# Highlights

## Why We Did This Audit

The City Council and the public have expressed concerns that the hiring process takes too long. A slow hiring process could contribute to lost opportunities to hire qualified applicants, vacancies, and delays in city services.

Because the hiring process impacts most city departments, evaluating it will help ensure the process is efficient and timely to recruit and hire qualified applicants.

## Objective

Does the city fill vacant positions timely after hiring departments submit requests to fill vacant positions?

## Background

Human Resources has the responsibility and authority to develop and manage the city's overall hiring process. Both HR and hiring departments have responsibilities for completing steps within the hiring process. In fiscal year 2023, departments hired 640 employees.

Departments initiate the hiring process using either the Job Opening Request Form or the Existing List Request Form. HR advertises the position, screens applicants, and sends a list of applicants back to the department. The department may then conduct interviews and select applicants to hire.

When departments are ready to hire, they send the New Hire Prescreening Request Form to HR. HR coordinates the background check and applicable screening. If the applicant passes the background check, HR schedules the new employee's orientation and coordinates the new hire paperwork.

# PERFORMANCE AUDIT – April 2024

## Establish Goals and Develop Better Data to Improve Hiring Process Timeliness

### What We Found

The city's hiring process likely takes longer than desired. Our analysis of hiring data from May 2022 to October 2023, shows it took departments an average of 151 days to fill positions. A Society for Human Resource Management (SHRM) benchmarking report identified a public sector "time-to-fill" average of 62 days. Although data to make an exact comparison to the SHRM benchmark was not available and there are differences in how these measures are calculated, supporting work we completed provides the city a general benchmark to compare against and a starting point for self-evaluation.

> **City**
> '**Request to Fill**'
> **To**
> '**Start Date**'
>
> **Avg. Days**
> **151**

> **SHRM**
> **Benchmark**
> '**Request to Fill**'
> **To**
> '**Job Accepted**'
>
> **Avg. Days**
> **62**

The Human Resources Department has not established milestones to track within the hiring process or timeliness goals for the hiring process. The hiring process milestones and timeframes identified in SHRM's benchmarking study along with the milestones/timeframes we developed based on available data can be used as tools to help HR establish milestones and timeliness goals for the city's hiring process.

HR collects recruitment and hiring data from multiple sources and stores this data in separate, unlinked spreadsheets. This has resulted in data that is not reliable to track the timeliness of the city's hiring process efficiently or accurately. Without reliable data, HR cannot effectively track and monitor the hiring process.

HR has not offered formal training about the administrative aspects of the hiring process to hiring supervisors since 2021. The HR Policies and Procedures Manual has not been updated since 2014. Without training and consistent communication, departments are often confused about the city's hiring process.

### What We Recommend  (full list on back)

We make recommendations to establish milestones, goals, and improve hiring data to efficiently track these goals to help ensure HR can evaluate the timeliness of the hiring process. We also recommend strengthening communication and training resources with departments about the hiring process. Implementation of the recommendations should help improve the timeliness of the city's hiring process.

Management agreed with all the recommendations.

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## KANSAS CITY MISSOURI

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| Recommendations | Management Agreement |
|---|---|
| 1. The director of human resources should establish individual Human Resources and hiring department milestones within the hiring process to track. | Agree |
| 2. The director of human resources should establish formal goals for timely completion of the entire hiring process as well as each milestone being tracked. | Agree |
| 3. The director of human resources should identify data needed to track the hiring process, develop a database for tracking, and implement a method to ensure the data is collected accurately. | Agree |
| 4. The director of human resources should provide training, resources, and updates about the hiring process to supervisors and managers. | Agree |
| 5. The director of human resources should update the Human Resources Rules and Policy Manual to match current practices including the hiring process milestones and timeliness goals (explicitly or by reference). | Agree |
| 6. The director of human resources should implement a system to periodically communicate with departments and hiring supervisors/managers during the hiring process to provide additional guidance or assistance. | Agree |