO employees is recorded within HASTUS. As such, it is not possible for it review and analyze this time to ensure its system is compensating TEOs for time worked correctly. Stout identified an instance where DDOT compensated a TEO for hours not worked by that TEO but DDOT was unable to provide additional information to identify if that payment was correct or how systemic this issue might be.

In December 2023, as part of its initial fieldwork, Stout learned that time and attendance records for TEOs are maintained in HASTUS. Stout understands that HASTUS is a routing and scheduling software that incorporates TEO employees' scheduled time and actual time worked. The actual time worked begins when an employee starts a shift (recorded through a badge swipe) and ends based on the employee's scheduled shift. HASTUS does not directly interface with the City's payroll software UltiPro. As such, each pay period TEO's compensable hours are exported from HASTUS and imported into UltiPro.

On May 1, 2024, Stout conducted onsite observations at the DDOT office located at Gilbert Terminal, 5600 Wabash Street, to better understand how TEOs' time records maintained in HASTUS were exported from HASTUS for import into the City's main payroll software, UltiPro. While onsite, DDOT used an example employee to demonstrate the payroll process. Stout observed that the example employee was scheduled to work 10 hours and 57 minutes of regular time and 3 hours and 15 minutes of spread time; however, the employee only worked 8 hours and 50 minutes. Review of the data from HASTUS identified that the example employee was compensated for planned hours (10 hours 57 minutes) instead of actual hours worked (8 hours 50 minutes) which may have resulted in an over payment. DDOT was unable to provide Stout with an explanation for why this particular employee was paid for planned hours and not actual hours worked.

Based on this observation, Stout, in conjunction with the City's Office of the Auditor General ("OAG"), thought it prudent to further investigate the prevalence of TEO compensation for hours not actually worked and the reasons why such compensation was paid.

Review and Analysis of Collective Bargaining Provisions

Stout reviewed the the collective bargaining agreement that governs TEO compensation. This is the Master Agreement, as amended, between DDOT and the Amalgamated Transit Union, AFL-CIO-Local 26 approved by City Council on March 30, 2021 and effective through June 30, 2025 ("CBA"). Review of this agreement identifies three separate scenarios where a TEO might receive compensation for hours not worked: 1) Two or more Operators marked up in error for the same run; 2) Cancelled Runs; and 3) Extra Operators Weekly Guarantees. Each of these scenarios are further discussed below.



Two or More Operators Marked Up in Error for the Same Run

Section 16.E of the CBA identifies a scenario that suggests a situation where a TEO might be compensated for work not completed as a result of two or more TEO's being "marked up" (i.e., scheduled) for the same run. This text is copied below.

"When two (2) or more Operators are marked up in error for the same run, the Operator with the greater seniority shall be given the run except if one is the run holder and the Operator with the lesser seniority shall be given other work. The Department will provide an Operator with work equivalent to the run for which he/she was marked up, or pay the equivalent of the run in error and to ensure that the substitute work does not require the Operator to work beyond thirty (30) minutes of the scheduled time of the run marked up in error."

In Stout's data request to DDOT, Stout requested identification of the planned run and completed run so that any payment related to errors in planning could be further investigated as a valid reason for payment of work not completed.

Cancelled Runs

Section 34 of the CBA identifies a scenario that suggests a situation where TEOs might be compensated for work not completed as a result of cancelled runs. This text is copied below.

"When a regular run or portion is canceled in a schedule, the run holder shall nevertheless be paid as though they worked same, but they may be used in other work if in duration it approximates that which was canceled."

The Department will ensure that the substituted work does not start before or end more than thirty (30) minutes after that which was canceled."

In Stout's Data Request to DDOT, Stout requested information on cancelled runs so that any payment related to cancelled runs could be further investigated as a valid reason for payment of work not completed.

Extra Operator Weekly Guarantees

Section 35 of the CBA identifies a scenario that suggests a situation where TEOs might be compensated for work not completed as a result of weekly guarantees for Extra Operators. This text is copied below.

"Extra Operators who work five (5) days in a week and who fulfill all requirements of this Article shall be guaranteed total weekly compensation of forty (40) hours at the regular straight time rate."

In Stout's Data Request to DDOT, Stout requested information on weekly guarantees so that any payment related to weekly guarantees could be further investigated as a valid reason for payment of work not completed.



Efforts to Analyze TEO Planned and Actual Hours Worked

On May 14, 2024, Stout, through the OAG, requested a flat file export from HASTUS that contained all TEO planned and actual hours worked over the Relevant Period. This request was made to identify if the observed instance of the compensation based on planned hours was prevalent beyond the aforementioned example employee. When Stout attempted to analyze the information, it found that the planned and actual time worked were in an unknown numerical format, and it was unclear how to convert the numeric values into hours / minutes.

Stout met with DDOT, via Zoom, on November 5, 2024 to understand how to interpret and convert the numeric values provided in the flat file export from HASTUS. Stout needed this information so that it could analyze whether employees were paid based on planned hours or actual hours worked. During this meeting, DDOT conveyed to Stout that it does not know how to interpret the data provided in the flat file export. This is the result of the HASTUS system's configuration by an outside vendor, GIRO, and that no one who was involved with that project remains employed by the City. DDOT offered to arrange a meeting between Stout and GIRO to interpret the data provided. However, on November 19, 2024, Stout was informed that GIRO did not wish to participate in the requested meeting. Specifically, GIRO, through DDOT, communicated the following:

“Not so easy to find some time when both Gabriel and I could be available. I could bring in another analyst from our team, but he will not have the deep knowledge that Gabriel has of your installation. If this is ok I'll provide some dates and times.

In the meantime, I'm not too sure how we can assist. The DDS documents are the reference for what was implemented, all payroll rules are described, the document is attached. It is not our role to interpret your CBA or participate in an audit. If you find that a payroll code is not paying properly, you must give us the detail on how it should be paid, with an example and expected values.”

On December 11, 2024 Stout provided a memorandum to the OAG outlining the difficulty DDOT was having in fulfilling Stout's information request. This memorandum was forwarded to G. Michael Staley, Interim Director DDOT which resulted in GIRO agreeing to meet with DDOT and Stout to assist in providing the information request.

On January 8, 2025 Stout met virtually with DDOT and GIRO to discuss Stout's requests and how the information could be accessed from HASTUS. This meeting was recorded. During this meeting, GIRO confirmed that the information DDOT had previously provided to Stout was incorrect. GIRO then demonstrated to DDOT how to use the interface within HASTUS to generate reports that would fulfill Stout's requests. During this meeting, Stout confirmed that all data elements relevant to its requests were covered. Following this meeting, Stout provided a written summary of the discussion that included two separate data requests identifying the specific data elements (i.e., columns to include) and requests for DDOT to provide confirmation of key items of interpretation.

On January 11, 2025, DDOT provided a sample report for one of the data requests but not the other. However, DDOT did not confirm the items for which Stout sought clarification. On January



13, 2025 Stout completed its review of the sample file, noting that data definitions had not been provided, which made the file difficult to review. Notwithstanding the lack of data definitions, Stout also identified areas where the sample file looked to be incomplete. Although several communications and another meeting with GIRO (February 13, 2025) transpired, DDOT has been unable to answer Stout's questions on the sample file sent by DDOT on January 13, 2025.

On February 14, 2025, DDOT sent another sample file that included field definitions. Stout again noted several inconsistencies with this file and specifically identified that the actual hours worked by TEOs was a point of emphasis. Stout noted that the data definition for the data field purported to represent actual hours contained a notation that this item could contain estimates. Therefore, Stout concluded that without further explanation, this data cannot be accepted as a representation of actual time worked.

On February 18, 2025, Robert Cramer, Executive Director of DDOT, sent an email to the OAG referencing that DDOT had made significant efforts in trying to fulfill Stout's information request but concluded that it did not have the necessary understanding and expertise of HASTUS to fulfill the request. Mr. Cramer suggested that DDOT would need to execute a change order with GIRO to expand GIRO's scope to better assist in fulfilling Stout's information request. In this communication it was noted that an additional time investment and more back forth would be needed to fulfill the request. As such, your office has instructed Stout to proceed with its audit without this information and note the scope limitation.

Conclusion

DDOT has agreed that the example selected and reviewed during the May 1, 2024 onsite observation suggests that the employee was paid for planned hours instead of actual hours worked. In this instance, compensation based on planned hours instead of actual hours worked could result in an overpayment of compensation to this employee. In addition to the possibility of overpaying TEOs, the fact that DDOT does not understand how HASTUS functions is also concerning. Even if the payment for hours not worked is required under the CBA, DDOT's current inability to analyze these occurrences prevents it from actively managing, and trying to limit, these situations.

If this observation is systemic across the approximately 400 active TEOs (as of May 2024) then this may unnecessarily limit DDOT's use of its budgeted funds including the implementation of "DDOT Reimagined." That is, overpayment to TEOs will use DDOT resources that could otherwise be used to expand and improve service delivery.

As explained above though, Stout has been unable to verify whether the observed instance of a TEO receiving compensation based on hours not actually worked is systemic across DDOT. Further, Stout also understands that this payment might have been in accordance with provisions in the CBA. Without receiving the information requested, Stout is unable to confirm the accuracy of TEO compensation, which creates a scope limitation.

DDOT has committed to engage the software vendor that implemented HASTUS, "GIRO", to help it provide the data Stout requested and become more knowledgeable of its system. As DDOT works with GIRO on these items, Stout offers the following recommendations for DDOT's consideration.



- *Full Integration With UltiPro.* HASTUS currently does not have a direct interface to the City's payroll software "UltiPro". Research suggests that HASTUS can be configured to directly interface with UltiPro.¹ DDOT, in coordination with the OCFO and the Department of Innovation and Technology ("DOIT"), should explore whether HASTUS can be configured to directly interface with UltiPro for time and attendance purposes. This would eliminate manual processes of exporting, adjusting and importing TEO time records. This can improve efficiency and opportunities for errors to occur while also providing increased transparency.
- *Evaluation Whether HASTUS, and Outside Support, Meet DDOT's Current and Future Needs Under DDOT Reimagined.* Stout understands that HASTUS was implemented at DDOT in 2018. DDOT should evaluate whether HASTUS still meets its current operating needs as well as its anticipated future needs. Similarly, DDOT should consider the level of support needed, ensure that support is contracted and evaluate whether it is received as expected.
- *Develop Key Performance Indicators ("KPIs") and Incorporate Continuous Monitoring Activities.* Paying TEOs for hours not worked is an inefficient use of resources. While there are situations where this might occur, DDOT's inability to identify instances where TEOs were paid for hours not worked and investigate whether these situations warrant payment limit the effectiveness of DDOT's operations. Without KPIs and continuous monitoring, DDOT is limited in its ability to most efficiently prepare a budget that fully utilizes its resources and headcount to the maximum extent possible. As such, DDOT should develop KPIs and reporting so that it can monitor situations where TEOs are paid without working so that it can monitor and adjust its operations to limit this effect.
- *Evaluation of the Complexity, and Benefits, of Current Configuration.* It has been represented that HASTUS the ability to export over 1,000 different data fields into structured reports. It is unclear if DDOT is using all 1,000+ data elements and the benefits of such a complex data environment. DDOT should consider if it is possible to simplify its configuration so that it can better understand what data is available and how to retrieve it from its data systems.
- *Employ Relevant Expertise That Understands All Aspects of How to Use HASTUS System.* Whether, through an internal hire, or contracted support, DDOT should understand how the data that is inputted into HASTUS, the outputs derived and the processes used to transform data within the system.

¹<https://www.csched.com/hastus-by-csched/#:~:text=CSched%20Services%20offers%20a%20bank,schedulers%2C%20for%20planners%20and%20schedulers.>



Assumptions and Limiting Conditions

My conclusions are based on the information received to date. I reserve the right to change those conclusions should additional information be provided.

No one that worked on this engagement has any known financial interest in the outcome of the analysis. Further, Stout Risius Ross, LLC's compensation is neither based nor contingent on the results of the analysis.

My conclusions are applicable for the stated date and purpose only, and may not be appropriate for any other date or purpose. This report is solely for use in the cited dispute, for the purpose stated herein, and is not to be referred to or distributed, in whole or in part, without prior written consent.

Respectfully submitted,

Stout Risius Ross, LLC

Stout Risius Ross, LLC



Detroit Department of Transportation
100 Mack Avenue, Detroit, MI 48201
313.933.1300
Detroitmi.gov/DDOT

ATTACHMENT A

April 18, 2025

Laura Goodspeed, Auditor General
Office of the Auditor General
2 Woodward Avenue, Suite 216
Detroit, Michigan 48226

Dear Auditor General:

The following attachment represents the Department/Agency's response for the indicated finding and each related recommendation in the Citywide Payroll Performance Audit – Detroit Department of Transportation (March 25, 2025)” of Raymond A. Roth III, CPA, CFE” in conjunction with the Office of the Auditor General’s “Audit of the Office of the Chief Financial Officer, Office of the Controller - Payroll Division.

For each recommendation, we have provided the response, along with an action plan date, contact person, and contact person number and email address, in the formatted template as requested

Sincerely,

Robert Cramer
Executive Director of Transit
DDOT / City of Detroit

OFFICE OF THE AUDITOR GENERAL
CITYWIDE PAYROLL PERFORMANCE AUDIT – DETROIT DEPARTMENT OF TRANSPORTATION
Raymond A. Roth III, CPA, CFE
MARCH 25, 2025
Department Responses and Action Plan

#	RECOMMENDATIONS		RESPONSIBLE DEPARTMENT	DEPARTMENT RESPONSE(S) AND ACTION PLAN	ESTIMATED/ PLANNED IMPLEMENTATION DATE	CONTACT PERSON	CONTACT PERSON NUMBER/EMAIL
1.	Full Integration With UltiPro.	HASTUS currently does not have a direct interface to the City's payroll software "UltiPro". Research suggests that HASTUS can be configured to directly interface with UltiPro.1 DDOT, in coordination with the OCFO and the Department of Innovation and Technology ("DOIT"), should explore whether HASTUS can be configured to directly interface with UltiPro for time and attendance purposes. This would eliminate manual processes of exporting, adjusting and importing TEO time records. This can improve efficiency and opportunities for errors to occur while also providing increased transparency.	DDOT + OCFO + DOIT	<p><u>Response:</u> Many enhancements have been introduced to TEOs Biweekly Pay-Time processing since April-2022: Additional validations have been added to minimize and reduce exceptions, the interface file shared with Ulti-Payroll team by using a secure shared folder, etc.</p> <p>Regarding reconfiguration for direct interface between Hastus and Ultipro: Additional feedback was provided by the vendor (GIRO), which identified that while there is a direct interface with UltiPro, the pay export step is manual to allow for DDOT to review and validate the timetables before manually running the export from HASTUS. Depending on UltiPro's capability, it may be possible to automate the request/import directly from HASTUS, but it would remove the opportunity to validate the report, increasing the risk of pay errors.</p> <p><u>Action Plan:</u> DDOT will work with HASTUS, OCFO, and DOIT to identify and implement additional levels of integration with UltiPro. This process will include additional discussion and evaluation of potential automations and any impacts on data quality. Over the coming months DDOT will implement increased frequency and scope of training on the system for new staff as well as regular refresher training on a periodic basis.</p> <p><u>These immediate steps will be implemented within 2 weeks:</u></p> <ol style="list-style-type: none">1. UDES setup: DDOT/DoIT and Ultipro Team will work on setting up UDES integration between Hastus and Ultipro-Payroll to pull the exported file from \\DDTAHCSWVP01\Ultipro\Hastus Time Export folder (the file will have a static name DDOTTime.csv.) Date of completion April 24, 2025.2. On April 28, 2025, DDOT will process and export the biweekly TEOs Pay-Time file, and the goal is to test UDES setup, and pass the file to the secure share driver (which is the current way of sending the file to Ultipro-Payroll team). Based on testing a sign-off change control and UDES will be used of the data file 'DDOTTime.csv' transfer moving forward.	Step 1 by 4/24/25; Step 2 by 5/5/25	Jordan Bani, DDOT	jordan.bani@detroitmi.gov

CITYWIDE PAYROLL PERFORMANCE AUDIT – DETROIT DEPARTMENT OF TRANSPORTATION - Department Responses and Action Plan

#	RECOMMENDATIONS		RESPONSIBLE DEPARTMENT	DEPARTMENT RESPONSE(S) AND ACTION PLAN	ESTIMATED/ PLANNED IMPLEMENTATION DATE	CONTACT PERSON	CONTACT PERSON NUMBER/EMAIL
2.	Evaluation Whether HASTUS, and Outside Support, Meet DDOT's Current and Future Needs Under DDOT Reimagined.	Stout understands that HASTUS was implemented at DDOT in 2018. DDOT should evaluate whether HASTUS still meets its current operating needs as well as its anticipated future needs. Similarly, DDOT should consider the level of support needed, ensure that support is contracted and evaluate whether it is received as expected.	DDOT	<p><u>Response:</u> DDOT is satisfied with HASTUS in current and future operating conditions. HASTUS is an industry leading program that provides the transit-specific capabilities needed to administer DDOT's system. As with any system DDOT will periodically evaluate other options in the marketplace for capability and price. Additional support including training would be beneficial from GIRO.</p> <p><u>Action Plan:</u> DDOT will review the support levels in place and evaluate increased/adjusted support contracted through the vendor, GIRO. This includes technical, troubleshooting, and training.</p>	Evaluate/increase support and training within 3-6 months.	Jordan Bani	jordan.bani@detroitmi.gov

CITYWIDE PAYROLL PERFORMANCE AUDIT – DETROIT DEPARTMENT OF TRANSPORTATION - Department Responses and Action Plan

FINDING #	RECOMMENDATIONS		RESPONSIBLE DEPARTMENT	DEPARTMENT RESPONSE(S) AND ACTION PLAN	ESTIMATED/ PLANNED IMPLEMENTATION DATE	CONTACT PERSON	CONTACT PERSON NUMBER/EMAIL
3.	Develop Key Performance Indicators (“KPIs”) and Incorporate Continuous Monitoring Activities. A.	Paying TEOs for hours not worked is an inefficient use of resources. While there are situations where this might occur, DDOT’s inability to identify instances where TEOs were paid for hours not worked and investigate whether these situations warrant payment limit the effectiveness of DDOT’s operations. Without KPIs and continuous monitoring, DDOT is limited in its ability to most efficiently prepare a budget that fully utilizes its resources and headcount to the maximum extent possible. As such, DDOT should develop KPIs and reporting so that it can monitor situations where TEOs are paid without working so that it can monitor and adjust its operations to limit this effect.	DDOT	<u>Response:</u> DDOT maintains that the TEO pay structure is consistent with both collective bargaining agreements (CBAs) and with industry standard practices for the unique characteristics of transit operators. However, it is important to monitor and track the delta between hours worked and hours paid, to quantify the difference and support evaluation and need to consider adjustments to the CBA, schedule, or operations policies. <u>Action Plan:</u> DDOT will add TEO Pay-Times as KPI by comparing TEOs Scheduled/planned to Actual worked on weekly and biweekly basis. This KPI will be added to EDW for visibility and monitoring.	KPI created and implemented in 1-2 months	Jordan Bani	jordan.bani@detroitmi.gov
4.	Evaluation of the Complexity, and Benefits, of Current Configuration. A.	It has been represented that HASTUS the ability to export over 1,000 different data fields into structured reports. It is unclear if DDOT is using all 1,000+ data elements and the benefits of such a complex data environment. DDOT should consider if it is possible to simplify its configuration so that it can better understand what data is available and how to retrieve it from its data systems	DDOT	<u>Response:</u> In 2018, the current Hastus Configuration completed with the collaboration between DDOT, GIRO, and consultants based on the TEOs Union Contract. All the business rules were replicated and configured based on what in the TEO contract. The contract process, which is ongoing currently, is the best opportunity to negotiate changes that can result in updates and simplification to the business rules that inform the HASTUS configuration. <u>Action Plan:</u> DDOT will include these considerations in the current contract negotiations, and evaluate and implement any and all opportunities to simplify the configuration during the update that will be required when the new contract changes have to be implemented through an updated configuration.	Immediate start, as union contract ongoing. Final implementation will depend on effective date of new contract, but will be within 1 month of new contract effective date.	Jordan Bani	jordan.bani@detroitmi.gov

CITYWIDE PAYROLL PERFORMANCE AUDIT – DETROIT DEPARTMENT OF TRANSPORTATION - Department Responses and Action Plan

FINDING #	RECOMMENDATIONS		RESPONSIBLE DEPARTMENT	DEPARTMENT RESPONSE(S) AND ACTION PLAN	ESTIMATED/ PLANNED IMPLEMENTATION DATE	CONTACT PERSON	CONTACT PERSON NUMBER/EMAIL
5.	Employ Relevant Expertise That Understands All Aspects of How to Use HASTUS System.	Whether, through an internal hire, or contracted support, DDOT should understand how the data that is inputted into HASTUS, the outputs derived and the processes used to transform data within the system.	DDOT	<u>Action Plan:</u> DDOT and GIRO Teams are working refresh training program to enable DDOT team to use Hastus System's functionalities properly and effectively. Attached refresh training plan has been reviewed and approved by DDOT Executive.	3-6 months to complete first set of update/refresher training; coordination with GIRO ongoing	Jordan Bani	jordan.bani@detroitmi.gov