

Highlights

Why We Did This Audit

City employees told the City Auditor’s Office that equal employment opportunity complaints take too long to resolve and can be costly.

The objective of this audit is to determine whether the city can improve the efficiency of its EEO complaint process.

Background

The Human Resources Department’s Equal Employment Opportunity and Diversity (EEO) Office is responsible for handling discrimination, harassment, retaliation, hostile work environment, and inappropriate sexual conduct complaints involving city employees that are filed with the office.

Complaints Closed by EEO Office (FY2014 - FY2016)

EEO Action	No. of Cases
Investigation Conducted	82
No Investigation	55
Dismissed	10
Total	147

Complaints may be filed solely with the city’s EEO Office, the United States Equal Employment Opportunity Commission, or the Missouri Human Rights Commission. Complaints may also be filed with more than one of these entities.

In fiscal years 2015 and 2016, the city paid about \$3.4 million to settle EEO-related complaints, excluding court judgements.

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PERFORMANCE AUDIT

EEO Complaint Investigation Efficiency Can Be Improved Through Better Documentation and Data

What We Found

Prompt investigation and resolution of EEO complaints are critical to both the complainant and the individual accused of inappropriate conduct. Both live in uncertainty until the investigation is complete, which can affect morale and productivity.

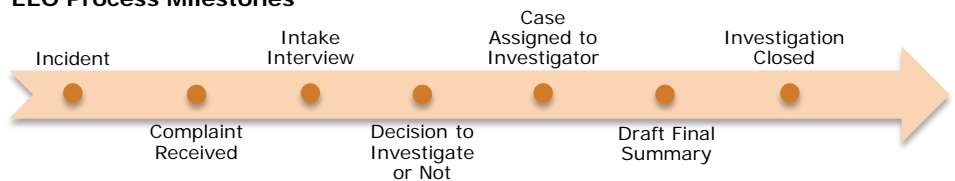
The Equal Employment Opportunity and Diversity (EEO) Office needs to improve the efficiency of its investigation of submitted complaints. While the EEO Office’s procedures manual includes many recommended practices for workplace investigations, these practices were not documented in EEO investigative records. The EEO Office did not have a record of every complaint submitted to its office.

Overall documentation of the investigation process was inadequate. EEO documentation should be sufficient to withstand external scrutiny because this documentation can help demonstrate that the city conducted a thorough, fair, and prompt investigation. Additionally, the EEO Office does not adequately explain to complainants why an investigation will or will not be conducted.

We were unable to evaluate the timeliness of the investigation process because the data in the database used to track EEO complaint investigations was inaccurate and incomplete. The calculation used by the EEO Office to determine the average number of days to complete an investigation – the only milestone the EEO Office tracks – is inaccurate and underreports the time because it includes cases that were not investigated.

Tracking other key milestones, could help management identify where improvements to the process can be made.

EEO Process Milestones



What We Recommend

To improve the efficiency of EEO investigations the director of human resources should:

- Ensure all EEO investigations are documented sufficiently;
- Ensure decisions related to EEO investigations are clearly and timely communicated;
- Ensure database information is complete and accurate; and
- Track and accurately calculate the time it takes to complete steps in the EEO process.

Management agreed with all of the recommendations.