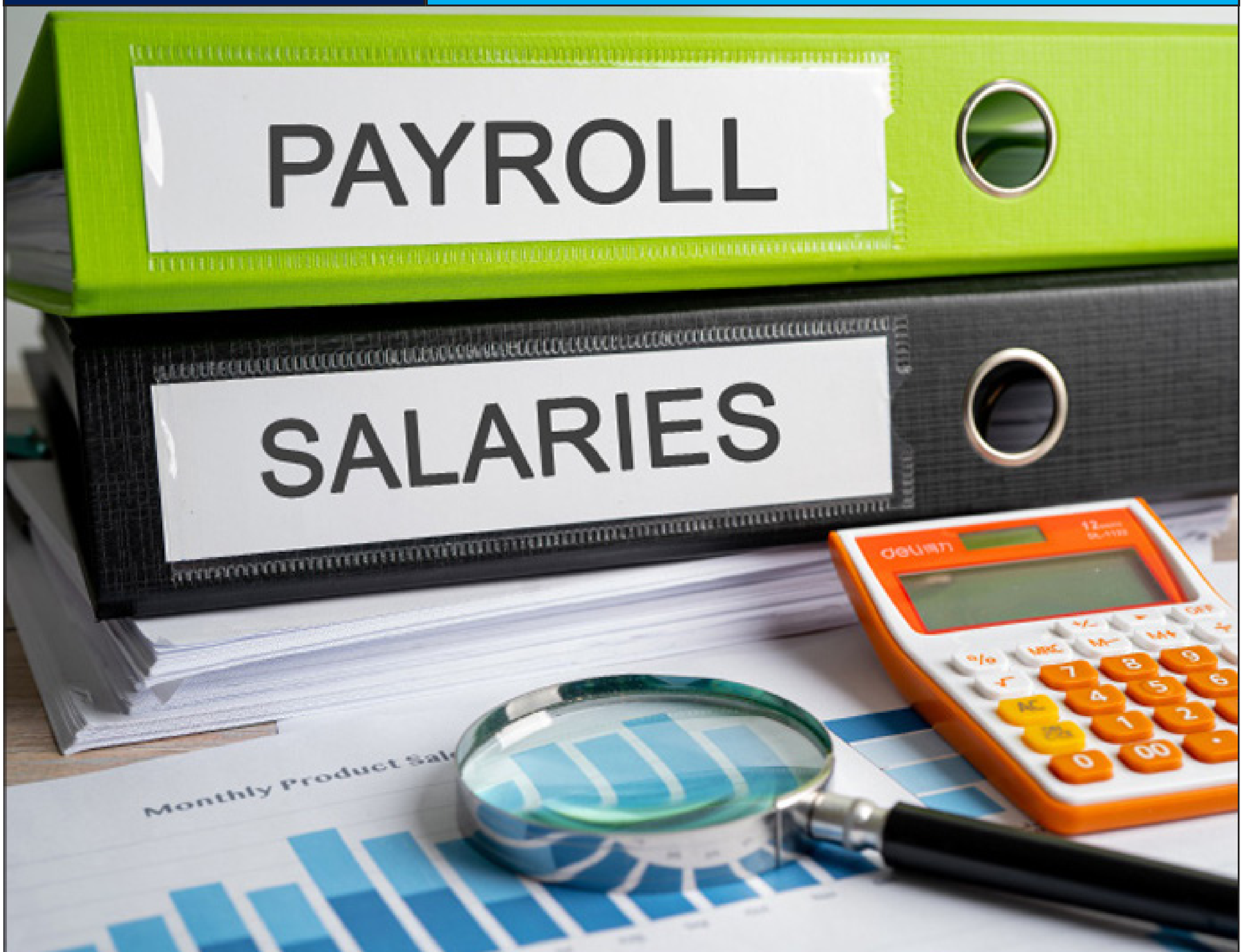
Secondary FOLLOW-UP REPORT

An Audit of Salt Lake County

PUBLIC WORKS OPERATIONS PAYROLL

AUGUST 2026



Chris Harding, CPA, CFE, CIA
County Auditor

Office of the Auditor
Salt Lake County

Audit Team

Audra Bylund, CIA, Audit Manager
Tammy Brakey, CFE, Senior Internal Auditor
Pete Busche, CIA, Senior Internal Auditor
Kent Dunn, Internal Auditor

Audit Management

Chris Harding, CPA, CFE, CIA, County Auditor
Richard Jaussi, MBA, Chief Deputy Auditor
Shawna Ahlborn, Audit Division Director

Audit Committee

Marty Van Wagoner, CPA, MBA

Office of the Auditor
Salt Lake County
2001 S State Street, Ste N3-300
Salt Lake City, UT 84190-1100
Phone: (385) 468-7200

www.saltlakecounty.gov/auditor/

Salt Lake County Auditor

Chris Harding, CPA, CFE, CIA
County Auditor

2001 S State Street, Ste N3-300, Salt Lake City, UT 84190
Phone: (385) 468-7200 www.saltlakecounty.gov/auditor/

AUDITOR'S LETTER

August 3, 2026

This is the final follow-up report for *An Audit of Salt Lake County Public Works Operations Payroll*, originally issued in August 2024. This report concludes the audit cycle for the recommendations within the audit scope.

The original audit identified six findings with 14 recommendations. The preliminary follow-up report, issued in December 2025, verified that eight recommendations were implemented, three were in progress, two were not implemented, and one was closed.

This final follow-up reviewed the three recommendations previously reported as in progress. Public Works Operations implemented one recommendation by establishing written policies and procedures for calculating and verifying retroactive payments. One recommendation was closed regarding documented independent review and approval protocols for TimeClock Plus (TCP)-to-PeopleSoft reconciliations. One recommendation was not implemented regarding the timely removal of terminated employees' network access. Consistent with the Auditor's Office's follow-up methodology, only recommendations previously reported as in progress are retested during a secondary follow-up. The two recommendations previously reported as not implemented were not retested and remain not implemented in the final totals. For detail on those two recommendations, see the Preliminary Follow-up Audit: An Audit of Salt Lake County Public Works Operations Payroll, published December 4, 2025.

The final status of the 14 original recommendations is nine implemented, two closed, and three not implemented. Because the Auditor's Office has completed two follow-up reviews, no additional follow-up work is planned on the remaining recommendations.

We conducted this secondary follow-up review under the Auditor's Office's authority to perform audit services as provided in Utah Code Title 17, Chapter 69. The original audit was conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS). This follow-up review was performed to assess the implementation status of the recommendations issued in the original audit. Our findings and conclusions are based on the follow-up procedures performed and the evidence obtained during this review.

We extend our appreciation to Public Works Operations management and staff for their cooperation during this process. Should you have any questions, please contact me at (385) 468-7200.

Chris Harding, CPA, CFE, CIA
Salt Lake County Auditor

August 2026

Action Since Audit Report

An Audit of Salt Lake County Public Works Operations Payroll

Original Audit: Report Issued August 2024

The original audit identified six findings with 14 recommendations issued.

Preliminary Follow-up: Report Issued December 2025

Public Works Operations management implemented eight recommendations, three were in progress, two were not implemented, and one was closed.

Secondary Follow-up:

Of the three recommendations previously reported as in progress, one was implemented, one was closed, and one was not implemented. The audit period for this secondary follow-up audit was January 1, 2026, through July 1, 2026.

FULLY IMPLEMENTED	9
IMPLEMENTATION IN PROGRESS	0
NOT IMPLEMENTED	3
CLOSED	2

Remaining Risks

Overall, Public Works Operations management fully implemented nine recommendations from the original audit, two were closed and three were not implemented.

This secondary follow-up concludes the Auditor's Office review of the recommendations related to *An Audit of Salt Lake County Public Works Operations Payroll* issued in August 2024. Ongoing responsibility for addressing these recommendations now rests with agency management and those charged with governance.

FINDING 3. ACCESS TERMINATION REQUESTS NOT SUBMITTED TIMELY

Risk Rating: Significant Risk Finding

Recommendation 3.2 - We recommend that Public Works Operations Management work with Information Technology to ensure the timely removal of employees from network access upon termination of employment and that network accounts and passwords not be shared among staff.

Agency Action – Not Implemented.

Salt Lake County Human Resources (HR) Policy 2-400 requires agencies to request termination of County network and system access no later than an employee's last day worked. Public Works Operations Management stated that employee terminations are generally processed within the active pay period to allow separating supervisors to complete final TimeClock Plus (TCP) approvals and accommodate changes to an employee's final workday.

However, audit testing found that network access removal requests for two of seven terminated employees, or 29%, were not initiated until 36 and 123 days after termination. These delays exceeded both County policy requirements and management's stated practice of processing terminations within the active pay period.

Management stated that it revised its process in July 2026 to prevent future delays. The revisions include partitioning Human Resources duties, adding staff, and building in additional layers of supervision to create redundancy for meeting policy deadlines. Management also stated that it completed the two delayed access removals on July 6 and July 8, 2026. Because these changes were made after the close of the follow-up audit period on July 1, 2026, we were unable to verify their implementation and cannot close the recommendation on that basis. The status remains Not Implemented.

FINDING 4. AGENCY DID NOT UNDERSTAND RETRO PAY RESPONSIBILITIES

Risk Rating: Moderate Risk Finding

Recommendation 4.1 - We recommend that Public Works Operations Management establish and implement clear written policies and procedures for calculating and verifying retroactive payments.

Agency Action – Implemented our recommendation.

FINDING 5. NO DOCUMENTATION OF RECONCILIATION PROCEDURES

Risk Rating: Moderate Risk Finding

Recommendation 5.1 - We recommend that Public Works Operations Management establish and implement a documented reconciliation procedure to verify the accuracy of data transferred from the TimeClock Plus (TCP) timekeeping system to the PeopleSoft payroll system. These procedures should include:

- Matching individual employee hours transferred from TCP to PeopleSoft.
- Matching total hours transferred from TCP to PeopleSoft.
- An independent review and approval of the completed reconciliation.
- Retention of reconciliation reports.

Agency Action - Closed.

During the preliminary follow-up, management implemented a written procedure for reconciling TimeClock Plus (TCP) to PeopleSoft. During the secondary follow-up, management revised its process to retain signed PDF versions of approved reconciliations after determining that documenting approvals with initials in editable Excel files did not provide a sufficient final record.

However, management could not provide the original reconciliation files or other evidence created when the reconciliations were performed to demonstrate that the sampled reconciliations received an independent review and approval during the audit period. Although signed PDF versions were created retrospectively, they do not demonstrate that the control operated during the scope period. Because the Auditor's Office has completed two follow-up reviews and sufficient evidence was not available to verify implementation, this recommendation is considered closed.

APPENDIX A: AUDIT RECOMMENDATION IMPLEMENTATION STATUS

Audit Recommendation Implementation Status			
Fully Implemented	Implementation in Progress	Not Implemented	Closed
The audit recommendation has been implemented, and the corrective actions effectively address the original issue or finding, as verified by the follow-up audit. No further action is required at this time.	The agency has begun taking corrective actions to address the audit recommendation. However, full implementation has not yet been achieved.	The agency has not taken corrective action to address the audit recommendation.	Circumstances have changed surrounding the original finding or recommendation that make it no longer applicable, or the agency will only implement a portion of the recommendation as verified by the follow-up audit. No further follow-up is required.