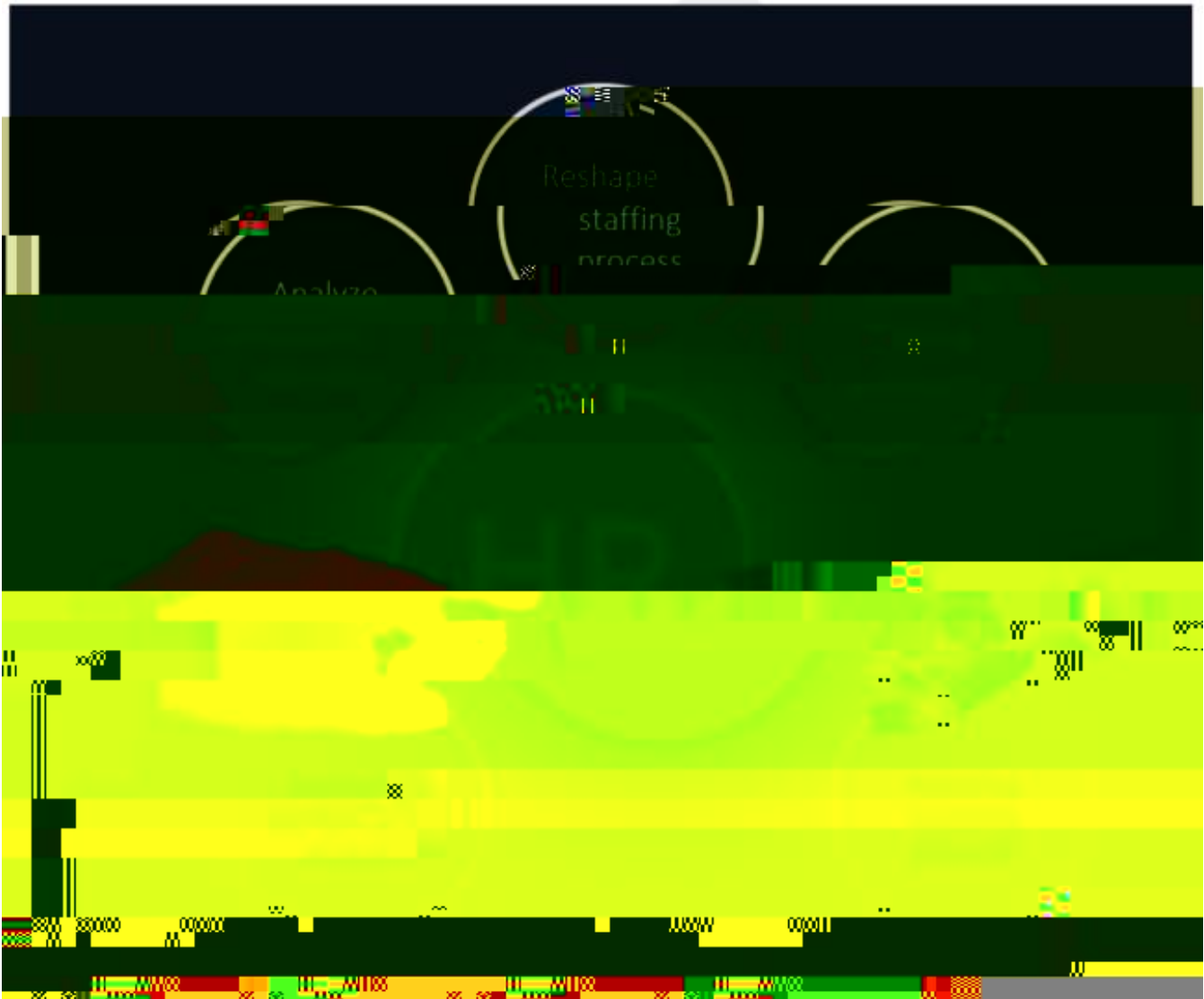




OFFICE OF INTERNAL AUDIT

Human Resources Department

Review of Hiring Process



REPORT #: 20FY2021-2022

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INTERNAL AUDITOR

The Office of Internal Audit has completed the assessment of the Human Resources (HR) hiring process. This review was requested by the Governing Board. It was scheduled and performed as an added assignment to the originally provided Annual Audit Plan.

This report deviates from the traditional internal audit report format due to the individuality of the assignment. There are no district criteria or industry benchmarks that directly address the unique hiring process. The review of internal audit would be a function-specific audit. However, for efficiency and effectiveness, the audit and its reporting format were modified to a review of the HR hiring process.

Reviews are nonconforming, they:

- Focus on unique areas, including but not limited to, pre-evaluations of software purchases, implementation of new processes, upgrades and/or changes within the organization that lack conventional measures.
- Use key evaluating elements to identify activities that deviate from expectations.
- Have a lean report format; content is limited to listing identified deviations.
- Do not require management to respond to the listed observations.
- Limit the report distribution to need to know recipients.

The Human Resources (HR) Department is responsible for overseeing processes that include recruiting qualified and diverse candidates for school sites, programs, and district staffing needs. The department is managed by the Human Resources Executive Director and assisted by the HR Director.

Sample

A random sample of 100 names from a population of 4,222 was collected from the two systems- iVisions and TalentEd. The sample contained a mixture of Employee Personnel

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2. Supplemental discovery: Inefficiencies within the HR Department:

- x Inadequate training for HR staff results in unqualified personnel performing tasks above their current skill and proficiency level. Developed proficiency should not be considered a replacement for proper training. Staff members should be properly and fully trained prior to receiving assignments. All staff members should be provided a complete, accurate, and detailed instruction manual for all systems.
- x Lack of consistency in the way individual associates perform their tasks and record their information. There is no consistency for tracking processes in the system. Associates also have significant variation in tracking their pending tasks. Examples include Excel spreadsheets, paper calendars, calendar reminders, or personal notes.
- x The amount of overtime currently being approved on a regular basis would nearly cover the cost of three full time employees. The department is currently paying out an average of 79 hours of overtime every week. 79 hours of overtime is equivalent to approximately 118.5 hours of regular pay. The current overtime expense would cover 98% of the salaries to three additional full time employees. Overtime should be a temporary solution to temporary staff shortages, not a permanent practice.
- x Paperfiles ² There is a significant amount of time, resources, and storage space dedicated to paper files. There is currently no known requirement for any of the HR data to be stored as hard copies.
- x ~~7 K F X U U H S O V L Q P D Q X L D D F N L Q J ' 7 + (7 8 6 ' 5 (& 5 8 , 7 \$ (1 7) 8 1 & 7 , 2 1~~
* X L G H E R R N 1 H Z (P S O B J H G M y e D i e w but does not include complete or step by step instructions.
- x HR is allowing individual sites to circumvent the final steps of the hiring process. This results in:
 - o Instances of new hires starting before they are officially employed by TUSD.
 - o HR being required to backdate hiring steps and processes.
 - o Backdating these particular steps is creating an illusion that these specific tasks are taking longer than they actually are.
- x The systems ² iVision V and TalentEd are not integrated, and require duplicate data to be entered manually and individually into each system.
- x TalentEd application managements not regularly updated. The active tab under the ~~' 6 W D W X V μ F R Q W s d o t e d b y G R D a s s o n g F a c o p t e~~ other offer, not eligible or inactive. It also had a couple of applications dated over eight months old, and several over five months.

Processing time for new hires:

- x The average time from receiving a complete request to fill a position, ~~W R D Q L Q G L L Y V W X D O .~~ day on the job is approximately 11 weeks.
- x Of those 11 weeks, approximately ~~V L [W R V H Y i d Q r e e k s~~ at the minimum timelines such as:

- o Number of days for ad postings.
 - o Interviews by the department.
 - o Number of days for background checks.
 - o & D Q G L G D W H · V U H Y L H Z R I R I I H U O H W W H U
 - o Testing or verification of credentials.
 - o & D Q G L G D W H · V U H Y L H Z R I R I I H U O H W W H U
 - o Scheduling orientation date.
- x The remaining tasks of the hiring process are being performed by W K H TUSD HR Department in an average of I R X weeks.
- x Based on interviews with the HR Staff this I R X U-week period could potentially be shortened to R Q H weeks accumulated time. This potential increase to efficiency has several variables of consideration.
- o It is apparent that the current HR staff has a high workload.
 - o Some of the staff is not able to use either of the systems efficiently or effectively.
- x The aforementioned timelines are averages based on normal circumstances. Exceptions to these averages would be employees that require additional vetting or verifications, such as:
- o Coaches: First Aid and Cardiovascular Pulmonary Resuscitation (CPR) certifications.
 - o 6 F K R R X O U L Y H B W D L Q L Q R P W K H U L L Y C I L F M Q & H P E Y S D U W of their hiring process.
 - o Anyone requiring Paraprofessional testing in lieu of actual experience.

Conclusion

The purpose of this evaluation was to provide reasonable assurance on the requested assignment. The conducted evaluation was performed using due professional care; the information reviewed provides a reasonable basis for the conclusions.

Appreciation is extended to the Human Resources Department staff and the visited sites for their time, assistance and cooperation during this review.

Respectfully,

Office of Internal Audit

Martha Smith

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11/23/2021

Notice of Nondiscrimination

Tucson Unified School District is committed to a policy of nondiscrimination based on disability, race, color, religion/relig

ious beliefs, sex, sexual orientation, gender identity or

expression, age, or national origin. This policy will prevail in all matt

The Infinite Visions ERP system is built on an “annual” database model. This means that each fiscal year represents a separate dataset within the database structure. There is no provision for setting ePAR numbers, they are sequential, and system generated. ePAR numbering begins at zero each year. As a system generated ID number, this

been looking for document storage solutions that will comply with the Arizona State minimum standards, but the project was derailed by the pandemic. As business returns to normal, HR plans to resurrect the project, submit to the state for approval, and move forward with a digital document storage solution.

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 - x Backdating these particular steps is creating an illusion that these specific tasks are taking longer than they actually are.

While we understand this discovery, we want to speak to the word waiver. Sites will often allow an employee to begin working prior to HR authorizing the employee to start. This is not an HR allowed practice and we have a process in place to report these sites/departments to leadership when it occurs.

- x The systems – iVision • and TalentFile are not integrated and require duplicated data to be entered manually and individually into each system.