

# Internal Audit Report

Cuyahoga County, Ohio  
Department of Internal Auditing

**Employee Recruitment, Hiring, and Retention Audit**  
**Department of Human Resources**  
**January 1, 2021- December 31, 2022**



**Director of Internal Auditing: Monica Houston, CPA, CGMA, CFE, CIDA**

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**Staff Auditor: Dawn Meredith**

Release Date 7/14/2023



**CUYAHOGA COUNTY  
DEPARTMENT OF INTERNAL AUDITING**

**INTERNAL AUDIT REPORT  
Employee Recruitment, Hiring, and Retention Audit  
Cover Letter**

May 26, 2023

To: Director of Human Resources, Sarah Nemastil and current management of Human Resources

The Department of Internal Auditing (DIA) has conducted an audit of Employee Recruitment, Hiring, and Retention for the period January 1, 2022 to December 31, 2022. Our main objective was to assess the effectiveness and efficiency of employee policy and procedures (especially those related to benefits and compensation) on recruitment, hiring, and retention of new and current employees.

To accomplish our objectives DIA relied on authoritative guidance to determine best practices for which to assess employee policies and procedures. DIA made its assessments by conducting interviews with management and staff regarding processes, reviewing the employee policy and procedures (“HR Employee Handbook”), and obtaining various documentation from staff. In addition, where best practices were observed, DIA performed audit procedures to determine effectiveness and efficiency.

Our audit procedures disclosed internal control weaknesses related to pre-employment screening (“background checks”). DIA recommended that Human Resources implement a checklist to ensure that all pre-employment screening reports are completed and adequately reviewed for the proper employment decisions. Our assessment of the employee recruitment, hiring, and retention was limited because of scope limitations. DIA was denied access to records by the Personnel Review Commission (PRC), and thus DIA was unable to assess certain recruitment and hiring processes of Classified employees. Also, due to recent challenges to DIA's jurisdictional authority to perform audits, DIA's assessment was limited to Executive agencies. This report provides the details of our observations. We are confident corrective action has been taken or will be taken to mitigate any risks identified in this audit report.



**CUYAHOGA COUNTY  
DEPARTMENT OF INTERNAL AUDITING**

We conducted this audit in accordance with the International Standards for the Professional Practice of Internal Auditing. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our observations and conclusions based on our audit objectives.

Because of the inherent limitations of internal controls, errors or irregularities may occur and not be detected. Also, projection of any current evaluation of the internal control structure to future periods is subject to the risk that procedures may become inadequate due to changes in conditions, or that the degree of compliance with the procedures may weaken.

DIA would like to express our appreciation to the Human Resource staff and management, and interrelated departments that assisted throughout the process for their courtesy and cooperation during this audit. A draft report was provided to Human Resources management for review. Management responses are included within the audit report.

Respectfully,

Monica Houston, CPA, CGMA, CFE, CIDA  
Director of Internal Auditing

Cc: Cuyahoga County Council  
Eric Wobser, Chief of Staff  
Katie Gallagher, Chief of Operations and Innovation  
Richard D. Manoloff, Law Director  
Michael C. O'Malley, Cuyahoga County Prosecutor  
Catherine Tkachyk, Chief Innovation Officer (Executive Agency Audit Liaison)  
Sarah Nemastil, HR Director  
Rebecca Kopcienski, Director – Personnel Review Commission

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## **Conformance Rating Criteria**

**C – "Conforms"** means the assessor has concluded the following:

- For the individual best practice, the activity generally conforms to the requirements of the best practice as established by Human Resource authoritative guidance.
- Within the categories (EVP, Recruitment Plan, Hiring Plan, Retention Plan), most of the activities were assessed as conforms.
- For the assessment overall, most of the activities and categories were assessed as conforms.

**PC – "Partially Conforms"** means the assessor has concluded the following:

- The activity is performed in a reasonable manner, but it is inconsistent with, deviates from, or only includes some best practices.
- Within the categories (EVP, Recruitment Plan, Hiring Plan, Retention Plan), most of the activities were assessed as partially conforms.
- For the assessment overall, most of the activities and categories were assessed as partially conforms.

**DNC – "Does Not Conform"** means the assessor has concluded the following:

- The activity deviates from or does not include best practices.
- Within the categories (EVP, Recruitment Plan, Hiring Plan, Retention Plan), most of the activities were assessed as does not conform.
- For the assessment overall, a majority of the activities and categories were assessed as does not conform.

**NP – "Not Practical"** means the assessor has concluded the following:

- Due to resource limitations or restrictions, not within the control of Human Resources, the activity deviates from or does not include best practices.

**SL – "Scope Limitation"** means the assessor has concluded the following:

- Department of Internal Audit ("DIA") was unable to assess the activity, due to either a limitation in jurisdictional authority or a denial of access to records and personnel.

## **Assessment Methodology**

DIA relied on industry specific authoritative guidance to determine best practices for which to assess policies and procedures. DIA based its assessments on the information obtained from conducting interviews with management and staff regarding processes, reviewing the employee policy and procedures (“HR Employee Handbook”), and obtaining various documentation from staff. In addition, where best practices were observed, DIA performed audit procedures to determine effectiveness and efficiency.

The assessment of the effectiveness of employee policy and procedures centers on the organization’s strategic plan. A strategic plan serves as the County's roadmap and is used to prioritize initiatives, resources, goals, and department operations and projects. The strategic plan is a big-picture document directing efforts and resources toward a clearly defined vision.

DIA commends the County for having implemented a Strategic Plan for Executive Agencies during the audit period. To effectively carry out a Strategic Plan, an organization must develop internal goals at the division and department level that will drive and measure success. County Executive Strategic Plan goals during the audit period which relate to HR include:

- Goal 15.1 Become an Employer of Choice.
- Goal 15.2 Create a positive, open, supportive culture that values our staff, prioritizes our customers, reflects our values, promotes teamwork and inclusion, and encourages innovation.
- Goal 15.3 Develop approaches to address legacy compensation and benefit issues.
- Goal 15.4 Ensure proactive, regular two-way communication among county staff.

Each of these goals necessitates the implementation of an HR strategy. HR strategy is a roadmap for solving an organization's biggest challenges with people-centric solutions. This approach requires HR input during policy creation and elevates the importance of recruitment, talent management, compensation, succession planning and corporate culture. HR strategy encompasses and usually is supported by four critical HR strategy documents:

### Employer Value Proposition

An employer's branding strategy that represents the unique set of benefits that an employee receives in return for the skills, capabilities, and experience they bring to a company. As such, it is a critical part of an organization's recruitment, hiring, and retention plan. Refer to page 50 for a documented EVP example.

### Recruitment Plan

A strategy for attracting the right talent for the organization. The goal of a recruitment plan is not only to fill vacancies, but also to forecast future hiring needs. This requires having an updated organizational chart and an understanding of the following data: likely promotions, likely attrition and turnover, growth, and skill gaps. Once immediate and future hiring needs are identified, choosing the right recruitment marketing channels is necessary. This includes sources such as external job boards, search firms, employee referrals, and job fairs.

### Hiring Plan

A strategy for structuring the content of the hiring and onboarding process in a way that adds efficiency, inspires, and accelerates learning. Automated pre-onboarding saves time by enabling new hires to complete paperwork prior to their start date. New hire orientation with subject matter experts and an extended learning window allow new hires to anchor what they are learning through on-the-job experience. Following onboarding, asking new hires to set strategic, functional, and personal goals facilitates their transition into an ongoing career development program.

### Retention Plan

A strategy for keeping employees motivated and focused so that they choose to remain employed and productive for the benefit of the organization. It aims to reduce turnover and its related costs and contributes to the organization's productivity and overall business performance. Organizations must anticipate impending shortages of overall talent as well as a shortfall of employees with the specialized competencies needed to stay ahead of the competition. Therefore, effective strategies include offering employee training and development opportunities, ensuring the competitiveness of the compensation and benefits packages through benchmarking, and identifying areas for improvement through employee job satisfaction surveys and exit interviews.

Although neither of these documents formally existed at the time of review, DIA assessed the applicability of each document relative to the best practices reviewed to demonstrate the level at which the County operationally conforms to the tenets embodied in each.

## Scope Limitations

Our assessment of the employee recruitment, hiring, and retention was limited. DIA was denied access to records by the Personnel Review Commission (PRC), and thus DIA was unable to assess the following recruitment and hiring processes of Classified employees:

- **Best Practice #1: Screening applicants for minimum requirements** – PRC screens candidates for Classified positions.
- **Best Practice #3: Highly structured questionnaires to determine job duties and minimum requirements** – PRC utilizes questionnaires completed by Classified employees to determine job duties, minimum requirements, and pay grade.
- **Best Practice #4: Assess competency through civil service exams** – PRC designs and administers civil service exams to determine candidate eligibility for Classified positions.

According to HR's records, Classified employees account for 57.5% of all County employees.

Due to recent challenges to DIA's jurisdictional authority to perform audits, DIA's assessment was limited to Executive agencies. The County Executive recently issued a County Ordinance which clarified, protected, and supported the DIA in the performance of their responsibilities as per Section XI of the Charter. According to HR's records, employees under the Executive account for 60% of all County employees. Employees outside the Executive agency account for 40% of all County employees.



# Cuyahoga County Department of Human Resources

It is our overall assessment that the Department of Human Resources “Partially Conforms” with best practices in Hiring, Recruitment, and Retention.

Partially Conforms means we have concluded that most activities and major areas assessed are performed in a reasonable manner, but it is inconsistent with, deviates from, or only includes some best practices and activities and major categories tested reasonably conform with best practices.

Major Category Assessments:			
Employer Value Proposition (EVP)	Recruitment Plan (RP)	Hiring Plan (HP)	Retention Plan (RTP)
<b>PC</b>	<b>PC</b>	<b>PC</b>	<b>PC</b>




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Monica Houston, CPA, CGMA, CFE, CIDA  
Director of Internal Auditing

Team Members:

Audit Manager – Joshua Ault, CIA  
Sr. Internal Auditor - Tom Schneider, CPA  
Staff Auditor - Dawn Meredith

## Best Practice Assessment

#	Best Practices	Applicable Strategic Document				Assessment Results				
		EVP	RP	HP	RTP	C	PC	DNC	NP	SL
<b>Recruitment Activities</b>										
1	Screening applicants for minimum requirements.		X			X				X
2	Job fairs to attract a diverse pool of candidates.		X			X				
3	Highly structured questionnaires to determine job duties and minimum requirements.		X							X
4	Assess competency through civil service exams.		X							X
5	Use behavioral and competency-based interview questions in interviews.		X				X			
6	Track hiring manager and applicant satisfaction with recruitment process.		X					X		
7	Use of automated recruiting management system.		X	X			X			
<b>Hiring Activities</b>										
8	Hiring process is largely digital and seamless on the candidate facing side.	X					X			
9	Employee referral system.		X					X		
10	Search firms are utilized to assist with seamless hiring.	X				X				
11	Job postings are not limited to the organization's employment page.	X				X				
12	Conduct background checks.			X			X			
<b>Offboarding Activities</b>										
13	Comprehensive exit interviews.				X		X			
<b>Recruitment, Hiring, and Succession Planning</b>										
14	Formal recruitment, hiring, and succession plan.		X		X			X		
<b>Compensation</b>										
15	Market-based salary benchmarking.	X					X			
16	Pay progression model (e.g., time based, pay-for-performance increases).		X		X		X			
17	Signing incentives.		X						X	
<b>Benefits</b>										
18	Documented Employer Value Proposition.	X						X		
19	Benefits benchmarking.		X		X		X			
20	Total compensation statement visible to future and current employees.		X		X			X		
21	Benefits materials are accurate, up-to-date, easy to read and promotional in nature.		X		X		X			
22	Communicate regularly with unions as it relates to benefits.				X	X				

#	Best Practices	Applicable Strategic Document				Assessment Results				
		EVP	RP	HP	RTP	C	PC	DNC	NP	SL
23	Hybrid and remote work.	X						X		
24	Other flexible work conditions (compressed hours, staggered hours, part-time weeks, job sharing, annualized hours, and term time contracts).	X					X			
25	Child-care subsidy program.	X							X	
26	Home office expenses.	X						X		
27	Wellness programs.	X					X			
28	Flexible annual leave.	X				X				
29	Transportation benefits (e.g., moving expenses, vehicular, parking, commuter stipend).	X					X			
30	Device benefits (e.g., cell phones, tablets).	X				X				
31	Cafeteria, meal, and breakroom benefits.	X				X				
32	Professional subscriptions.	X				X				
<b>Employee Recognition</b>										
33	Announce employee accomplishments in front of wider teams.	X				X				
34	Offer fun projects or development opportunities.	X				X				
<b>Professional Development and Training</b>										
35	Organization provides training.	X					X			
36	Paid for, partially paid for, and/or reimbursed education.	X				X				
37	Needs assessments for development and training.				X			X		
<b>Performance Management</b>										
38	Setting job performance goals and monitoring performance levels.				X		X			
<b>HR Metrics</b>										
39	Benchmarks to measure efficiency and seamlessness in the hiring process.		X	X			X			
<b>Diversity, Equity, and Inclusion (DEI)</b>										
40	Written, clear, and easily accessible Diversity, Equity, and Inclusion (DEI) plan for potential and current employees.	X				X				
41	DEI strategic plan for HR's recruitment, hiring, and retention process.		X	X	X		X			
<b>Economy and Environment</b>										
42	Shifting recruitment strategies to address post-pandemic candidate scarcity.	X				X				
43	Environmental, Social and Governance Strategy (ESG) written and easily accessible to potential employees and current employees.	X						X		

## **Commendable Practices**

**Best Practice #1: Screening applicants for minimum requirements** – HR works closely with hiring managers to ensure that the hiring process runs smoothly. After HR recruiters post the job opening, the County’s hiring platform alerts them to new applications for which they can quickly screen for minimum requirements and forward eligible applicants to the hiring manager with a click of a button. (Note: This only applies to Unclassified job postings, as the Personnel Review Commission screens for Classified positions.)

**Best Practice #2: Job fairs to attract a diverse pool of candidates** – In 2021, HR implemented a new hiring event aimed at addressing the ongoing need of Corrections Officers. HR continues to host hiring events for Health and Human Services positions. Additionally, HR participates in career fairs at colleges and other workforce development networks to further diversify its pool of candidates.

**Best Practice #10: Search firms are utilized to assist with seamless hiring.** –HR utilizes search firms to assist with recruitment in instances where job postings alone are not attracting enough qualified candidates, such as for C-Suite positions. HR uses staffing agencies (e.g., Robert Half, GPI Enterprises, Inc.) for assistance in recruiting temporary help. Temp-to-hire is not possible at the County for classified positions, because temporary workers must take the civil service exam and, depending on their ranking, may not be selected to fill the position.

**Best Practice #11: Job postings are not limited to the organization's employment page.** – In addition to job postings on the County’s webpage, HR posts jobs to external recruitment websites (e.g., Indeed, ZipRecruiter) and advertisements on social media platforms (e.g., Facebook, LinkedIn). Additionally, HR posts to industry specific recruitment websites (e.g., Dice, Handshake).

**Best Practice #22: Communicate regularly with unions as it relates to benefits.** – HR maintains regular communication with unions to address issues related to negotiating benefits in union contracts and ensuring equitable treatment of all employees.

**Best Practice #28: Flexible annual leave.** – As per the HR Employee Handbook, HR provides flexible annual leave to employees in the form of accruing vacation and sick leave, as well as other forms of circumstantial leave, such as compensatory, exchange, personal, bereavement, jury duty, family and parental leave (under the Family Medical Leave Act). Additionally, HR provides flexible work schedules (e.g., daily flexible schedules, compressed work week), which provides flexibility for employees in managing their accrued leave. Additionally, leave can be and has been expanded as necessary in emergency situations. For example, 80 hours of emergency leave was granted to all employees for use during the Covid-19 pandemic.

**Best Practice #30: Device benefits (e.g., cell phones, tablets)** – HR policy enables the IT Department to provide employees with County-issued cell phones and other devices (e.g., phones, computers, tablets, hotspots, printers/scanners). Additionally, to meet the various needs of departments, the IT Department provides many enterprise level software licenses (e.g., Microsoft products, Adobe products) and virtual private network (VPN) tools that allow for flexible work locations.

**Best Practice #31: Cafeteria, meal, and breakroom benefits** – At each of its facilities, the County provides various cafeteria, meal, and breakroom benefits. Filtered water is available throughout. Breakrooms are equipped with cooking equipment, such as microwaves. Some buildings provide either a commissary or cafeteria with meals for purchase.

**Best Practice #32: Professional Subscriptions** – County Departments have the discretion to offer employees professional subscriptions within the provisions of their budget approved by County Council. County policy enables the IT Department to provide employees with technological needs, such as digital subscriptions.

**Best Practice #33: Announce employee accomplishments in front of wider teams** –HR announces employee accomplishments in front of wider teams through the employee spotlight section of the periodic "In The Know" emails.

**Best Practice #34: Offer fun projects or development opportunities** – HR provides fun projects and development opportunities to employees, such as the Harvest for Hunger games and dress down days.

**Best Practice #36: Paid for, partially paid for, and/or reimbursed education** – In 2022, County Council approved a tuition assistance program for HR to provide employees up to \$3,600 per year reimbursement for undergraduate or graduate study at one of the three participating universities.

**Best Practice #40: Written, clear, and easily accessible Diversity, Equity, and Inclusion (DEI) plan for potential and current employees** – With the County's 2022 Equal Employment Opportunity Plan, HR has committed to a Diversity Equity and Inclusion (DEI) plan to develop DEI initiatives in the areas of recruitment, hiring, and retention.

**Best Practice #42: Shifting recruitment strategies to address post-pandemic candidate scarcity** – HR has adopted sufficient recruitment strategies to address post-pandemic candidate scarcity, such as with administering additional job fairs and implementing the tuition reimbursement program.

## **Glossary**

<b>DEI</b>	Diversity, Equity, and Inclusion. According to the Society of Human Resource Management (SHRM), DE&I is about organizations creating environments composed of people with varying backgrounds, while at the same time finding a way to ensure they all feel valued and set up to work together, communicate well, reach their potential, and be successful.
<b>EEO</b>	Equal Employment Opportunity. EEO prohibits specific types of job discrimination in certain workplaces. The U.S. Department of Labor (DOL) has two agencies which deal with EEO monitoring and enforcement, the Civil Rights Center and the Office of Federal Contract Compliance Programs.
<b>INFOR HR Talent</b>	Cuyahoga County's computer system utilized to track and store employees' and candidates' data for Human Resources functions.
<b>PRC</b>	Personnel Review Commission. PRC has the responsibility to review and audit compliance with federal, state, and local laws regarding personnel matters within the County Executive's organization and departments. PRC also administers the minimum qualification screening and civil service exams for classified positions.
<b>SHRM</b>	Society for Human Resource Management. SHRM is a professional human resources membership association that promotes the role of HR as a profession and provides education, certification, and networking to its members, while lobbying Congress on issues pertinent to labor management.
<b>Classified</b>	Classified refers to jobs at the County which are subject to Ohio's civil service laws (Ohio Revised Code Chapter 124) and classification system administered by the Personnel Review Commission.
<b>Unclassified</b>	Unclassified refers to jobs at the County which are not subject to Ohio's civil service laws due to exceptions under Ohio Revised Code Chapter 124.

## **Executive Summary**

### **Purpose, Objective, and Scope**

The purpose of this audit was to conduct a comprehensive assessment of the recruitment, hiring, and retention processes for use of best practices. The Audit Committee approved DIA's 2022 Audit Plan to include an audit of Human Resources recruitment, hiring, and retention processes. The audit was selected based on Director Recommendation and the 2022 Risk Assessment due to risks associated with employee turnover.

The objective was to assess the effectiveness and efficiency of employee policy and procedures (especially those related to benefits and compensation) on recruitment, hiring, and retention of new and current employees. To accomplish our objectives DIA relied on authoritative guidance, such as the Society for Human Resource Management (SHRM), to determine best practices for which to assess policies and procedures for effectiveness and efficiency.

The scope was an assessment of processes during an audit period of January 1, 2022 to present.

### **Audit Procedures**

In the planning phase, DIA gathers sufficient understanding of the area being audited to identify and reduce key audit risks to an appropriate level. DIA must document and develop a plan for each audit engagement, including the engagement's objectives, scope, timing, and resource allocation.

In the fieldwork phase, DIA executes the audit steps. This usually includes testing, reviewing, and analyzing data along with interviewing the appropriate personnel. Each audit has unique aspects and therefore the audit fieldwork and analysis performed on each audit segment should be customized for that assignment.

In the review phase, DIA prepares written reports to communicate the results of each engagement. The format and nature of the report can vary depending on user needs and the type of engagement. Additionally, the DIA requires all engagements to receive an appropriate level of supervisory review and quality control as required by professional standards. At the time of report release, DIA resources required to complete the audit were as follows:

<b>Stages</b>	<b>Actual Hours</b>
Planning	308.12
Fieldwork	546.33
Reporting:	<u>206.36</u>
Review (60.75)	
Draft Report (145.61)	
<b>Totals</b>	<b>1,060.81</b>

### **Background**

The beginning of the pandemic in 2020 resulted in record job losses. This was followed in 2021 by The Great Resignation. This period is defined by the highest quit rate in 20 years. According to Stephanie Ferguson of the U.S. Chamber of Commerce, "If every unemployed person in the country found a job, we would

still have 4 million open jobs,” (“Understanding America’s Labor Shortage.” U.S. Chamber of Commerce. February 22, 2023 [www.uschamber.com/workforce/understanding-americas-labor-shortage](http://www.uschamber.com/workforce/understanding-americas-labor-shortage)).

To stay competitive with the labor market, organizations have reexamined their benefits offerings to better attract and retain workers. The following are popular benefits based on a recent survey of workers (MichaelPage’s “A guide to persuading star candidates to join your business”):

- Remote/hybrid/flexible work schedules
- Flexible leave
- Child-care benefits
- Training and development opportunities
- Employer commitment to Diversity, Equity and Inclusion (DEI) and Environmental, Social and Governance (ESG)

The following HR divisions are involved in processes impacting recruitment, hiring, and retention:

#### Talent Acquisition (TA)

Works closely with hiring managers to attract talent and ensure the hiring process runs smoothly. TA is involved in job fairs, applicant screening, interviews, background checks, and other onboarding processes. Additionally, TA works with the Department of Equity and Inclusion (DEI) to facilitate DEI training and develop strategies to promote equity in recruitment and hiring.

#### Compensation

Provides compensation analysis using market reports and peer comparisons to help managers determine competitive salary recommendations for attracting candidates and providing raises to promote employee retention.

#### Benefits

Ensures prompt and accurate benefits enrollment during onboarding, as well as open enrollment and qualifying events throughout employment. As a retention strategy, the Benefits division works to increase the County’s offerings within its benefits package and negotiates with providers to lower costs and maximize benefits to employees.

#### Organizational and Employee Development (OED)

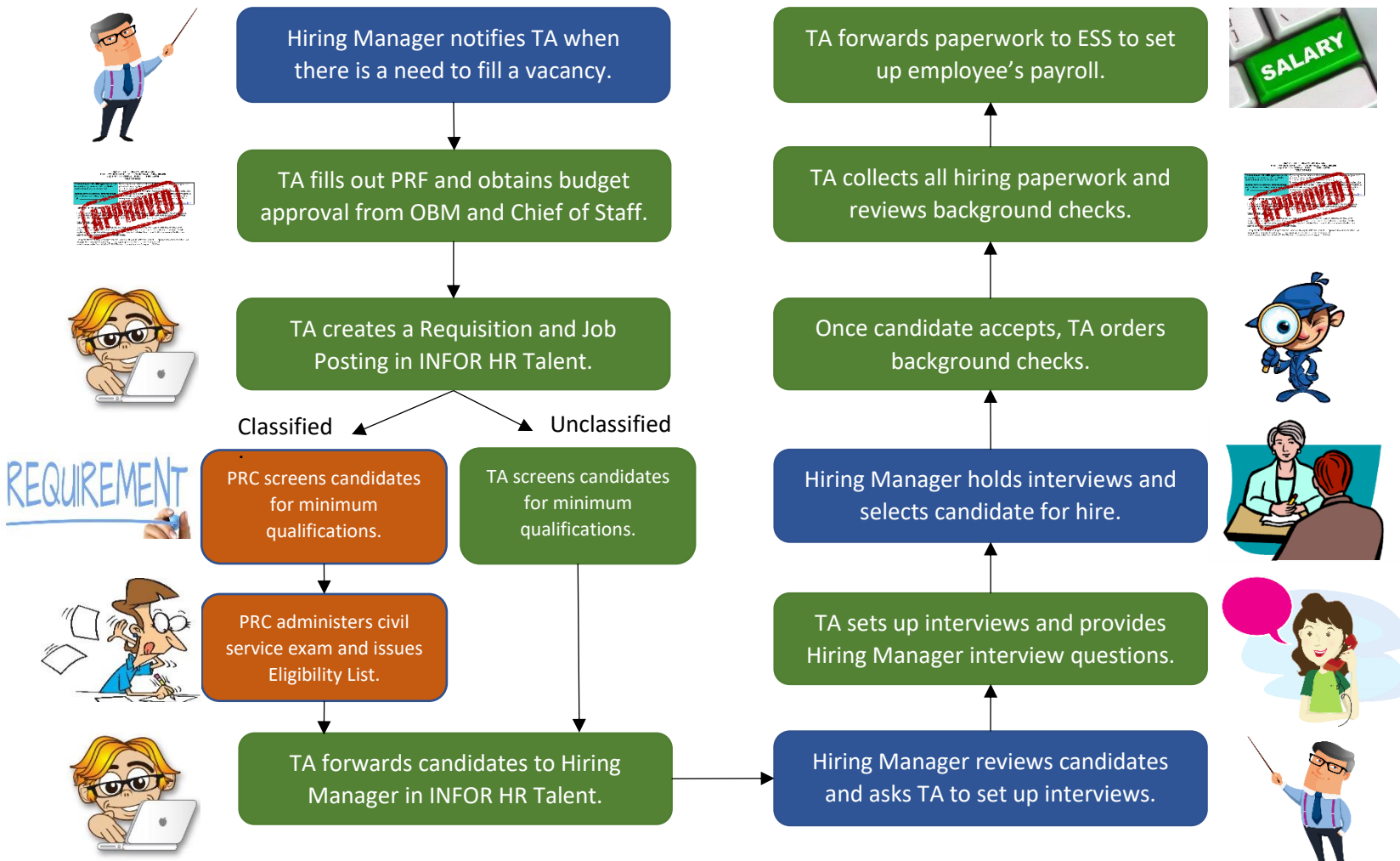
Offers training and development opportunities for employees. Maintains and builds the MyLearning platform to offer a catalog of training courses that aid in employee growth and development.

#### Wellness

Responsible for administering the wellness program. As both an attraction and retention strategy, the Wellness division provides many free resources to help employees in achieving wellness and life balance. Annually, the program also offers a monetary incentive for reaching the targeted wellness milestone.



# HR's Hiring Process for Position Vacancies (under the Executive)



TA = Talent Acquisition (an HR division)  
 PRF = Personnel Requisition Form  
 ESS = Employee Services Specialist (an HR division)

PRC = Personnel Review Commission  
 OBM = Office of Budget Management.

## Hiring Process for Position Vacancies (Non-Executive Agencies)

- ADAMHS Board
- Board of Developmental Disabilities
- Board of Elections
- Board of Health
- Common Pleas Court
- Domestic Relations Court
- Juvenile Court
- Planning Commission
- Probate Court
- Prosecutor's Office
- Public Defenders
- Solid Waste District
- Veterans Services Commission



Non-Executive Agency (NEA) creates a job posting and begins accepting applications/resumes.

REQUIREMENT



Each NEA may vary in its budget approval, screening, and interview process. Once a candidate accepts, some NEAs request Talent Acquisition (TA) order background checks.



TA orders and reviews background checks (if applicable).



NEA provides hiring paperwork to Employee Services Specialist to set up employee's payroll.



## Priority Level Criteria for Recommendations in Detailed Observations

<b>High</b>  (P1)	<b>Highest-Ranking Officer's immediate attention</b> is required. Corrective action is strongly recommended ( <u>30 days</u> ).
	<ul style="list-style-type: none"> <li>• HR authoritative guidance strongly indicates best practice is essential for effective and efficient employee recruitment, hiring, and/or retention processes.</li> <li>• Studies strongly indicate best practice is valued by employers, job candidates, and/or employees.</li> </ul>
<b>Moderate</b>  (P2)	<b>Senior Management's attention</b> is required. Corrective action is recommended ( <u>90 days</u> ).
	<ul style="list-style-type: none"> <li>• HR authoritative guidance moderately indicates best practice is essential for effective and efficient employee recruitment, hiring, and/or retention processes.</li> <li>• Studies moderately indicate best practice is valued by employers, job candidates and/or employees.</li> </ul>
<b>Low</b>  (P3)	<b>Management's attention</b> is required. Corrective action is recommended ( <u>180 days</u> ).
	<ul style="list-style-type: none"> <li>• HR authoritative guidance somewhat indicates best practice is essential for effective and efficient employee recruitment, hiring, and/or retention processes.</li> <li>• Studies somewhat indicate best practice is valued by employers, job candidates and/or employees.</li> </ul>
<b>Business Process Improvement</b>  (P4)	<b>Management or supervisory attention</b> recommended but not required.
	<ul style="list-style-type: none"> <li>• Process improvement recommendation. Best practice is in place, but inefficiencies exist.</li> <li>• HR authoritative guidance slightly indicates best practice is essential for effective and efficient employee recruitment, hiring, and/or retention processes.</li> <li>• Studies slightly indicate that best practice is valued by employers, job candidates and/or employees.</li> </ul>

In effort to assist the auditee in making the best use of resources, we have assigned priority levels to the recommendations according to the criteria in the table above.

## Detailed Observations

### Gaps to Conformance with Best Practices Noted:

Does Not Conform:	Management Response:	Risk Rating
<p><b>Best Practice #6: Track hiring manager and applicant satisfaction with recruitment process.</b> Including surveys from hiring managers and applicants is a best practice which provides sources of data to assess the effectiveness and efficiency of the recruitment process. Among the most important recruitment metrics is the perception of the hiring manager who, in many ways, is really the recruiter’s client. Based on the results of a study by Zappe, the following areas are among the most important metrics:</p> <ul style="list-style-type: none"> <li>• The recruiter’s understanding of the type of candidate the hiring manager wanted.</li> <li>• The speed of the recruitment process.</li> <li>• How well the candidate was kept up to date by the recruiter.</li> <li>• The recruiter’s emphasis on phone calls over e-mails.</li> <li>• The recruiter’s ability to be proactive in interacting with the hiring manager.</li> </ul> <p>Source: Zappe, J. (2014, April 23). The state of recruiting survey results shared at #ERE14.</p> <p><b>Observation:</b> HR does not conduct satisfaction surveys of their hiring and recruitment processes. HR lacks a formal process to request hiring managers and applicants fill out questionnaires to assess their satisfaction with the recruitment process.</p> <p><b>Recommendation:</b> HR should consider implementing a formal hiring/recruitment satisfaction survey for hiring managers and applicants. The questionnaire should include variables that affect the recruitment process (for example, position attractiveness, expectation of a job offer, alternative opportunities, decision to apply and accept job offer). Results should be shared with appropriate stakeholders for adequate consideration of potential policy or procedure revisions necessary.</p>	<p>HR will work with DoIT to determine if this is possible to automate through the ERP system as a potential improvement. If yes, it will be prioritized among other business improvements in the ERP.</p> <p>Point Person: Patrick Smock</p> <p>Date: September 30, 2023</p>	<p><b>P2</b></p>

Does Not Conform:	Management Response:	Risk Rating
<p><b>Best Practice #9: Employee referral system</b> Offering employee referral programs encourage current employees to refer qualified candidates for jobs in the organization. According to a study by Worldatwork, 38% of employer respondents offer bonus programs (sign-on, referral, spot and retention), with an average payment between \$1,000 and \$2,499. These employers either issue rewards immediately when the new hire comes on board or defer based on requiring the new hire to work a certain amount of time. More than sixty percent of these employers pay the bonus in one payment. Source: WorldatWork (2021). Bonus programs and practices.</p> <p><b>Observation:</b> County policy does not allow for an employee referral system. The County lacks a policy adopted by ordinance allowing for referral incentives (i.e. bonus). Thus, HR is not currently authorized to offer such an incentivization necessary for implementing an employee referral system.</p> <p><b>Recommendation:</b> HR should consider implementing an employee referral system. Prior to implementation, HR should recommend a policy to the County Executive to sponsor a proposed ordinance to County Council for authorization to include the policy in the HR Employee Manual.</p>	<p>As a public entity, this may not be practical. County Council is required to approve via Ordinance any new hiring and compensation practices, such as this. HR will note these as potential options to share with Council. For those that Council is open to approving, additional work can be completed on policies. Additionally, for bargaining units, this practice would need to be negotiated and Council would have to legislatively authorize any resulting agreement.</p> <p>Point Person: Sarah Nemastil</p> <p>Date: September 30, 2023</p>	<p><b>P2</b></p>
<p><b>Best Practice #14: Formal recruitment and succession plan</b> Organizations can benefit from engaging in all areas of recruitment and succession planning, such as identifying critical roles, skill gaps, and likely attrition and turnover. According to a survey by Nationwide, there is a growing trend amongst business owners to incorporate succession planning. According to the survey, Millennial business owners are most likely to currently have a business succession plan in place (61 percent) in comparison with Baby Boomer (32 percent) and GenX (32 percent) leaders. Source: Nationwide.com. Nationwide Survey Finds Majority of Business Owners Don't Have a Succession Plan.</p>	<p>HR agrees that planning for recruitment and succession planning are important for an organization. However, at this time, HR does not have the required staffing to complete these recommendations. HR will evaluate options for additional staffing or support for these items.</p> <p>Point Person: Sarah Nemastil</p>	<p><b>P1</b></p>

Does Not Conform:	Management Response:	Risk Rating
<p><b>Observation:</b> HR does not have a formal strategic plan for recruitment and succession planning. HR has not defined specific objectives, measurable goals, and performance tracking methods covering all areas of recruitment and succession planning.</p> <p><b>Recommendation:</b></p> <p>1) HR should consider drafting a strategic plan for recruitment and succession planning. The strategic plan should include specific objectives, risks, and measurable goals covering all areas of succession planning. Consideration should be given to how to incorporate DEI objectives within the strategic plan. Once the strategic plan is drafted, the HR Director should review and provide signature of approval.</p> <p>2) HR should consider drafting a policy and procedure covering the roles and necessary procedures for monitoring performance with recruitment and succession planning. The policy and procedure should define the method and frequency of reporting performance to HR management (e.g., quarterly reports). Once the policy and procedure is drafted, the HR Director should review and provide signature of approval.</p> <p>3) HR should consider implementing a succession planning risk assessment tool (e.g. the U.S. Office of Personnel Management’s Workforce Planning Model) to identify which positions at the County have the highest potential risks for a vacancy and impact, such as the requisite skillset needed. HR should consider asking department managers to complete the risk assessment tool on HR’s behalf. Once HR has assessed succession planning risk throughout the organization, HR should consider the risk in determining the specific objectives and goals in its strategic plan for succession planning, as they may vary depending on department.</p>	<p>Date: September 30, 2023</p>	
<p><b>Best Practice #17: Signing Incentives</b></p> <p>Offering signing incentives (i.e. bonus) is a way for employers to demonstrate to candidates that they are willing to compete for talent. Recent employment trends (the Great Resignation) suggest tools such as sign-on incentives as being especially important. A 2021 survey found that cash bonuses given for accepting an employment offer are the most prevalent of the four types of incidental bonuses. Specifically:</p> <ul style="list-style-type: none"> <li>• 79 percent of responding organizations reported using sign-on bonuses.</li> </ul>	<p>Previous attempts at using sign-on bonuses and relocation resources were not approved by County Council. At this time, HR does not believe there has been a change in opinion by County Council, therefore this is not practical.</p>	<p><b>P1</b></p>

Does Not Conform:	Management Response:	Risk Rating
<ul style="list-style-type: none"> <li>52 percent of respondents increased the number of sign-on bonuses awarded in the past 12 months.</li> </ul> <p>Source: WorldatWork's 2021 Bonus Programs and Practices survey.</p> <p><b>Observation:</b> County policy does not allow for sign on incentives. The County lacks a policy adopted by ordinance allowing for Sign on Incentives. Thus, HR is not currently authorized to offer signing incentives.</p> <p><b>Recommendation:</b> HR should consider drafting a signing incentive policy following best practices. Prior to implementation, HR should develop and recommend policy for sponsorship by the County Executive to County Council for approval and inclusion in the HR Employee Manual.</p>		
<p><b>Best Practice #18: Documented Employer Value Proposition (EVP)</b></p> <p>According to a study from the MichaelPage recruitment consultancies, employers should have an EVP with a set of benefits that shows why top candidates should aspire to be a part of an organization's success. An EVP helps organizations draw the attention of top talent and provides a clear and consistent message about the experience of working at the organization. The study surveyed workers from a range of sectors and professions. When asked whether they were looking for new roles:</p> <ul style="list-style-type: none"> <li>Over one-fourth of respondents answered yes. However, this figure rose to:</li> <li>Nearly one-half among 18-34-year-olds</li> <li>And one-third among 35-54-year-olds.</li> </ul> <p>Source: MichaelPage. A guide to persuading star candidates to join your business.</p> <p><b>Observation:</b> HR does not have a documented EVP.</p> <p><b>Recommendation:</b> HR should consider development of a documented EVP. Refer to Page 50 for an example of an EVP. The EVP should explain the County's core benefits and perks that make up the employer brand and highlight real-life experiences and perceptions of what it is like to work at the County. Once the EVP is implemented, HR should perform a formal review of the EVP on a scheduled basis, at least annually, for any updates.</p>	<p>HR agrees that an EVP is an important tool to have. HR will work to develop and implement the use of an EVP by the end of 2024.</p> <p>Point Person: Sarah A. Nemastil</p> <p>Date: December 31, 2024</p>	<p><b>P1</b></p>

Does Not Conform:	Management Response:	Risk Rating
<p><b>Best Practice #20: Total compensation statement visible to future and current employees</b>  Providing employees with individual benefit statements allows them to see the cash value of their benefits. Total compensation statements give employees information on the complete pay package awarded to them on an annual basis, including both direct and indirect compensation. Direct compensation can be defined as “all compensation (base salary and/or incentive pay) that is paid directly to an employee.” Indirect compensation can be defined as “compensation that is not paid directly to an employee and is calculated in addition to base salary and incentive pay (e.g., employer-paid portions of health/dental/vision insurance, retirement benefits, educational benefits, relocation expenses, employee paid time off).”</p> <p>According to Backstitch Inc., 74% of employees do not fully understand their compensation and benefits program or their employer’s contribution and 55% of employees say that they would trade direct compensation for additional benefits. Communicating the entire rewards package offered by the County could drive higher retention, streamline recruitment, and facilitate annual adjustment decisions.  Source: Backstitch.io. Total Rewards Statements.</p> <p><b>Observation:</b> HR does not issue annual total compensation statements to employees.</p> <p><b>Recommendation:</b> HR should consult with the Department of Information Technology to develop and implement a process of issuing annual total compensation statements to employees. Refer to Page 51 for an example of a total compensation statement. The statements should provide a comprehensive breakdown of an employee's total compensation package (e.g., pay, time off, health benefits, employer contributions, other perks).</p>	<p>HR will work with DoIT to determine if this can be autogenerated from the ERP as an improvement. If yes, it will be prioritized among other business improvements within the ERP.</p> <p>Point Person: Patrick Smock</p> <p>Date: September 30, 2023</p>	<p><b>P1</b></p>
<p><b>Best Practice #23: Hybrid and remote work</b>  According to a study from the MichaelPage recruitment consultancies, ways of working have transformed over the past two years (due to need as a result of the COVID-19 Pandemic) and candidates want the opportunity for regular remote and hybrid working. When asked about their current role:</p> <ul style="list-style-type: none"> <li>• One-fifth of respondents said their current role didn’t offer enough flexibility. Of these respondents:</li> </ul>	<p>The Office of Innovation &amp; Performance is currently conducting a review of hybrid and remote work policies among local governments. Once that is complete, a recommended policy will be</p>	<p><b>P2</b></p>



Does Not Conform:	Management Response:	Risk Rating
<ul style="list-style-type: none"> <li>Nearly one-third said that flexibility would be important if they were looking for new roles.</li> <li>Over one-third said that their mind could be changed by the prospect of more flexibility and a better work/life balance.</li> <li>Nearly one-fifth said their mind could be changed by the opportunity to work somewhere closer to their homes.</li> </ul> <p>Source: MichaelPage. A guide to persuading star candidates to join your business.</p> <p><b>Observation:</b> The County does not permit permanent or hybrid telecommuting arrangements for most employees. The current telecommuting policy (HR Employee Manual Section 6.09) limits use of telecommuting to temporary or occasional on a case-by-case basis. This results in an inability for departments to provide employees a regular hybrid and remote work schedules and could hinder recruitment and retention efforts.</p> <p><b>Recommendation:</b> HR should consider drafting a revised telecommuting policy following best practices. Prior to implementation, HR should recommend the policy to the County Executive to sponsor a proposed ordinance to County Council for authorization to revise the policy in the HR Employee Manual.</p>	<p>created for HR to bring forward to County Council for approval.</p> <p>Point Person: Catherine Tkachyk</p> <p>Date: September 30, 2023</p>	
<p><b>Best Practice #25: Child-care subsidy program</b></p> <p>According to a study from the MichaelPage recruitment consultancies, child-care support is a popular benefit. According to a study by Moms First, 69% of women with children ages 0-5 looking for employment stated that benefits that help with child-care expenses or on-site child care would make them more likely to choose an employer.</p> <p>Source: MichaelPage. A guide to persuading star candidates to join your business. Moms First. The Business Case for Child Care.</p> <p><b>Observation:</b> The County does not provide child-care programs for employees.</p> <p><b>Recommendation:</b> HR should assess the cost and difficulty of administration and implementation of a child-care subsidy program. To avoid complications administering such a benefit, HR should consider contracting with a third-party administrator that can manage the claims process. Prior to implementation, HR should consult with current County leadership for</p>	<p>While HR agrees that child-care support would be an excellent benefit to provide for employees, many employers are also moving away from these policies due to cost constraints (ex. Hyland). Due to County budget constraints, this is not practical at this time.</p>	<p><b>P1</b></p>

Does Not Conform:	Management Response:	Risk Rating
<p>appropriate consideration. If recommended, the program should be authorized by County Council to include the policy in the HR Employee Manual.</p>		
<p><b>Best Practice #26: Home office expenses</b>  According to a study from the MichaelPage recruitment consultancies, compensation for home office expenses is a popular benefit. According to a study from research-based consulting firm Global Workplace Analytics, over 80% percent of employers believe the organization should absorb the cost of a home office setup for employees that work from home full-time.  Source: MichaelPage. A guide to persuading star candidates to join your business. Globalworkplaceanalytics.com. Telecommuting Statistics.</p> <p><b>Observation:</b> County policy does not allow for home office expense subsidies.</p> <p><b>Recommendation:</b> As part of any revision to the HR Employee Manual Telecommuting policy, HR should consider assessing the potential cost of providing home office expense subsidies when appropriate. Prior to implementation, HR should consult with the County Executive to potentially sponsor a proposed ordinance to County Council for authorization to include the policy in the HR Employee Manual.</p>	<p>The Office of Innovation &amp; Performance is currently conducting a review of hybrid and remote work policies among local governments. This will include a review of home office expense subsidies. Once that is complete, a recommended policy will be created for HR to bring forward for County Council approval.</p> <p>Point Person: Catherine Tkachyk  Sarah Nemastil</p> <p>Date: September 30, 2023</p>	<p><b>P1</b></p>
<p><b>Best Practice #37: Needs assessments for development and training</b>  Assessment of current and required competencies of workers to determine training gaps is a best business practice. According to HRDrive.com, 70% of staff members would be at least somewhat likely to leave their current organizations and take a job with one that is known for investing in employee development and learning. More than 300 HR decision makers and almost 1,500 employees were surveyed in the poll.  Source: HRDrive.com Career development is a key part of retention, poll suggests.</p> <p><b>Observation:</b> HR does not conduct departmental training needs assessments.</p> <p><b>Recommendation:</b> HR should consider implementing a periodic training needs assessment process to assist departments in understanding their training gaps and the resources needed to provide employees with any necessary training. One data source could be obtained through the implementation of the annual performance reviews.</p>	<p>HR recently hired Alida Moonen, Ph.D., to serve as our new Director for Organizational and Employee Development. As part of her efforts, Dr. Moonen is prioritizing a full-county evaluation of department training needs.</p> <p>Point Person: Alida Moonen</p> <p>Date: September 30, 2023</p>	<p><b>P1</b></p>

Does Not Conform:	Management Response:	Risk Rating
<p><b>Best Practice #43: Environmental, Social and Governance Strategy (ESG) written and easily accessible to potential employees and current employees</b>  According to a study from the MichaelPage recruitment consultancies, an organization clearly communicating its political values, environmental, social and governance strategies, and diversity and inclusion is important. According to a study from GlobalData, 1,500 ESG leaders were polled and 91% of the respondents thought that companies should have targets in place to meet ESG goals. Source: MichaelPage. A guide to persuading star candidates to join your business. GlobalData. ESG Strategy Survey 2021.</p> <p><b>Observation:</b> HR does not have a formal ESG which can be promoted on the County’s hiring page for applicants or made available to current employees.</p> <p><b>Recommendation:</b> HR should ensure that an ESG is accessible to potential and current employees. This could be achieved by, for example, adding a reference to the County's hiring page and intranet.</p>	<p>HR will engage the Department of Equity &amp; Inclusion to determine if creating an ESG strategy more correctly falls under their purview.</p> <p>Point Person: Sarah A. Nemastil</p> <p>Date: September 30, 2023</p>	<p><b>P1</b></p>

**Opportunities for Improvement with Best Practices Noted:**

Partially Conforms:	Management Response:	Risk Rating
<p><b>Best Practice #5: Use behavioral and competency-based interview questions in interviews –</b>  Structured interviewing provides the interviewer with information needed to make hiring decisions that are objective and unbiased. It also can be crucial in defending against allegations of discrimination in hiring and selection as it ensures all applicants are asked the same questions. According to a study from Criteria Corp., 66% of respondents said that they think structured interviews lead to improved talent decisions. Source: Criteria Corp. 2022 Hiring Benchmark Report.</p> <p><b>Observation:</b> Although HR follows best practice by providing interview forms to hiring managers, they are not consistently used nor scored. Based on DIA’s testing of 60 new hires, there were</p>	<p>The Talent Acquisition Team is supportive of using structured interview forms for all hires. As noted in the response, HR does provide the forms to hiring managers. HR will present at a future Cabinet meeting to all Director’s the importance of using those forms and scoring for each interview.</p>	<p><b>P4</b></p>

Partially Conforms:	Management Response:	Risk Rating
<p>several instances where interview forms were not utilized by hiring managers. There were also occurrences of interviews with no scores or partially scored.</p> <p><b>Recommendation:</b> HR should create and utilize a checklist to ensure all hiring procedures are performed, particularly the completion of interviews by hiring managers using interview forms.</p>	<p>Point Person: Sarah Nemastil</p> <p>Date: September 30, 2023</p>	
<p><b>Best Practice #7: Use of automated recruiting management system</b> Automated recruiting software helps recruiters stay organized and saves time and money. According to a study by SHRM, nearly 1 in 4 organizations report using automation or artificial intelligence (AI) to support HR-related activities, including recruitment and hiring. Of those who use these tools, over 2 in 3 HR professionals say the time it takes to fill open positions is somewhat (53 percent) or much better (16 percent) due to their use of automation or AI. Source: SHRM. Fresh SHRM Research Explores Use of Automation and AI in HR.</p> <p><b>Observation:</b> HR's automated recruiting software, INFOR HR Talent, is not fully utilized, resulting in inaccurate information and inefficiencies. During the audit, it was noted that HR is not utilizing the basic features of INFOR HR Talent to automate the recruitment and hiring process. This is an ineffective use of County resources resulting in inaccuracies and manual processes that are time-consuming and prone to errors including:</p> <ul style="list-style-type: none"> <li>• Interview candidates are not issued final dispositions after a job is filled, and thus remain in an inaccurate status.</li> <li>• Talent Acquisition Specialists create and email offer letters manually.</li> <li>• HR Employee Service Specialists are creating employee profiles in GHR manually based on data provided by the HR Compensation division for pay rate, Benefits division for medical election forms, and Talent Acquisition Specialists for employee basic information and tax exemption forms.</li> </ul>	<p>HR will work with DoIT to see if additional automated functionality, including the use of AI, is available within INFOR HR Talent. If yes, HR will work to prioritize implementation of this functionality among other system improvements.</p> <p>Point Person: Patrick Smock</p> <p>Date: September 30, 2023</p>	P2

Partially Conforms:	Management Response:	Risk Rating
<ul style="list-style-type: none"> <li>Talent Acquisition Manager is determining recruitment and hiring metrics (“time-to-fill”) manually through a manual process of entering dates into a spreadsheet for hundreds of new hires.</li> </ul> <p><b>Recommendation:</b> HR should consult with the Department of Information Technology to increase use of automated functionality within HR Talent. This should include the use of communication templates, information integration into GHR, and tracking of key metrics. Additionally, HR should consult with the IT Department and the Personnel Review Commission to ensure implementation of automated functionality can be integrated with their current policy/procedures. More specifically, HRs use of requisitions should be for the sole purpose of appointing a candidate to a position. Requisitions should be closed immediately upon appointment to activate INFOR HR Talent’s automated functionality. PRCs use of requisitions for the purpose of managing civil service lists of applicants for minimum requirements screening, civil service examination, and eligibility lists should not impact HRs operations.</p>		
<p><b>Best Practice #8: Hiring process is largely digital and seamless on the candidate facing side</b> Automated completion of new hire paperwork alleviates the burden of both the candidate and recruiter having to complete forms manually. According to a study by Paychex, 73% of full-time U.S. workers today expect their employer to provide a high-level of employee self-service, allowing them to independently complete a variety of HR-related tasks. Source: Paychex. Poll: 73% of U.S. Workers Want DIY HR Tools, Many Small Employers Fall Short.</p> <p><b>Observation:</b> HR’s hiring process involves manual completion of some new hire paperwork, such as the Personnel Information Sheet, which is filled out by the new hire and entered manually into the HR system by HR personnel.</p> <p><b>Recommendation:</b> HR should continue to work with the Department of Information Technology on implementing an e-signing and self-service system to enable new hires to complete all forms (e.g., Personnel Information Sheet) electronically for automated upload.</p>	<p>HR and DoIT will continue to move in the direction of using e-signatures and electronic forms for all forms that allow for an e-signature and implementing a “portal” that candidates may access to execute and submit new-hire forms.</p> <p>Point Person: Patrick Smock</p> <p>Date: September 30, 2023</p>	P3
<p><b>Best Practice #12: Conduct background checks</b></p>	<p>HR will work with the Office of Innovation &amp; Performance to</p>	P1

Partially Conforms:	Management Response:	Risk Rating
<p>Employers should conduct background checks for safety, verifying information, and maximizing productivity. Specific background checks necessary are dependent on the needs of the position. Common background checks would include criminal database, non-fingerprint based; drug/alcohol; work/education and transcript checks; fingerprint-based criminal background checks. According to a study by SHRM, 92% of surveyed employers conduct employment background checks. Source: SHRM. Conducting Background Investigations and Reference Checks.</p> <p><b>Observation:</b> Review of background checks are not documented. HR currently uses a manual process to complete background checks. Upon completion, HR recruiters are to review the background checks. Background checks are not retained in the employee file and HR Recruiters do not document the performance or results of review. When a fingerprint background check is needed, HR Recruiters request completion by the Sheriff's Office Clerk as it requires specific clearance to view such a screening. The Sheriff's Office Clerk does not confirm completion of LEADS background checks to HR Recruiters.</p> <p><b>Recommendation:</b></p> <p>1) HR should update their policy and procedure to include:</p> <ul style="list-style-type: none"> <li>• Background screening requirements based on the agency and position being filled.</li> <li>• A requirement for HR Recruiters to document and sign off on completion, review, and results of all necessary background screenings.</li> <li>• To ensure a background check with convictions is not overlooked for the adverse action process, a requirement for a second HR Recruiter (or supervisor) to sign off on background screening report.</li> </ul> <p>Once the policy and procedure is updated, the HR Director should review and provide signature of approval.</p> <p>2) HR should consult with IT to determine if background screening verification can be required within INFOR prior to the initiation of hiring actions by ESS and HR Benefits.</p>	<p>map out the current background check process and include that in a procedure document. As part of the project I&amp;P will provide recommendations for process improvements and controls (such as a checklist) that will address DIAs observations/recommendations for this item.</p> <p>Point Person: Julie McNulty</p> <p>Date: December 31, 2023</p>	

Partially Conforms:	Management Response:	Risk Rating
<p>3) A supervisor over the HR Recruiters should routinely review a reasonable number of background screenings for new hires to ensure HR Recruiters are following HR’s policies for pre-employment screening. Supervisors should document their review.</p> <p>4) HR should request the Sheriff’s Office Clerk provide confirmation of fingerprint background checks, as it is necessary support for HR to ensure completion and review prior to initiating the hire action.</p>		
<p><b>Best Practice #13: Comprehensive exit interviews</b>  Conducting exit interviews provides an opportunity to make an organization’s processes better. This requires review of exit interview results and monitoring for patterns in employee turnover. According to a study by Decision Associates, most employees (78%) say they’re eager to take company surveys, and more than a third (38%) say company surveys are the preferred method for sharing feedback.  Source: Decision Associates. Why Are People Leaving Their Jobs? It Can Be Summed Up In Four Words.</p> <p><b>Observation:</b> Exit interview results are not assessed. HR Generalists conduct exit interviews during voluntary separations using a standard exit survey form in accordance with HR’s policy (“Voluntary Termination Process Map”). Results are compiled in spreadsheets to share with department managers, however a formal process by HR management to review the responses from all departments for strategic and succession planning purposes and identification of potential areas of improvement is lacking.</p> <p><b>Recommendation:</b> HR should implement continuous monitoring of exit interview responses from all departments for strategic and succession planning purposes. Additionally, HR should consider any necessary changes to the exit interview questions or format. Monitoring should be documented and occur on a regular basis, at least annually. HR management should confer with authoritative guidance, such as the Academy to Innovate HR, for effective methods for reviewing exit interview responses and developing exit interview questions.</p>	<p>HR Managers will share a spreadsheet of exit interview responses with Directors at the end of each quarter.</p> <p>Point Person: Sarah Nemastil</p> <p>Date: September 30, 2023</p>	<p><b>P1</b></p>
<p><b>Best Practice #15: Market-based salary benchmarking</b>  Assessing current employee wages to market wages on a regular basis helps with making informed decisions on setting salary and giving increases. Market wages are often obtained from up-to-date external market reports. According to a study from the MichaelPage</p>	<p>HR has posted a Director position that will be responsible for our compensation policies and procedures. Once this</p>	<p><b>P4</b></p>

Partially Conforms:	Management Response:	Risk Rating
<p>recruitment consultancies, 40% of employee respondents said they were unhappy with their current salary. According to a study from WorldatWork.org, organizations have evaluated the environment and are increasing their previously planned salary budgets to address the competitive labor market and inflation. The poll reported an average salary budget increase of 4.0% average and 5.0% median.</p> <p>Source: MichaelPage. A guide to persuading star candidates to join your business. WorldatWork.org. Previously Planned Salary Budgets Receiving a Bump for 2022.</p> <p><b>Observation:</b> HR performs compensation analysis using external market reports from 2018. Although HR Compensation division has been adjusting its salary benchmarks by the Department of Labor's annual consumer price index, it may now be necessary to purchase updated reports to ensure it accurately reflects the market across all job types.</p> <p><b>Recommendation:</b> HR should consider obtaining an updated external market report to utilize in its salary benchmarking on a regularly scheduled basis.</p>	<p>position is filled, Sarah Nemastil and the new Director will look to purchase and update external market report if budget permits.</p> <p>Point Person: Sarah Nemastil</p> <p>Date: June 30, 2024 (pending budget availability)</p>	
<p><b>Best Practice #16: Pay progression model</b></p> <p>According to the U.S. Office of Personnel Management, organizations should adopt a uniform progression policy that is clear, such as a time-based, performance-based, or development-based. According to SHRM guidance, a performance-based compensation model can motivate employees to perform at the top of their skill set. According to a study by Harvard Business Review, over 150 employers and other managers were polled, and when asked how important they believe individual performance should factor into wage determination, two-thirds said it was very important and one-fifth said it was somewhat important.</p> <p>Source: Harvard Business Review. You're Not Paid Based on Your Performance.</p> <p><b>Observation:</b> The County lacks a uniform pay progression mechanism for non-bargaining employees. Although the County provides some methods for pay progression (e.g., promotions, job audits, COLA increases, Personnel Review Commission issued salary schedule with pay ranges), there is not a mechanism in place for employees to uniformly progress through the pay ranges either based on time, performance, or development.</p> <p><b>Recommendation:</b> HR should consider implementing a pay progression mechanism. If desired, HR should consider obtaining input from the Personnel Review Commission as it relates to the</p>	<p>It is a goal of HR to set a transparent compensation strategy for all employees. HR does not have a specific time frame for when this can be completed among other high priority items. However, HR can provide an update on the status of the item &amp; ability to address the issue by December 31, 2023</p> <p>Point Person: Sarah A. Nemastil</p>	P1



Partially Conforms:	Management Response:	Risk Rating
<p>impact of a pay progression mechanism to ensure there are no concerns overpay equity within the classification and compensation system. Prior to implementation, HR should recommend the policy to the County Executive to sponsor a proposed ordinance to County Council for authorization to include the policy in the HR Employee Manual.</p>		
<p><b>Best Practice #19: Benefits benchmarking</b>  Organizations should compare their benefits package against others. As part of strategic planning on offering any additional benefits, both monetary and non-monetary, to meet benchmarks. According to a survey by Maritz research firm, four out of five respondents believe that non-monetary benefits strengthen their relationships with their employers and make them feel appreciated for the work they do.  Source: Maritz. Benefits of an Effective System of Non-Monetary Awards.</p> <p><b>Guidance:</b> HR does not benchmark its benefits package beyond current health plans. Current benchmarking is limited to the County's health plans and does not include other monetary and non-monetary benefits.</p> <p><b>Recommendation:</b> HR should consider implementing benefits benchmarking over the entire employee benefits package, to include both monetary and non-monetary benefits. This could be accomplished by either hiring an outside firm or performing the benchmarking internally. The benchmarking should include an analysis of existing benefits, comparing benefits offered by similar industries, and performing employee satisfaction surveys.</p>	<p>Conducting benefits benchmarking will be in the forthcoming RFP for a benefits consultant.</p> <p>Point Person: Sarah Nemastil</p> <p>Date: July 31, 2023</p>	<p><b>P1</b></p>
<p><b>Best Practice #21: Benefits materials are accurate, up-to-date, easy to read and promotional in nature</b>  Organizations should ensure that materials are accurate, up-to-date, easy to read, and promotional in nature. According to a study by BusinessWire, 40% of respondents would be more inclined to use employment benefits if they were accessible from a mobile device and 62% would likely leave their job for one with better care benefits.  Source: BusinessWire. Millennials Would Leave Their Job for One with Better Family/Lifestyle Benefits.</p>	<p>HR will work with the Department of Communications and our benefits consultant to update material on the County's benefits. Our goal will be to have this material for use in connection with open enrollment this year.</p> <p>Point Person: Sarah A. Nemastil</p>	<p><b>P2</b></p>

Partially Conforms:	Management Response:	Risk Rating
<p><b>Observation:</b> HR does not have a process to regularly review benefits materials advertised on the County website, social media, and fliers to ensure they are accurate, up-to-date, easy to read, and promotional in nature.</p> <p><b>Recommendation:</b> HR should consider implementing a process to regularly, possibly annually, review benefits materials advertised on the County website, social media, and fliers to ensure they are accurate, up-to-date, easy to read and promotional in nature.</p>		
<p><b>Best Practice #24: Other flexible work conditions</b>  According to a study from the MichaelPage recruitment consultancies, candidates desire for flexible working has only increased since the COVID-19 pandemic. Flexible work conditions include, however are not limited to, compressed hours, staggered hours, part-time weeks, job sharing, annualized hours, and term time contracts. According to a study by the Chartered Institute of Personnel and Development (CIPD), 87% of respondents said they were in favor of flexible working hours.  Source: MichaelPage. A guide to persuading star candidates to join your business. CIPD.com. Flexible working: new cross-sector guidance and toolkits.</p> <p><b>Observation:</b> DIA was able to confirm that HR Policy (Employee Manual) provides for most flexible work conditions including compressed hours, staggered hours, part-time weeks, annualized hours, and term time contracts. HR policy does not allow for job sharing arrangements.</p> <p><b>Recommendation:</b> HR should consider implementing a job sharing policy. HR should inquire with departments and assess their needs for job sharing to determine an effective policy. Once policy is decided, HR should incorporate the policy into the HR Employee Manual.</p>	<p>Job sharing is not currently being considered by HR because of the operational complications. However, departments are able to request part-time employees to provide for additional flexibility.</p>	<p><b>P3</b></p>
<p><b>Best Practice #27: Wellness programs</b>  According to a study from the MichaelPage recruitment consultancies, inclusion of a wellness program is a popular benefit. Per SHRM guidance, wellness program governance through use of a wellness policy statement and an active wellness committee are best practices to ensure desired results. Wellness policy statements are used to document intent, goals, level of commitment for each goal, and rewards and incentives system with respect to employee wellness. Goal examples include measured participation rates, program completion rates,</p>	<p>HR recently hired Alida Moonen, Ph.D. to serve as our Director for Organizational and Employee Development. As part of her efforts, Dr. Moonen is working with the Wellness staff to create a 2024 Wellness Incentive</p>	<p><b>P2</b></p>

Partially Conforms:	Management Response:	Risk Rating
<p>reduction in health care costs and percentage of employees who stopped smoking or lost weight. According to a study by Engagement Health Group, program management can increase participation as much as 50%. Wellness program management is best measurable against three key indicators: planning, metrics, and accountability.</p> <p>Source: MichaelPage. A guide to persuading star candidates to join your business. Curtis, J. (n.d.). The Best Wellness Program Management Includes Planning, Regimen, Metrics, &amp; Accountability. Retrieved from Engagement Health Group: <a href="https://ehg-inc.com/the-best-wellness-program-management-include-planning-regimen-metrics-accountability/">https://ehg-inc.com/the-best-wellness-program-management-include-planning-regimen-metrics-accountability/</a>.</p> <p><b>Observation:</b> The County lacks active governance over the wellness program. The HR Wellness Division does not have a wellness policy statement or an active wellness committee. Additionally, aside from participation rates, other metrics are not utilized to assess effectiveness.</p> <p><b>Recommendation:</b> HR should consider implementing appropriate governance over the wellness program including the development of a wellness policy statement, reinstating a wellness committee, and tracking key performance indicators to assess effectiveness.</p>	<p>Program that strategically aligns with both County and individual employee goals.</p> <p>Point Person: Alida Moonen</p> <p>Date: January 1, 2024</p>	
<p><b>Best Practice #29: Transportation benefits (e.g., moving expenses, vehicular, parking, commuter stipend)</b></p> <p>According to a study from the MichaelPage recruitment consultancies, transportation benefits are a popular benefit. A post-pandemic survey by moving company Allied found that nearly 37% of people would move for “career advancement or the opportunity to make more money,” and 64% said they had received a compensation package for moving for work. The study also found that “smaller to midsize companies most commonly relocate their employees” compared to larger businesses. Source: MichaelPage. A guide to persuading star candidates to join your business. Vasconcellos, E. (2023, February 21). The Costs of Employee Relocation. Retrieved from Business News Daily: <a href="https://www.businessnewsdaily.com/15842-costs-of-employee-relocation.html">https://www.businessnewsdaily.com/15842-costs-of-employee-relocation.html</a>.</p> <p><b>Observation:</b> HR policy does not allow for most transportation benefits as part of the compensation package. The County provides commuter benefits in the form of discounted RTA passes. However, moving expenses, car stipends, paid parking benefits are not provided.</p>	<p>Previous attempts at using sign-on bonuses and relocation resources were not approved by County Council. At this time HR does not believe there has been a change in opinion by County Council, therefore this is not practical. Additionally, providing parking and vehicular stipends does not support the County’s efforts to increase sustainability by supporting use of public transit and alternative transportation. The Office of Sustainability is being added in</p>	<p><b>P2</b></p>

Partially Conforms:	Management Response:	Risk Rating
<p><b>Recommendation:</b> HR should consider providing additional transportation benefits (e.g., moving expenses, vehicular, parking stipend). Before implementing, HR should recommend the policy to the County Executive to sponsor a proposed ordinance to County Council for authorization to include the policy in the HR Employee Manual.</p>	<p>new employee orientation to encourage use of public transportation for employees.</p>	
<p><b>Best Practice #35: Organization provided training</b> According to a survey by Lorman Team:</p> <ul style="list-style-type: none"> <li>• 87% of millennials believe learning and development in the workplace is important.</li> <li>• 59% of millennials claim development opportunities are extremely important when deciding whether to apply for a position.</li> <li>• 41% of employees consider their organization’s career advancement opportunities a very important factor to their job satisfaction.</li> <li>• 76% of millennials believe professional development opportunities are one of the most important aspects of company culture.</li> <li>• 76% of employees say that a company would be more appealing if it offered additional skills training to its staff.</li> <li>• 61% of adults in the United States seek career development opportunities when considering job opportunities.</li> <li>• 70% of employees would be somewhat likely to leave their current job to work for an organization known for investing in employee development and learning.</li> <li>• 86% of millennials would be kept from leaving their current position if training and development were offered by their employer.</li> <li>• Retention rates rise 30-50% for companies with strong learning cultures.</li> </ul> <p>Source: Lorman Team. (2021, September 1). 39 Statistics that Prove the Value of Employee Training. Retrieved from Lorman: <a href="https://www.lorman.com/blog/post/39-statistics-that-prove-the-value-of-employee-training">https://www.lorman.com/blog/post/39-statistics-that-prove-the-value-of-employee-training</a>.</p> <p><b>Observation:</b> HR does not assess training needs and/or offer training opportunities. The Organizational and Employee Development division provides limited County-wide training (including ethics and learning a culture of respect) and has a digital platform for agencies to manage their training. However, the division does not assist departments with assessing</p>	<p>HR recently hired Alida Moonen, Ph.D. to serve as our Director for Organizational and Employee Development. As part of her efforts, Dr. Moonen will be working with departments by providing them with the tools they need to evaluate their specific training needs.</p> <p>Point Person: Alida Moonen</p> <p>Date: September 30, 2023</p>	<p><b>P1</b></p>

Partially Conforms:	Management Response:	Risk Rating
<p>individualized training needs and offering training opportunities that assist in career development.</p> <p><b>Recommendation:</b> HR should devise a plan to implement a training assistance program to provide departments with a tool in assessing individualized training needs and offering training opportunities that assist in career development. HR could consider the use of the goal-setting section of the standardized employee performance evaluation form ("SMART goals") as a source of information for identifying training gaps in departments.</p>		
<p><b>Best Practice #38: Setting job performance goals and monitoring performance levels.</b> Performance management is a vital process to measure an organization's success with its strategic plan. Performance reviews give both the organization and employees essential feedback in real time. Feedback provides the opportunity for employees to receive recognition for successes or to address areas that may need attention. Every employee is unique in their experience and skill set. Thus, every employee should be measured individually, and feedback tailored for their individual growth.</p> <p>According to the Harvard Business Review:</p> <ul style="list-style-type: none"> <li>• A focus group and a follow-up survey with more than 300 people was conducted. The feedback was clear: 87% of people wanted to keep performance ratings.</li> </ul> <p>According to MyHR:</p> <ul style="list-style-type: none"> <li>• A study of global companies by research and advisory company, Gartner, found that employee performance was 10 percent lower in organisations that don't conduct reviews.</li> <li>• The lack of regular feedback and recognition was especially detrimental to high-performing employees, whose productivity was 28 percent less.</li> </ul> <p>According to IntelliHR:</p> <ul style="list-style-type: none"> <li>• Individuals are 42% more likely to achieve goals when they are documented.</li> <li>• Companies that set performance goals quarterly can generate 31% more returns than those reassessing annually.</li> </ul> <p>Source: MyHR. Why performance reviews are so important. Retrieved from MyHR.works: <a href="https://blog.myhr.works/the-importance-of-performance-reviews">https://blog.myhr.works/the-importance-of-performance-reviews</a>. Harvard Business</p>	<p>HR will work with DoIT to determine if it is possible to implement a performance management system through the ERP system as a potential improvement. If yes, it will be prioritized among other business improvements in the ERP. HR (Alida Moonen) will also review and evaluate why Departments are not utilizing the performance management procedure set forth in the Employee Handbook to put forth any recommended changes to our current, but not-utilized, performance management procedure.</p> <p>Point Persons: Patrick Smock &amp; Alida Moonen</p> <p>Date: December 31, 2023</p>	<p><b>P1</b></p>

Partially Conforms:	Management Response:	Risk Rating
<p>Group. Let's Not Kill Performance Evaluations Yet. Retrieved from HBR.org: <a href="https://hbr.org/2016/11/lets-not-kill-performance-evaluations-yet">https://hbr.org/2016/11/lets-not-kill-performance-evaluations-yet</a>. IntelliHR. 7 Employee Goal Setting Statistics That Will Change How You Set Goals. Retrieved from IntelliHR: <a href="https://intellihr.com/insights/employee-goal-setting-statistics">https://intellihr.com/insights/employee-goal-setting-statistics</a>.</p> <p><b>Observation:</b> The County employee performance management process is not fully implemented. HR established a performance management program which is included in the County Employee Handbook. A standardized employee performance evaluation form ("SMART goals") is available for department supervisors to utilize in reviewing employee performance. However, performance management completion by departments is not mandated or monitored.</p> <p><b>Recommendation:</b> The County should fully implement the performance management program process for all employees and document the process in a written procedure. This procedure should include the following HR actions:</p> <ul style="list-style-type: none"> <li>• Confirm that all required employees completed and submitted the standardized employee performance evaluation forms ("SMART goals").</li> <li>• On a sample basis, review performance evaluations to make certain that employees are being treated in a consistent and equitable manner, and that the system is supporting organizational goals.</li> <li>• Provide ongoing "refresher training", at least annually, for department heads and/or supervisors to understand the rating system so that inconsistencies and bias do not occur.</li> </ul>		

Partially Conforms:	Management Response:	Risk Rating
<p><b>Best Practice #39: Benchmarks to measure efficiency and seamlessness in the hiring process.</b>  As a best practice, employers should utilize benchmarks to measure efficiency in the hiring process. According to a study by SHRM, the following are key benchmarks employers should aspire to:</p> <ul style="list-style-type: none"> <li>• 30 days time-to-fill.</li> <li>• 2 days open to approval.</li> <li>• 1 day approval to job posting.</li> <li>• 5 days job posting to start screening.</li> <li>• 5 days screen applicants.</li> <li>• 5 days conduct interviews.</li> <li>• 3 days make final decision.</li> <li>• 2 days offer to acceptance.</li> </ul> <p>The study indicates it is particularly helpful to communicate to stakeholders that just because your organization has benchmarks that are different from the average or median, it does not mean they are favorable or unfavorable. Rather, it may be the result of a particular total organizational strategy, special circumstances or other business initiatives that cause differences with your organization’s benchmarks.  Source: SHRM. SHRM Customized Talent Acquisition Benchmarking Report.</p> <p><b>Observation:</b> HR is lacking in sufficient benchmarking metrics over the recruitment and hiring process to adequately measure efficiency and effectiveness. Talent Acquisition uses two metrics to measure performance with its recruitment, hiring, and retention which include “time-to-fill” and “turnover rate”. Furthermore, HR's "time-to-fill" is limited in scope as it captures the time from when a candidate is screened eligible by HR (or passes a civil service exam for classified employees) to the time they accept the offer. This prevents identification of potential deficiencies elsewhere in the process.</p> <p><b>Recommendation:</b> HR should consider benchmarking additional recruitment, hiring, and retention related metrics. This may include, but not limited to, the following: time-to-apply, time-to-screen, time-to-interview, time-to-offer, time-to-fill, yield ratios, offer accept rate, offer decline rate, cost per hire.</p>	<p>The Office of Innovation &amp; Performance is currently working with all departments to establish operational excellence measures. HR will take part in this effort and determine what metrics are best to measure the success of HR policies and processes.</p> <p>Point Person: Sarah Nemastil</p> <p>Date: December 31, 2023</p>	<p><b>P1</b></p>

Partially Conforms:	Management Response:	Risk Rating
<p><b>Best Practice #41: Diversity, Equity and Inclusion (DEI) strategic plan for HR's recruitment, hiring, and retention process.</b> Studies suggest an organizational commitment to diversity and inclusion is important to workers. Organizations should set goals with measurable outcomes, such as increased representation and improved survey scores. According to a study by Quantive:</p> <ul style="list-style-type: none"> <li>• With 69% of executives classifying diversity and inclusion as important, DE&amp;I goals have become imperative to a healthy work culture.</li> <li>• According to a Forbes Insights Survey, 60% of companies use metrics to measure the success of their diversity and inclusion efforts.</li> </ul> <p>Source: Quantive. (n.d.). Quantive. Retrieved from How to Set DE&amp;I Goals and Measure DE&amp;I Success: <a href="https://quantive.com/resources/articles/dei-goals">https://quantive.com/resources/articles/dei-goals</a>.</p> <p><b>Observation:</b> Although HR has set DEI/EEO goals in the 2022 Equal Employment Opportunity Plan, the outcomes are not measurable. At the time of the audit, DEI implementation was relatively new at the County. The initial step of DEI training for supervisors and employees was completed toward the end of 2022., Training is necessary before DEI principles can be incorporated in an organization.</p> <p><b>Recommendation:</b> HR should further develop its DEI/EEO recruitment, hiring, and retention goals by determining how outcomes can be measured to demonstrate the impact of activities aimed to incorporate DEI principles.</p>	<p>HR will meet with the Department of Equity and Inclusion to establish how DEI/EEO recruitment, hiring, and retention goals can be addressed as part of the overall County strategy regarding DEI.</p> <p>Point Person: Sarah Nemastil</p> <p>Date: September 30, 2023</p>	<p><b>P1</b></p>



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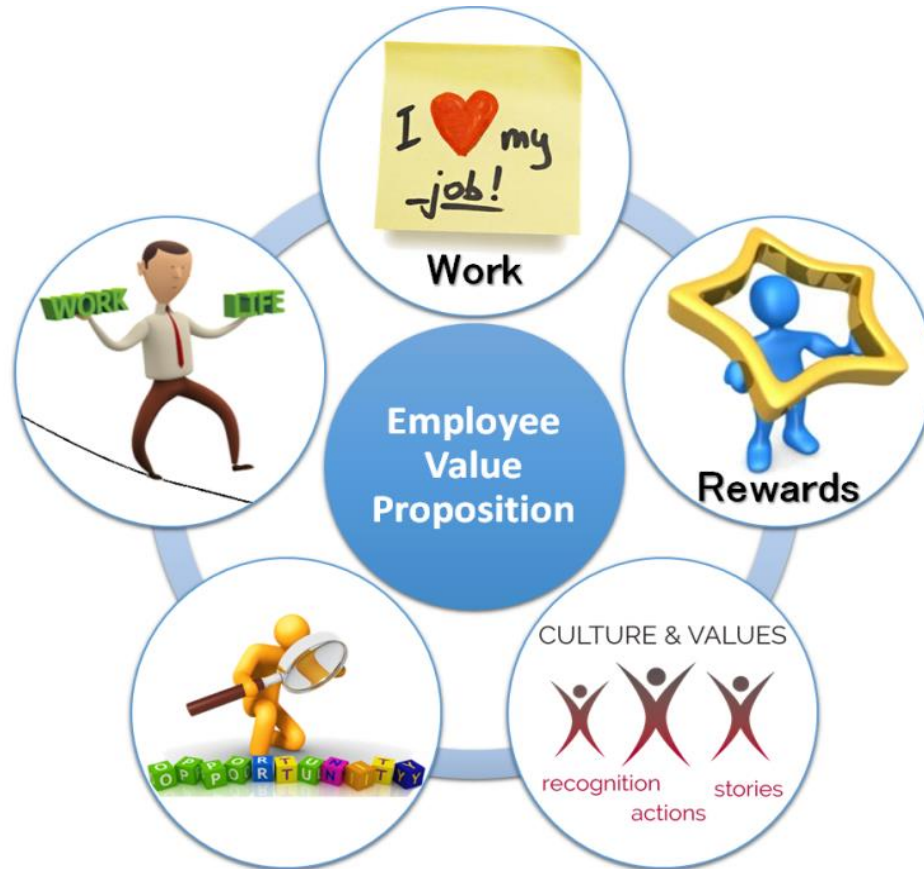


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## Attachments

### Employee Value Proposition



There are five main components to an EVP (Nadeem, F. 2021). They are:

1. Compensation – salary and bonuses,
2. Work-life Balance – benefits such as work from home and paid time off,
3. Job Security – career stability: opportunities to further careers, career development, and training,
4. Location – work environment: communication, technology, and workspace design,
5. Respect – company culture: the organization’s core values and beliefs.

Examples of EVPs may be found at the following sites:

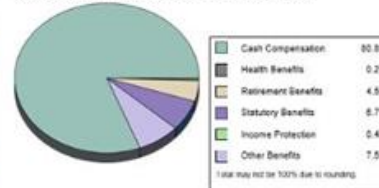
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- Why LinkedIn. (2023). Retrieved from LinkedIn Careers: <https://careers.linkedin.com/WhyLinkedIn>

Your Total Compensation Statement for 2021

Your Total Compensation Statement for 2021		
Pay & Benefits	Your Contribution	Company Contribution
<b>Cash Compensation</b>		
Base Pay	\$0.00	\$19,878.28
Overtime	\$0.00	\$459.71
Variable Compensation	\$0.00	\$1,549.73
Other Cash Compensation	\$0.00	\$644.83
<b>Total Cash Compensation</b>	<b>\$0.00</b>	<b>\$22,532.55</b>
<b>Health Benefits</b>		
Vision	\$49.92	\$49.92
Flexible Spending Account	\$1,375.01	\$0.00
<b>Total Health Benefits</b>	<b>\$1,424.93</b>	<b>\$49.92</b>
<b>Retirement Benefits</b>		
401(k)	\$225.34	\$225.34
Discretionary Profit Sharing	\$0.00	\$1,017.92
<b>Total Retirement Benefits</b>	<b>\$225.34</b>	<b>\$1,243.27</b>
<b>Statutory Benefits</b>		
Medicare and Social Security (FICA)	\$1,619.20	\$1,619.20
Federal Unemployment Insurance	\$0.00	\$21.00
State Unemployment Insurance	\$0.00	\$220.12
<b>Total Statutory Benefits</b>	<b>\$1,619.20</b>	<b>\$1,860.32</b>
<b>Income Protection</b>		
Life and AD&D Income Benefits	\$0.00	\$52.60
Long-Term Disability	\$0.00	\$58.02
<b>Total Income Protection</b>	<b>\$0.00</b>	<b>\$110.62</b>
<b>Other Benefits</b>		
CFT Education	\$0.00	\$695.60
Tuition Reimbursement	\$3,470.00	\$1,388.00
<b>Total Other Benefits</b>	<b>\$3,470.00</b>	<b>\$2,083.00</b>

Additional Paid Benefits
Short Term Disability State
Private Paid Leave plan
Workers Compensation
Employee Assistance program (EAP)
Financial Planning Services Green
Vehicle Incentive
Covid 19 Supplemental Paid Sick Leave
Professional Training and Development

The chart below illustrates all contributions to your total compensation package, which includes benefits and cash compensation.



Time off benefits to help balance your work and personal life are included in your base pay.

Based on your position and salary the value of your time off eligibility can be:

PTO: 125.00 hours = \$2,025.43

\*\*Holidays: 11.00 days = \$1,572.54

## Total Compensation Statement

Total compensation statements inform both candidates and existing employees about the value of the compensation package beyond salary, such as:

- Company car, mileage reimbursement, free/discounted parking,
- Retirement contributions, matching & 401K benefits, Medical, Dental, Vision benefits,
- Discounted benefit rates for dependents and spouse,
- Paid time off, holiday and leave,
- Continuing Education & training opportunities,
- Company parties or meals, Employee discounts,
- Work from home support, Flexible Schedule,
- Child Care Center or assistance,
- Equity Valuation,
- Fitness memberships or discounts,
- Life insurance, Long & Short term disability insurance,
- Great Work Life Balance,
- Tuition Reimbursement,
- Company phone or internet reimbursement.

Examples of Total Compensation Statements may be found at the following sites:

- Sample Total Compensation statement. (n.d.). Retrieved from University of Washington Human Resources: <https://hr.uw.edu/comp/wp-content/uploads/sites/5/2022/04/AnnotatedStatement2022.pdf>
- Total Compensation at NIH Sample. (2023). Retrieved from National Institutes of Health: <https://hr.nih.gov/sites/default/files/public/documents/2023-02/total-compensation-flyer-2023.pdf>
- Total Compensation Statement Sample. (n.d.). Retrieved from Pinellas County: <https://pinellas.gov/total-compensation-statement-sample/>