



**Office of  
General Services**

**ANDREW M. CUOMO**  
Governor

**ROANN M. DESTITO**  
Commissioner

February 23, 2017

Honorable Thomas P. DiNapoli  
Comptroller  
Office of the State Comptroller  
110 State Street  
Albany, NY 12236

Dear Comptroller DiNapoli:

In accordance with Section 170 of the Executive Law, the Office of General Services (OGS) is providing the attached Corrective Action Plan related to Audit Report 2016-S-16. We again appreciate your time and efforts in conducting this audit and are confident that we have addressed the recommendations in order to advance efficiencies and cost savings statewide.

If you have additional questions or comments please contact Theresa Bonneau at [theresa.bonneau@ogs.ny.gov](mailto:theresa.bonneau@ogs.ny.gov) or (518) 402-5846.

Sincerely,

A handwritten signature in blue ink that reads "RoAnn M. Destito". The signature is written in a cursive, flowing style.

RoAnn M. Destito

Attachment



**Office of  
General Services**

**ANDREW M. CUOMO**  
Governor

**ROANN M. DESTITO**  
Commissioner

cc: Hon. Andrew M. Cuomo  
Hon. Carl Heastie  
Hon. Brian Kolb  
Hon. Herman D. Farrell, Jr.  
Hon. Robert Mujica  
Hon. Robert Barbato  
Hon. Crystal Peoples-Stokes  
Hon. Ellen Jaffee  
Hon. Joseph Morelle  
Hon. John J. Flanagan  
Hon. Andrea Stewart-Cousins  
Hon. Jeffrey D. Klein  
Hon. Catherine Young  
Hon. Andrew Lanza



## **Corrective Action Plan for Audit 2016-S-16 Business Services Center Shared Services**

### **Recommendation:**

Further develop performance monitoring processes to better determine the causes of delays in meeting service level agreement ("SLA") targets including, but not limited to, obtaining necessary data to expand analytical testing and review of transactions.

### **Plan of Action – Already Implemented**

The BSC has already implemented this recommendation. The BSC has a well-developed performance management function that coordinates with BSC service lines to identify data needed to appropriately monitor service level performance and identify causes of transactional and service delivery delays. Examples of this throughout the life of the BSC include:

1. It was determined from evidence found through transaction monitoring, daily huddles and problem solving sessions that the primary causes of delays in processing accounts payable transactions were untimely invoice approvals by agency staff, availability of funds for invoice payment and imbalances in staffing levels. The BSC took specific actions to address these challenges, including tracking accounts payable transactions from the day an invoice is received at the BSC until submitted to OSC for payment and employing a capacity calculator to balance staffing levels. Processing time measured includes both time at the BSC and approval time for the customer agency. This method of tracking has enabled the BSC to identify backlogs and, based on the BSC-developed staffing capacity calculator, shift resources to eliminate these backlogs. Additionally, tracking customer agency approval times and funding challenges enables the BSC to identify transactions that are not being processed and approved timely and follow up or escalate with the agency to ensure the specific issues are addressed timely.
2. The BSC relies on its partnerships with agency customers to ensure timely processing of purchase orders, as this requires that agencies submit complete and accurate requisitions to the BSC. The expectation when the BSC was launched was that all requisitions would be complete when submitted to the BSC, but tracking of this information indicates that 34% of requisitions currently submitted to the BSC are incomplete. A primary reason for this is misunderstanding at the customer agency of the requirements for a specific purchase or how to address those requirements. BSC staff have employed a proactive approach to ensure that comprehensive information and support is available to our customer agencies, including posting procurement job aids and checklists on the BSC website,



providing training on procurement guidelines, and implementing a Buy Desk program to assist agencies with specific procurements. The BSC purchasing team tracks each requisition received at the BSC and, in an effort to show BSC compliance with the SLA target, flags as complete those requisitions that have all of the required supporting documentation needed to process them into purchase orders. Requisitions that are not complete are flagged accordingly, and the customer agency is immediately notified of any missing information. If the customer agency does not respond timely, the BSC follows an escalation plan to ensure customer agency staff are fully aware of the reason for the delay. All requisitions are tracked by BSC managers to ensure they are processed as timely as possible. Any surges in workload for a specific team are discussed at daily huddles, and, based on the staffing capacity calculator, staff are reassigned as necessary to ensure timely processing. Timelines for processing both complete and incomplete requisitions are tracked, reviewed with staff, and shared with customer agencies.

3. Analysis of BSC data determined that 62% of Human Capital Management (HCM) template transactions for new employee hires are submitted by customer agencies on or after an employee's start date. To ensure timely processing of transactions for new hires, the BSC has established new timelines for submission of these transactions and now requires agencies to submit their HCM templates to the BSC at least 10 days prior to the effective date of the appointment. The BSC is developing additional job aids to provide guidance to the customer agencies on the completion of the HCM templates, the timelines for the templates, and how to ensure accurate completion of the templates to reduce transaction processing time.

4. BSC HR tracks the timeliness of submission of employee timesheets, including the time for an employee to submit a timesheet and the time for a supervisor to approve the timesheets. The SLA targets 100% timely submission and approval of employee timesheets. A review of data for an 11-month period in calendar year 2016 showed that 76% of the BSC customer employees submitted timesheets on time, and 81% of supervisors reviewed and approved employees' timesheets on time. By monitoring the timeliness of submission and approval, the BSC is able to identify where to focus additional training for the customer agency employees and supervisors, including job aids to address common errors in completing and submitting timesheets. This, in turn, increases compliance with the SLA target.

Because of these and other efforts, since November 2016 the BSC has been consistently meeting the KPIs for Accounts Payable and Purchasing services.

The BSC Strategic Plan clearly documents goals for each fiscal year that support the four BSC strategic objectives and its mission and vision. Data is used to track performance and identify processes for improvement, and this work is documented as part of the projects and initiatives executed each quarter in support of strategic plan goals.