



# Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

## Hiring Process Audit Report 23-04

Internal Audit Division  
August 2023

## Hiring Process Audit Report, 23-04

### Executive Summary

The Human Resources Division (HRD) at the Texas Department of Motor Vehicles (Department) is a critical partner in developing strategies to recruit, develop, and retain talent so that the Department can meet its objectives. In the hiring process, HRD plays an integral role with hiring managers in reviewing job requisitions, posting Department positions, and approving final candidates for hire. The objective of the audit was to determine the effectiveness and efficiency of the hiring process and whether policies and procedures are followed consistently.

#### WHAT WE FOUND

The audit found that the hiring process is at a Level 3 – Established: The function achieves its purpose in an organized way, following established processes, but those processes may not be consistently followed or well communicated. The Internal Audit Division (IAD) issued three results to address the items identified.

- **Result #1:** The Department verified employment eligibility and conducted background checks; however, it should ensure that employment eligibility forms are completed in its entirety and perform driving record checks.
- **Result #2:** The Department established hiring steps for hiring managers; however, it should revisit the sequencing of the hiring process and ensure that job requisition files contain all documentation.
- **Result #3:** The Department reports Key Performance Indicators (KPIs) on the hiring process; however, it should ensure reported data is accurate and consider reporting KPIs that provide insight on the wholistic hiring process.

#### WHAT WE RECOMMEND

IAD made nine recommendations in this audit related to the following areas:



Reverifying employment authorization as needed and ensuring completion of forms



Ensuring job requisition files include all documents



Completing driving record checks



Evaluating Key Performance Indicators



Reviewing applicants to be interviewed

Of the nine recommendations, eight were rated as **HIGH** priority and one was rated as **LOW** priority.

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## Background

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The Human Resources Division (HRD) provides programs, policies, and procedures for the Texas Department of Motor Vehicles (Department) to recruit, develop, and retain talent to meet the business needs of the Department. HRD's responsibilities include providing services such as benefit information, employee relations, classification reviews, compensation analysis, organizational development, and maintenance of human resources policies.

Regarding the hiring and talent acquisition process, team members in HRD assist hiring managers with the job requisition and selection process. With 20.2% turnover in fiscal year 2022, HRD is an important partner in the hiring process to ensure the Department can continue to meet its objectives.

The hiring process starts with the hiring manager preparing the job description, screening documents, and interview questions for the job vacancy with HRD reviewing the documents and posting the job. Once applications are received, hiring managers screen applicants against minimum qualifications and then groups or ranks applicants for interviews. After applicants are interviewed, the hiring manager conducts a reference check on the best qualified applicant and submits the job requisition file to the HRD for review. HRD communicates to the hiring manager if a conditional offer can be made to the candidate. If the candidate accepts the conditional offer, HRD obtains information from the candidate to facilitate the criminal history background check process through its vendor. Once the background check process clears, HRD lets the hiring manager know that the final offer can be extended to the candidate. The hiring process steps are outlined in Appendix 3.

As of July 2023, HRD has ten positions with two vacancies as shown in Figure 1 below.

Figure 1: Human Resources Division Positions



## Strengths

- HRD has been under new senior management since August 2022. HRD effectively hired team members for onboarding & benefits, recruiting & employee relations, recruiting & retention, and general administration. The new team members collectively bring their experiences to help self-identify improvements to the hiring process.
- HRD developed standard operating procedures on recruitment processes, candidate selection review, and issuance of conditional offers.
- The Department communicated its hiring process in the Department's Human Resources Manual.

## Audit Engagement Team

The audit was performed by Jason E. Gonzalez (Principal Internal Auditor), Hugo Quiñones (Intern), and Salem Chuah (Internal Audit Director).

## Audit Results

### Audit Results #1: The Department verified employment eligibility and conducted background checks; however, it should ensure that employment eligibility forms are completed in its entirety and perform driving record checks.

The Department verified the identity and employment authorization of new hires but should review employment eligibility forms to ensure those forms are completed entirely and establish a process to verify employees whose documents require reverification.

As part of the employment authorization process, the Department is required to submit an electronic eligibility verification through E-Verify, validate identity using the U.S. Citizenship and Immigration Services Form I-9 (Form I-9), and monitor verification document expiration dates.



The Department verified the identity and employment authorization of individuals hired for employment and ensured that those individuals were reported to E-Verify within three days of hire as required.

However, there were two instances where the Form I-9 was not completed in its entirety.

- In one (3 percent) of 35 Form I-9s, Section 1 (Employee Information and Attestation) was not signed by the hired individual.
- In one (3 percent) of 35 Form I-9s, Section 2 (Employer Review and Verification) was not signed by HRD.

Both employees and employers must complete Form I-9s. Employees must complete and sign Section 1 no later than their first day of employment and employers must complete and sign Section 2 within 3 business days of the employee's date of hire. See Figure 2 for a snapshot of the form. Employers are required to validate identity by examining, in-person, eligibility supporting documentation such as, U.S. passport or a combination of the employee's driver license and U.S. Social Security account number card.

Figure 2: Snapshot of Form I-9, Sections 1 and 2

The image shows two sections of the USCIS Form I-9. The top section is titled "Section 1. Employee Information and Attestation" and includes instructions for the employee to complete and sign. The bottom section is titled "Section 2. Employer or Authorized Representative Review and Verification" and includes instructions for the employer to complete and sign. Both sections feature the USCIS logo, the Department of Homeland Security name, and the form's OMB number and expiration date.

The Department's Human Resources Manual (HR Manual) states that the Department will not employ persons who are ineligible to work in the United States. The department uses the U.S. Citizenship and Immigration Services (USCIS) E-Verify Internet-based system to verify the eligibility of newly hired employees to work in the U.S.

The HR Manual also states that when an employee's work authorization expires, employment eligibility must be reverified and employees must present either an extension granted by the USCIS or a new work authorization. The Department tracks these individuals through a manual spreadsheet. However, one individual selected for testing had eligibility documents due to expire but was not documented on the tracking sheet.

The Human Resources Division identified the need to develop a monitoring process for employees that requires reverification. HRD informed IAD of a new process that started in which reports will be generated directly from E-Verify to capture expiring eligibility documents so that those documents can be reverified prior to expiration. Non-compliance increases the risk of incurring federal civil monetary penalties.

#### The Department completed criminal history background checks for selected new hires.

The Department completed criminal history background checks for all 35 new hires reviewed prior to the employee's hire date. The average workdays to receive background check results for the 35 new hires was 1.34 workdays.

The Department's HR Manual states that a criminal background check will be performed on all final applicants. Also, the Department's background check vendor contract requires the vendor to perform 95% of criminal history searches within and outside Texas within 5 workdays.

When a final candidate has been selected for hire, a conditional offer is made to the candidate and HRD initiates a vendor background check. Upon receiving the candidates "clear" background check results, HRD provides the hiring manager approval to make a final offer to the selected candidate.

#### The Department should develop processes to ensure that driving record checks are completed and that the results of those checks are maintained.

The Department initiates a driving record check through the Texas Department of Public Safety (DPS). The results are obtained through the Texas DPS portal and are reviewed by HRD to ensure the candidate has a clear driving record.



The Department did not consistently perform or document driving record checks. 28 (80 percent) of 35 new hires did not have a driving check on file.

Of the 28 new hires that did not have a driving check on file, 3 (11 percent) accessed a fleet vehicle. Allowing unqualified or high-risk drivers to access fleet vehicles impacts the Department's risk liability, as unqualified or high-risk drivers could increase the chances of at fault accidents.

The HR Manual requires the completion of a driving record check for all final candidates. According to HRD, driving records may have been performed and validated for candidates but not saved in hiring files due to staff turnover that may have caused process inconsistencies.

### Recommendations

1. The Human Resources Division should implement a review process to ensure that employment eligibility forms are completed in their entirety **(HIGH)**.
2. The Human Resources Division should implement a process to track employees whose employment eligibility is scheduled to expire **(HIGH)**.
3. The Human Resources Division (HRD) should conduct checks on driving records for all new hires and ensure that results of those records are saved. If driving record checks will not be conducted for all new hires, HRD should work with hiring managers to determine job classifications to determine if driving is a reasonable expectation for the job, and if so, implement procedures to conduct and record driving record checks for those identified job classifications **(HIGH)**.



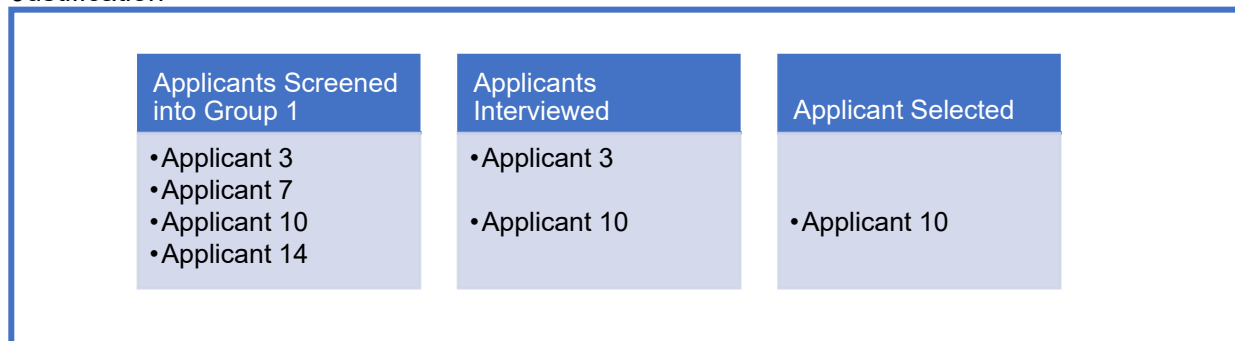
**Audit Results #2: The Department established hiring steps for hiring managers; however, it should revisit the sequencing of the hiring process and ensure that job requisition files contain all documentation.**

Human Resources hiring processes are defined. However, HRD should review applicants prior to final candidate selection to ensure applicants that meet minimum qualifications are interviewed and veterans preference requirements are met.

Applicants were generally selected correctly to interview based on their group placement with the right number of veterans based on requirements.

In 27 (77 percent) of 35 job requisition files, qualified applicants that were best ranked or placed in highest group(s) were interviewed. However, in 8 (23 percent) job requisition files, interviews excluded some Group 1 applicants while other interviews excluded Group 2 and/or Group 3 applicants even though other applicants from those same groups were interviewed. In these instances, there was no documentation on why those applicants were excluded from the interviews even though were in the same grouping as other interviewed applicants. See Figure 3 below for an example of this scenario.

Figure 3: An Example Applicants Screened but Not Interviewed with No Documentation or Justification



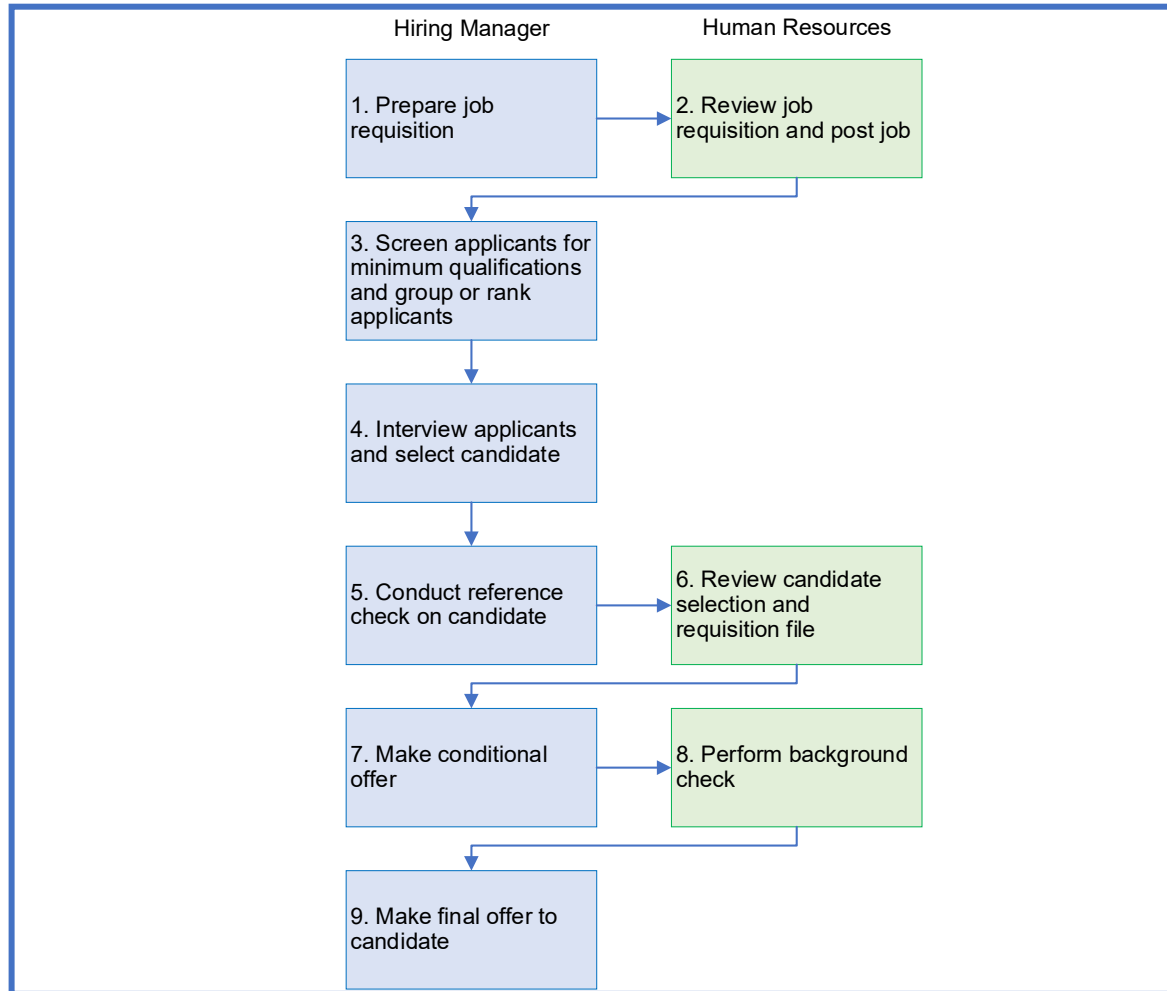
The HR Manual states the hiring manager will evaluate applications against the minimum requirements as advertised in the job requisition. Applicants who meet the minimum requirements will either be interviewed, or the application will be further evaluated against job related screening criteria to group or rank applicants based on experience for interviews.

In 31 (89 percent) of 35 job requisition files, the correct number of veterans were interviewed based on the total number of applicants interviewed.

Texas Government Code Chapter 657 Veterans Employment Preference establishes a 20 percent goal for hiring veterans and interviewing veterans. A state agency must interview at least one veteran if the number of candidates interviewed is six or fewer. If the total number of individuals interviewed for the position is more than six, agencies must interview at least 20 percent of the total number interviewed.

The issues identified above are a result of the current hiring process. HRD reviews the job requisition files *after* the hiring manager has identified a final candidate instead of *before* all applicants are interviewed (see steps 4 and 6 of the hiring process flowchart in Figure 4 below).

Figure 4: Flowchart of the Hiring Process



When HRD reviews job requisition files after a final candidate has been selected, there is a risk that not all the highest qualified applicants were interviewed, leading to additional work for hiring managers.

There are federal and state agencies that have processes in which potential applicants to interview are approved *prior* to being interviewed by hiring managers. The agencies include: the U.S. Office of Personnel Management (OPM), U.S. Department of Agriculture (USDA) Lamar University, University of Houston, and The University of Texas Rio Grande Valley (UTRG).

Also, the Department requires hiring managers to evaluate applications against the minimum requirements defined in the job requisition and group or rank applicants for interviews, as mentioned above. Through review of Texas state agency human resources job descriptions, some Texas state agencies' Human Resource departments perform minimum qualification screening to gain efficiency and standardize the screening process.

As shown in Figure 5 below, in four of six human resource job descriptions, screening for minimum qualification is listed as a component for human resources employees to perform.

Figure 5: Job Descriptions that Show Human Resources Screening for Minimum Qualifications

State Agency	Performs Minimum Qualification Screening in Job Description
State Office of Administrative Hearing (SOAH)	Yes
Office of the Attorney General (OAG)	Yes
Texas Department of Agriculture (TDA)	Yes
General Land Office (GLO)	Yes
Texas Commission on Law Enforcement (TCOLE)	No
Texas Juvenile Justice Department (TJJD)	No

Current processes impact the hiring process effectiveness in interviewing qualified candidates and identifying veterans.

Most job requisition files included required documentation, but review processes should be implemented to ensure all files include screening documents, interview scoring sheets, and reference checks.

The majority of job requisition files contained screening documents (Form 1989), scoring sheets for all interviewed applicants, and reference checks for the selected candidate. However, 15 (43 percent) of 35 job requisition files did not contain all required documentation as shown in Figure 6 below.

Figure 6: Missing Documents in Job Requisition Files

# of Job Requisition Files	Missing Form 1989	Missing Interview Scoring Sheet	Missing Reference Check
9 Files		X	
2 Files	X		
1 File	X	X	
1 File		X	X
2 Files			X

While IAD located some missing interview scoring sheets and reference checks by following up with the division’s hiring managers, those documents were not included in the job requisition files obtained from HRD. Also, some missing Form 1989s were saved within the CAPPS Recruit system. Official job requisition files are currently saved in three locations: the hiring manager’s files, the job requisition file maintained by HRD, and in CAPPS Recruit.

According to standard operating procedures, completed job requisition files should include various documentation such as candidate screening documents (Form 1989), scoring sheets for all interviewed candidates, and reference checks for the selected candidate. Specifically:

- The Department's hiring managers use Form 1989 to document criteria such as education, experience, and competencies to rank or group applicants for interviewing. If applicants are not ranked, hiring managers are required to group candidates based on extensive experience, some experience, or little to no experience. Ranking and grouping applicants allows hiring managers to identify the most qualified candidates to interview.
- The hiring manager and panel members (if applicable) must take notes to thoroughly document the applicants' responses. Hiring managers should evaluate the relevance of responses to each interview question and may assign a numerical value for scoring purposes.
- References must be documented on the Reference Check Form (Form 1943) by the hiring supervisor (or designee). At least one reference check must be conducted before a conditional job offer is made. Reference checks are used to verify a candidate's work and performance history to select the best qualified individual for the job.

While standard operating procedures exist to assist hiring managers through the requisition process, there is not a checklist for hiring managers to identify all documents that are needed in the final requisition file once an applicant has been selected. Also, HRD does not have a consistent review process to ensure the completeness of requisition files. Finally, the Department's use of various methods to document job requisition information does not allow data to be found within a single reference point, which could lead to duplicate files and data redundancy.

Inconsistent performance of job screening could create a perception that the hiring process was not competitive. Also, not performing reference checks could result in hiring candidates who have a history of employment performance issues.

### Recommendations

4. The Human Resources Division should review applicants that will be interviewed to ensure those applicants are appropriate in meeting grouping and veteran requirements **(HIGH)**.
5. The Human Resources Division should perform applicant minimum qualification screening before providing applicants to hiring managers for grouping or ranking **(HIGH)**.
6. The Human Resources Division (HRD) should develop a standardized hiring packet completion checklist for hiring managers to ensure job requisition files are complete. Also, HRD should implement a review process to check that job requisition files contain all necessary documentation **(HIGH)**.
7. The Human Resources Division should evaluate and identify an official repository ("single source of truth") to document job requisition information instead of having multiple repositories in which information is saved **(LOW)**.

**Audit Results #3: The Department reports Key Performance Indicators (KPIs) on the hiring process; however, it should ensure reported data is accurate and consider reporting KPIs that provide insight on the wholistic hiring process.**

The Department reported KPIs on hiring processes. However, KPIs could not be fully validated and the data source contained inaccuracies.

HRD reports seven (7) Key Performance Indicators (KPIs) to Executive Management. The reported metrics include information on the hiring process, employee satisfaction, training courses performed, job classification, and FMLA eligibility and determination. In FY2023, HRD reported the two KPIs related to the hiring process as shown in Figure 7 below.

Figure 7: Key Performance Indicators Related to the Hiring Process

Key Performance Indicators (KPI)	FY2023 Q1 Reported	FY2023 Q2 Reported
Average # of business days to make job offers, measured from the point of receiving complete selection packet to releasing conditional offer.	1.68 days	0.97 days
Average # business days to post jobs from the time hiring supervisor provides complete information and job posting is approved by division.	0.2 days	0.23 days

*Note: Target metric = 0-1.9 days*

IAD was unable to validate the accuracy of reporting for FY2022 because data for the KPIs is contained in employee emails and those records are no longer available due to HRD staff turnover.

HRD uses a job requisition tracking spreadsheet to record hiring process documentation as submitted by divisional hiring managers. The source information includes email communications between the hiring manager and HRD. Upon receipt of hiring process communications and documents, HRD records the data in the tracking spreadsheet.

The FY2023 HRD Recruiting Log had job requisition completed, job posted, selection packet received, and conditional release dates that did not match to the data source (e.g., hiring manager and human resource emails and CAPPs Recruit job posting date).

- Ten (17 percent) of 60 job requisition dates from the recruiting log did not match the data source date. These inaccuracies relate to six (40 percent) of 15 job requisitions.

The State Auditor’s Office Guide to Performance Measure Management states that an effective performance measurement system should provide accurate and consistent information over time.

HRD staff turnover impacted the IAD's ability to validate KPI information as the employee email transactions were unavailable for FY2022. Also, the HRD Recruiting Log is a manual log that requires HRD to manually input dates obtained from email communications between HRD and divisional hiring managers.

Unreliable information could impact the Department's ability to make accurate strategic decisions that impact the Department and its stakeholders.

The Department identified hiring process KPIs. However, KPIs do not include data that could provide valuable insight for the Department. The Department reports metrics from HRD owned processes but does not include metrics that include the overall hiring process.

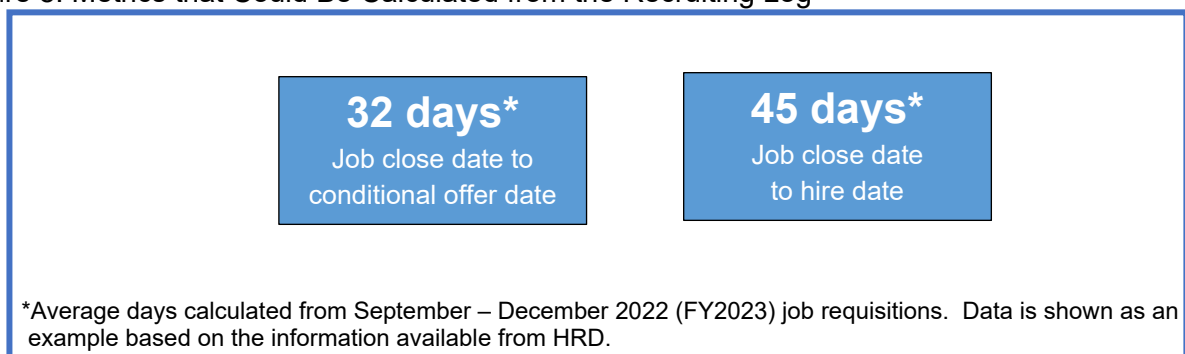
The Department's overall hiring process, as described previously, includes processes owned by division hiring managers and HRD. The reported metrics do not include information on the overall hiring process and focus on processes owned by HRD. As a result, the KPIs do not include metrics that provide insight on the efficiency of the overall hiring process.

For example, the reported "Average days to post jobs *from the time hiring supervisor provides complete information*" focus on HRD's hiring process components and do not provide insight on the entire process from identifying hiring needs through offer acceptance. HRD industry suggested reporting metrics capture include overall processes, such as:

- Average time to fill a position (e.g., job closed date to offer acceptance date or to hire date).
- Ratio of applicants to job vacancies.
- Ratio of offers to applicants.
- Ratio of acceptances to offers.

The existing HRD Recruiting Log already includes information that could provide insight on the wholistic hiring process. For example, the "number of days from job close date to conditional offer date" can be calculated. Also, the "job close date to hire date" can be calculated. These are examples of metrics that could provide more meaningful information for the Department. See Figure 8 below for data calculated from the HRD Recruiting Log. Within these metrics, there are ways to identify bottlenecks and areas for improvement, such as specific divisions taking longer in a certain process. Identifying trends from specific divisions could provide opportunities for focused training to improve the hiring process.

Figure 8: Metrics that Could Be Calculated from the Recruiting Log



Human Resources industry leadership defines Human Resource related KPIs as quantifiable or qualitative specific measures of an organization's performance in critical areas of its business. Human resource industry publications state that evaluating turnover rates can help management identify whether turnover rates can be decreased. Decreasing turnover can decrease costs by lowering training costs and cost-per-hire.

The Department defined its philosophy as customer-focused and performance driven. While stating the Department is dedicated to providing services in an efficient, effective, and progressive manner as good stewards of state resources. With feedback from customers, stakeholders and employees, the Department continuously strives to improve operations and increase customer satisfaction.

Evaluation of Human Resources KPIs could improve the reported metrics to ensure they align with the Department's operational philosophy and include metrics that assist executive management with overall decisions.

### Recommendations

8. The Human Resources Division (HRD) should ensure that information in the HRD Recruiting Log is correct so that Key Performance Indicators are presented accurately. HRD should evaluate if CAPPS Recruit can be used to generate reports so that there is less reliance on manual inputs **(HIGH)**.
9. The Human Resources Division should consider updating Key Performance Indicators (KPIs) to include information that provides insight on the entire hiring process (e.g., total time to hire, acceptance rates, etc.) **(HIGH)**.

## **Appendix 1: Objectives, Scope, Methodology, and Rating Information**

### **Objectives**

To determine the effectiveness and efficiency of the hiring process and whether policies and procedures are followed consistently.

### **Scope and Methodology**

The scope of the audit included contracts from September 2021 to December 2022.

Information and documents reviewed in the audit included the following:

- Interviewed Human Resources and divisional employees.
- Selected 35 new hire employees hiring packets, including screening, interview, and selection documentation.
- Reviewed eligibility documentation to ensure required documents were completed.
- Developed a hiring process flowchart.
- Reviewed the Texas Department of Motor Vehicles Human Resources Manual.
- Reviewed Texas Government Code, Chapters: 411.0891 Department Access to Criminal History Record Information, 657 Veteran's Employment Preference, and 673 Verification of Employee Information.
- Reviewed Texas Department of Motor Vehicles FY2022 and FY2023 Key Performance Indicators (KPIs).

This audit was included in the FY2023 Second Six Month Internal Audit Plan. IAD conducted this performance audit in accordance with Generally Accepted Government Auditing Standards and in conformance with the Internal Standards for the Professional Practice of Internal Auditing. Those standards require that IAD plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on our audit objectives. IAD believe that the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

### **Report Distribution**

In accordance with the Texas Internal Auditing Act, this report is distributed to the Board of the Texas Department of Motor Vehicles, Governor's Office of Budget, Planning, and Policy, Legislative Budget Board, and the State Auditor's Office.

### **Ratings Information**

#### **Maturity Assessment Rating Definition**

IAD derived the maturity assessment ratings and definitions from the Control Objectives of Information and Related Technologies (COBIT) 5 IT Governance Framework and Maturity Model, the Enterprise Risk Management (ERM) Maturity Model, and the ISACA Maturity Model. The model was adapted for assurance audit purposes and does not provide a guarantee against reporting misstatement and reliability, non-compliance, or operational impacts. The ratings and definitions are provided in Table 1.



Table 1. Maturity Assessment/Process Capability Rating Definitions

Rating	Name	Definition
1	Minimal	The function may have policies and procedures established for some activities but relies on intuition and handles issues on an ad-hoc basis.
2	Informal and Reactive	The function achieves its purpose with basic processes and activities that are not very organized or followed.
3	Established	The function achieves its purpose in an organized way, following established processes, but those processes may not be consistently followed or well communicated.
4	Predictable	The function fully achieves its purpose, is well-defined, and its performance is quantitatively measured. The function is fully integrated within the Department, the function has full resources to achieve business objectives, and policies and procedures are regularly improved.
5	Optimized	The function fully achieves its purpose, is well-defined, and its performance is quantitatively measured. There is continuous improvement that is pursued, and technology is heavily leveraged to automate workflow and improve quality and effectiveness of processes.

### Recommendation Rating Criteria

The IAD rates audit recommendation's priority (i.e., HIGH or LOW) to help the Department Board and executive management identify the importance of the recommendation. The criteria for Low and High Priority are documented in Table 2.

Table 2. Recommendation Priority Criteria

Priority	Criteria
Low	<ul style="list-style-type: none"> <li>• Requires only a written policy or procedure update</li> <li>• Is within an acceptable range of risk tolerance for the Department</li> <li>• A non-reoccurring or regulatory external audit issue</li> </ul>
High	<ul style="list-style-type: none"> <li>• Executive Management or Board Request</li> <li>• Not within an acceptable range of the risk tolerance of the division</li> <li>• New process had to be developed to address recommendations</li> <li>• Regulatory impact or reoccurring issue</li> </ul>

## **Appendix 2: Management Response and Action Plan**

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Human Resources Division provided the following response:

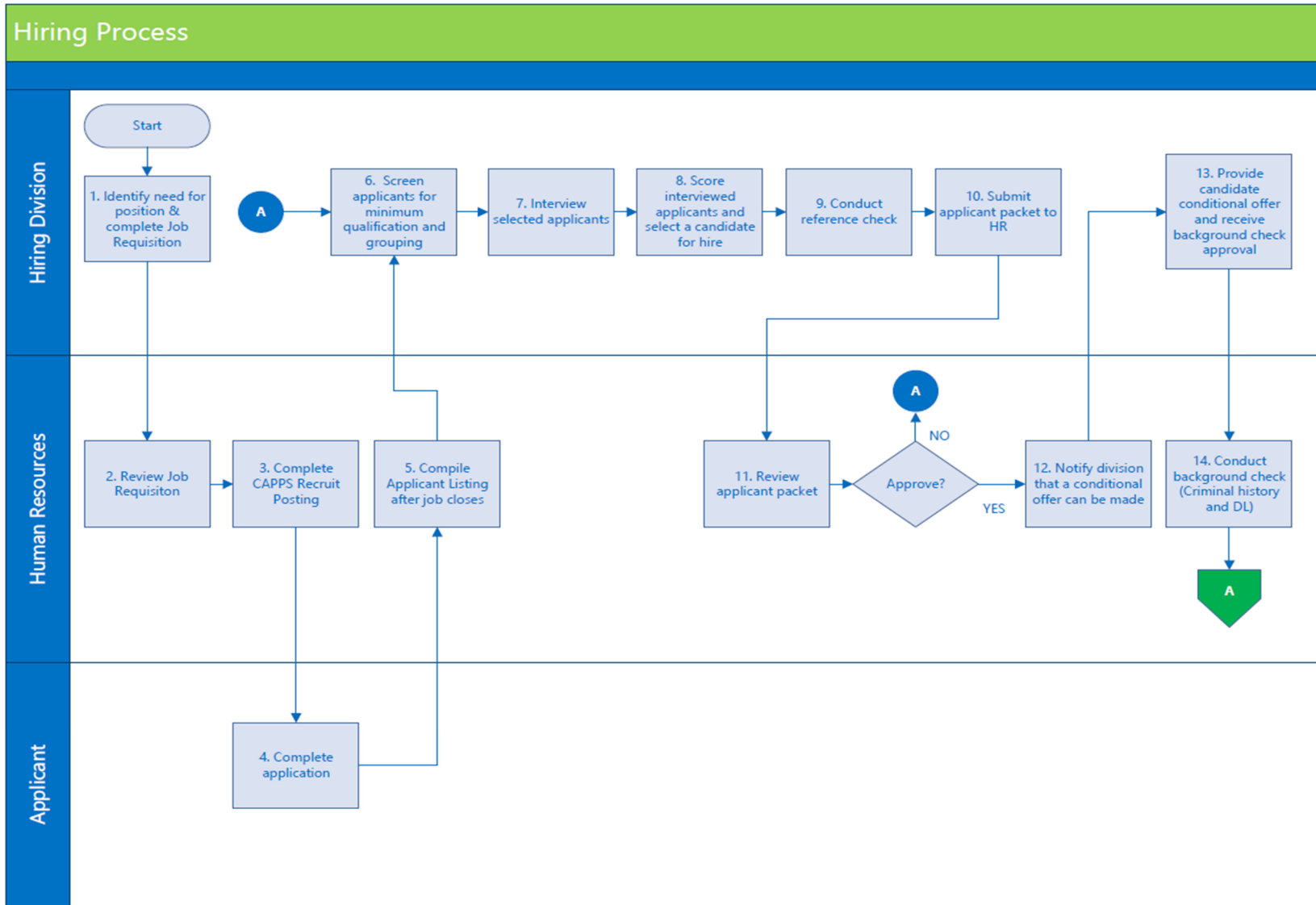
Recommendation	Responsible Department and Section/Unit	Department Response	Completion Date
1. The Human Resources Division should implement a review process to ensure that employment eligibility forms are completed in their entirety <b>(HIGH)</b> .	Human Resources Division	Human Resources has executed a new two-person verification process for accuracy and completeness. In addition, as a best practice, Human Resources has implemented a semi-annual internal review of I-9s to mitigate errors.	6/12/23
2. The Human Resources Division should implement a process to track employees whose employment eligibility is scheduled to expire <b>(HIGH)</b> .	Human Resources Division	New reports have been generated directly from E-Verify to capture future expiring eligibility documents for employees (i.e., Employment Authorization Document card). Information is being tracked, and employees will be notified sixty (60) days prior to the expiration date. Employees must submit renewed documentation by the expiration date to continue employment.	4/18/23
3. The Human Resources Division (HRD) should conduct checks on driving records for all new hires and ensure that results of those records are saved. If driving record checks will not be conducted for all new hires, HRD should work with hiring managers to determine job classifications to determine if driving is a reasonable expectation for the job, and if so, implement procedures to conduct and record driving record checks for those identified job classifications <b>(HIGH)</b> .	Human Resources Division	<p>Human Resources continuously reviews and updates departmental processes and guidelines to ensure they accurately reflect best practices. Currently, these practices regarding driving record checks for new hires are consistent and maintained. However, many of the driving checks were not previously saved in the Human Resources T:Drive. As of May 2023, driving checks are performed on all selected applicants, both internal and external, and each driving check is saved in that folder.</p> <p>Human Resources will own/manage the Department of Public Safety driving record check system and will coordinate with Finance and Operations for additional driving checks as needed.</p>	<p>First part is May 2023</p> <p>Second piece, 3/1/24</p>
4. The Human Resources Division should review applicants that will be interviewed to ensure those applicants are appropriate in meeting grouping and veteran requirements <b>(HIGH)</b> .	Human Resources Division	<p>Human Resources emphasizes, in hiring managers, the importance of compliance with established department policies, procedures, guidelines, and Texas statutes.</p> <p>Human Resources works closely with hiring managers to avoid applicants being excluded improperly. Once the hiring selection packet is submitted, Human Resources</p>	11/1/23

Recommendation	Responsible Department and Section/Unit	Department Response	Completion Date
		<p>works with the hiring manager to ensure applicants who should also be interviewed are included.</p> <p>Only applicants who meet the stated minimum requirements reflected in a job posting should be permitted to proceed to the next phase of the hiring process. However, in some instances applying higher selection criteria is appropriate and, in the agency's best interest, so long as Human Resources is consulted initially to ensure no disparate impact occurs. In addition, Human Resources will ensure proper documentation is reflected to substantiate why an applicant may possibly be excluded.</p> <p>Human Resources is enhancing the current screening and interviewing process and associated desk aids for managers to ensure objectivity and consistency across all divisions and to ensure that managers understand how to fairly and consistently screen and offer interviews. Additionally, training will be provided to all hiring managers.</p>	
<p>5. The Human Resources Division should perform applicant minimum qualification screening before providing applicants to hiring managers for grouping or ranking <b>(HIGH)</b>.</p>	<p>Human Resources Division</p>	<p>Currently, the screening process of applications is completed by the hiring managers. However, we will be transitioning the screening process to be conducted by our Human Resources Specialists. We will be conducting the initial screening for minimum requirements for job requisitions.</p> <p>This will have multiple benefits:</p> <ul style="list-style-type: none"> <li>• Reduce the overall time to fill a vacant position. <ul style="list-style-type: none"> <li>○ Currently, delays occur for some hiring managers to screen all applicants,</li> </ul> </li> </ul>	<p>2/1/24</p>

Recommendation	Responsible Department and Section/Unit	Department Response	Completion Date
		<p style="text-align: center;">interview, select, and submit the selection packet.</p> <ul style="list-style-type: none"> <li>• Inform the hiring manager of how many veterans will need to be interviewed.</li> <li>• Reduce the number of applications the manager needs to secondary screen.</li> <li>• Ensure that applicants who meet secondary screening criteria do not cause a disparate impact on the rest of the minimally qualified applicants.</li> </ul>	
<p>6. The Human Resources Division (HRD) should develop a standardized hiring packet completion checklist for hiring managers to ensure job requisition files are complete. Also, HRD should implement a review process to check that job requisition files contain all necessary documentation <b>(HIGH)</b>.</p>	<p>Human Resources Division</p>	<p>Human Resources has created an internal Standard Operating Procedure/Checklist to ensure a comprehensive and complete process is followed and proper documentation is obtained.</p> <p>With both parties utilizing the checklist, we will eliminate the possibility of any missing files for a job requisition. The completed checklist will also be saved as part of the documentation to ensure nothing was overlooked.</p>	<p>8/1/23</p>
<p>7. The Human Resources Division should evaluate and identify an official repository (“single source of truth”) to document job requisition information instead of having multiple repositories in which information is saved <b>(LOW)</b>.</p>	<p>Human Resources Division</p>	<p>Human Resources already has an official repository on the T:Drive that contains all files related to the job posting. Additionally, the checklist we created will ensure that no files are missing from the T:Drive for record purposes.</p>	<p>Repository 10/2022</p> <p>Checklist 7/20/23</p>

Recommendation	Responsible Department and Section/Unit	Department Response	Completion Date
<p>8. The Human Resources Division (HRD) should ensure that information in the HRD Recruiting Log is correct so that Key Performance Indicators are presented accurately. HRD should evaluate if CAPPs Recruit can be used to generate reports so that there is less reliance on manual inputs <b>(HIGH)</b>.</p>	<p>Human Resources Division</p>	<p>Upon KPI implementation, Human Resources created a manual spreadsheet to track and report recruiting metrics, resulting in human error. Human Resources is currently exploring system reporting through Oracle Business Intelligence/CAPPs Recruit that will eventually eliminate the manual process for KPI reporting.</p>	<p>12/1/23</p>
<p>9. The Human Resources Division should consider updating Key Performance Indicators (KPIs) to include information that provides insight on the entire hiring process (e.g., total time to hire, acceptance rates, etc.) <b>(HIGH)</b>.</p>	<p>Human Resources Division</p>	<p>The current hiring KPI metrics measure Human Resources' involvement with the hiring process, which is how long it takes to post a position and how long it takes to review a selection packet and release a conditional offer. Potential new KPIs could be total time to fill a position from job posting date to final offer acceptance or the length of time it takes the hiring manager to complete the secondary screening, interview, and selection process. After Human Resources takes over the initial minimum requirement screening for job postings, having a 'big picture' metric for filling vacancies will be more meaningful as Human Resources will have a direct impact on that process.</p>	<p>9/1/23</p>

### Appendix 3: Flowchart of the Hiring Process



# Hiring Process

