



# Hiring and Recruitment Practices

## Human Resources



## OBJECTIVES

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The objective of the audit is to determine whether Human Resources' hiring and recruiting practices are consistent with industry standards and are sufficient to comply with applicable policies, statutes, and other requirements.

## BACKGROUND

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Human Resources (HR) is responsible for ensuring all City departments are supported and provided guidance in recruiting, hiring, and selecting the most qualified candidates. The recruitment life cycle begins when the hiring department creates a personnel requisition in HR's online recruitment system, NEOGOV. Once the requisition has been approved and the job opening has been posted, HR manages the intake of applications and screens the candidates to ensure they meet the required minimum qualifications. Eligible candidates are referred to the hiring department. Hiring departments are responsible for developing job-related interview questions, conducting the interviews, and selecting the most qualified candidate for the position. HR helps facilitate these activities to ensure an easy and successful recruitment process.

Each stage of the recruitment process, from the approval of the personnel requisition to the job offer, can be used to measure the efficiency of filling vacant positions. For example, HR uses time-to-hire metrics to measure how long it takes to fill a vacant position from the date a personnel requisition was approved to the candidate's start date. This metric can also be used to evaluate how HR's hiring and recruiting process aligns with industry benchmarks. According to a 2020 NEOGOV *Time to Hire Report*, the average public sector time-to-hire was 119 days. This analysis covered 999 organizations across the public sector, including government agencies and higher education institutions. In 2024 and 2025, the City's average time-to-hire was 98 and 78 days, respectively.

## SUMMARY OF OBSERVATIONS

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1. Human Resources did not always follow its hiring and recruiting policies and procedures.

## CONCLUSION

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In our opinion, Human Resources' hiring and recruiting practices are consistent with industry standards. However, controls could be further improved to ensure its hiring and recruiting practices comply with policies and procedures.

## ISSUE AND ACTION PLAN #1

### Human Resources did not always follow policies and procedures for its hiring and recruiting process

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#### What We Found

HR has developed the *Step-by-Step Guide to an Easy Recruitment*, which is a document that provides guidance to City departments on the recruitment process. However, HR does not have adequate internal controls in place to ensure these policies and procedures are being followed. Specifically, during the audit, the following issues were identified:

- For four recruitments tested, interview rating scores were not properly recorded in HR's online recruitment system.
- For one recruitment tested, an oral board member was not at a position that was equivalent or higher than the position being recruited for.
- For one recruitment tested, one candidate did not have the same number of oral board members conducting the interview as the other remaining candidates.
- For one recruitment tested, interview testing documentation was not retained in HR's online recruitment system.
- For one recruitment tested, a criminal conviction questionnaire for a candidate was not completed and retained in HR's online recruitment system.

In addition, HR does not require hiring departments to provide documentation that they verified all job requirements, including education and certifications as well as previous and current employment, prior to extending a conditional offer of employment with the City.

#### What It Should Be

According to HR's *Step-by-Step Guide to an Easy Recruitment*, the hiring department should:

- Send all interview and testing documentation directly to HR for retention.
- Select at least three individuals who will comprise the board, ensuring that the individuals are at the equivalent level or higher than the position being recruited for.
- Verify and document all job requirements, including education and certifications, prior to extending a conditional offer of employment.
- Verify previous and current employment for at least five years when available, prior to extending a conditional offer of employment.

#### Why Does It Matter

Noncompliance with policies and procedures increases the risk of errors that can lead to inconsistencies or delays in the recruitment process. In addition, without effective controls in place to ensure that hiring departments are verifying all job requirements and performing reference

checks, there is an increased risk of hiring unqualified candidates. Obtaining evidence of these verifications and reference checks demonstrates that the hiring departments performed their due diligence when evaluating a candidate's past performance and suitability for the position.

## What We Recommend and Management's Action Plans

**Recommendation #1-1:** To help ensure compliance with policies and procedures, HR should perform the following:

- Provide training to City departments of the requirements for selecting board members for interviews, including the number and position level of individuals that should comprise the board.
- Retain all interview and testing documentation in their online recruitment system, including following up with City departments who have not provided the documents in a timely manner.
- Require City departments to provide documentation demonstrating that they verified all job requirements, such as education and certifications, as well as previous and current employment for at least five years, when available.

**Action Plan #1-1:** Before interviews begin, the analyst will remind departments that all oral board members must review the *Guideline for Interview Raters*. If a department requests it, or if an oral board without prior training will be conducting interviews, customized rater training can be provided in advance. This has been done in areas such as MPSS when the unit was newly established or when recruitment process changes were implemented.

Additionally, the Supervisors Toolkit has been updated to allow limited exceptions to the oral board composition requirements, specifically regarding qualifications. The standard expectation is that board members be at the equivalent level or higher than the position being recruited for and serve as Subject Matter Experts (SMEs). Any exceptions to this requirement must be approved by the HR Director or designee. Exceptions may be granted when a department uses an external rater or provides job-related justification for including a rater who does not meet the standard criteria. These exceptions are intended to be rare and will be approved only under limited circumstances.

Analysts will use the Close Out Recruitment Checklist at the end of each recruitment. The completed checklist will be uploaded into the NeoGov exam plan for documentation. Human Resources Front Desk staff will then conduct a final audit of the recruitment file. Before the audit occurs, the analyst responsible for the recruitment will follow up with departments to obtain any missing materials, ensuring all required items are in place prior to closing the recruitment.

The notes field in the NeoGov exam plan will be utilized to document any exceptions to the process including criminal history verification and exceptions to the Oral Board Composition.

As outlined in the Step-by-Step Guide to an Easy Recruitment (page 25), departments or hiring managers are responsible for verifying and documenting all job requirements, including education and certifications. The guide also states that supervisors must retain this documentation. Per the City Manager's Office, Human Resources does not maintain or monitor this process; responsibility remains with the department. During the hiring process, the assigned analyst will remind the hiring manager of these obligations. An attestation statement has been added to the New Hire form which attests that reference checking has been successfully completed and by whom.

**Individual or Position Responsible:** Senior/HR Analyst assigned to Department

**Estimated Completion Date:** Effective Immediately

**Recommendation #1-2:** To help ensure the accuracy of the data entered into the online recruitment system, HR should develop and implement procedures to address the process for reviewing and properly entering interview rating scores for candidates.

**Action Plan #1-2:** Following the completion of the interview process, oral board raters are responsible for confirming the accuracy of their scores prior to submitting to Human Resources. After reviewing all documentation and scoring, the Human Resources analyst will enter the finalized interview ratings into NeoGov. Human Resources Front Desk staff will then perform a final quality assurance check to confirm the scores were entered correctly—this is a new step in the process—and will notify the analyst of any discrepancies before making corrections to the system. If the discrepancy does not impact the applicant's overall rating or the recruitment process, the score will be corrected within the exam plan. If a discrepancy results in an applicant not passing after they have already been notified of a passing score, the analyst must immediately inform their HR Administrator for guidance.

**Individual or Position Responsible:** Senior/HR Analyst assigned to Department and HR Front Desk Staff

**Estimated Completion Date:** Effective Immediately

## SCOPE

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The scope of the audit is the period between July 1, 2023 through June 30, 2024.

## METHODOLOGY

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To accomplish our objective, we performed the following:

- Interviewed department personnel, including HR Administrators, HR Management Assistant, HR Information Systems Coordinator, as well as a Performance Advisor within the Office of Innovation and Efficiency.
- Performed a walk-through of the department's online recruitment system.
- Reviewed policies and procedures to gain an understanding of HR's hiring and recruiting process.
- Selected a sample of 40 job recruitments to determine whether HR complied with its policies and procedures.
- Evaluated recruitment documentation, such as resumes and interview materials, to determine whether HR's hiring practices led to the selection of qualified candidates.
- Analyzed job requisition data to calculate time-to-hire metrics and compared the results to industry standards.

## AUDIT STANDARDS

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We conducted this performance audit in accordance with generally accepted government auditing standards. 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 findings and conclusions based on our audit objectives.





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