

Scottsdale Unified School District Audit Committee

March 10, 2023 Regular Meeting





CITY AUDITOR'S OFFICE

Scottsdale Unified School District No. 48
Human Resources

March 8, 2023

AUDIT NO. 2311

Prepared for:
Scottsdale Unified School District
Governing Board
Julie Cieniawski, President
Carine Werner, Vice President
Dr. Libby Hart-Wells
Zach Lindsay
Amy Carney

CITY COUNCIL
Mayor David D. Ortega
Tammy Caputi
Tom Durham
Barry Graham
Betty Janik
Vice Mayor Kathy Littlefield
Solange Whitehead

Intergovernmental Agreement approved by Governing Board and City Council

Lai Cluff, Acting City Auditor
Travis Attkisson, Senior Auditor
Elizabeth Brandt, Senior Auditor





AUDIT HIGHLIGHTS

SUSD Human Resources

March 8, 2023

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WHY WE DID THIS AUDIT

The Scottsdale City Auditor's office performed this audit on behalf of the Scottsdale Unified School District No. 48 through Intergovernmental Agreement (IGA) 2021-023-COS-A1 approved by the City Council and District Governing Board. The audit objective was to examine the District's human resources organizational functions, including its strategic and operational planning and staffing services.

BACKGROUND

The District's 2022 Strategic Plan included a strategic goal "to attract, hire, develop support and retain highly qualified, passionate and talented professionals."

The District's Human Resources (HR) department's responsibilities include recruiting and onboarding of employees as well as processing employee changes, maintaining compensation schedules, handling employee complaints and grievances, and supporting workflow processes for processing and reviewing these changes.

City Auditor's Office

Acting City Auditor 480 312-7851
Integrity Line 480 312-8348
www.ScottsdaleAZ.gov

WHAT WE FOUND

Improved reliability and availability of data could better inform the District's retention strategies and performance monitoring.

More reliable District data can be leveraged to improve the effectiveness of retention initiatives.

- Increased employee turnover underscores the need to improve data gathering and analysis procedures to identify potential negative trends or workplace needs.
- HR has not met its goal of filling 90% of substitute needs, instead ranging from 67% to 86% over 18 recent months.

Recruiting effectiveness may be improved by monitoring recruitment progress and metrics, increasing HR oversight, and standardizing procedures.

- Standardizing recruitments, monitoring progress, and verifying recruitment activities performed outside the HR department can ensure documentation and task completion.
- The new hire salary placement should be better documented and more comprehensive to avoid inequities.

Process improvements are needed to alleviate workload pressures and help the department move towards its strategic goals.

- Personnel action request processing is not streamlined and lacks timeliness goals and written procedures.
- System access should be limited to necessary functions and removed in a timely manner.

WHAT WE RECOMMEND

We recommend the Human Resource department:

- Improve processes to evaluate reasons for separation, which could include adopting an electronic resignation form to capture key information. Also, consider increasing the substitute pool size.
- Develop and refine procedures, including establishing target completion timelines, to improve monitoring recruitment activities, calculating new teacher salary placement, and processing personnel action requests.
- Limit system access to necessary functions and current employees.

MANAGEMENT RESPONSE

The District agreed with the audit recommendations and outlined its current progress and ongoing plan for implementation.

1. Improved reliability and availability of data could better inform the District's retention strategies and performance monitoring.

- A. Measuring and tracking employee turnover can assist in evaluating the effectiveness of the District's retention strategies.
- B. Exit surveys and termination reasons can help to create effective or targeted retention initiatives.
- C. Employee complaint and grievance data are not consistently recorded. Tracking this data can help to identify and address work environment issues that may affect retention.
- D. Analyzing absence and substitute data can help determine the patterns in type, location, and number of substitutes needed to address teaching and support needs.

2. Recruiting effectiveness may be improved by monitoring recruitment progress and metrics, increasing HR oversight, and standardizing procedures

- A. Target timelines for recruitment tasks, such as reviewing applications, scheduling interviews, and processing hiring requests, can improve their effectiveness.
- B. Recruitment results may be improved by streamlining job postings for easier access.
- C. Performance metrics for the recruiting and hiring process cannot be easily or accurately developed because the information is inconsistently maintained.
- D. Additional oversight is needed for the school and department level recruitment processes.

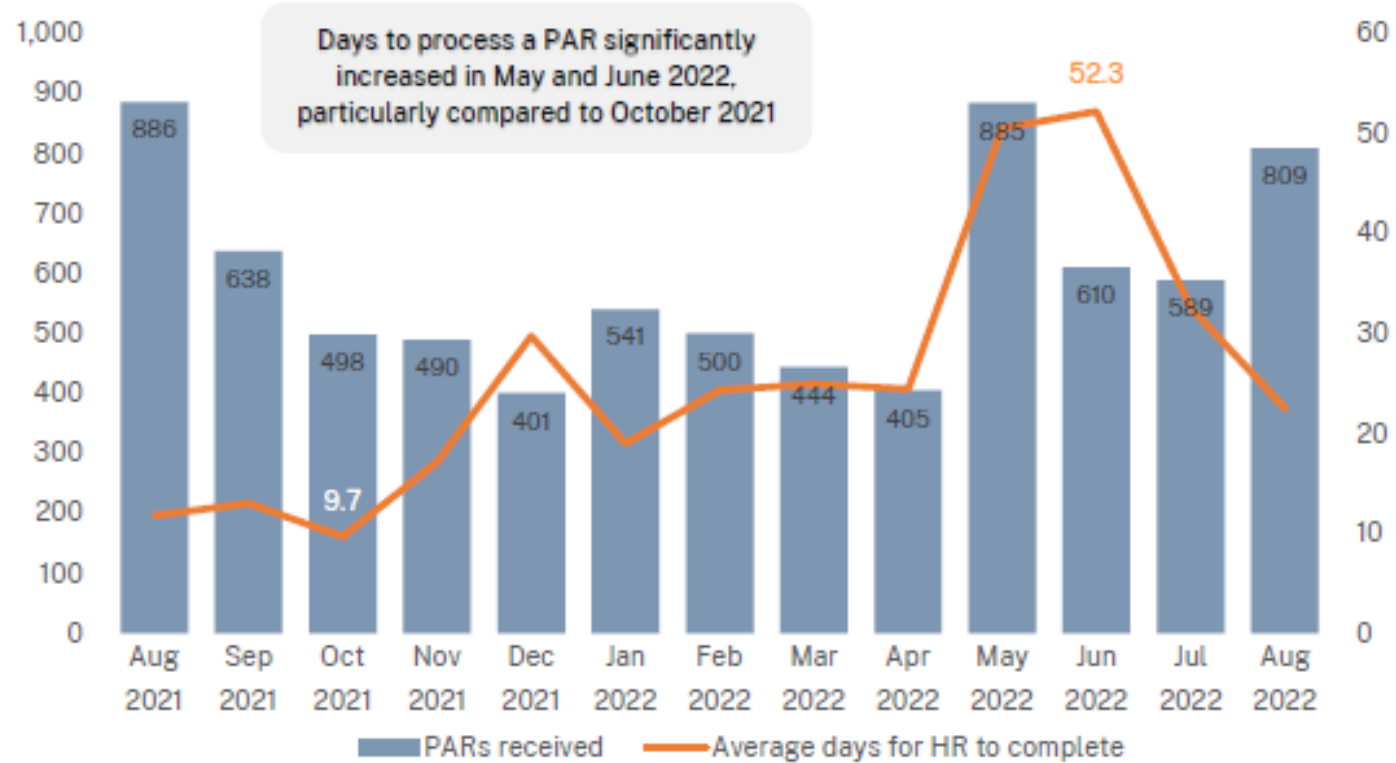
2. Recruiting effectiveness may be improved by monitoring recruitment progress and metrics, increasing HR oversight, and standardizing procedures

- E. Newly hired employees with pending teaching certificates could be more clearly identified for follow-up.
- F. More availability of public information and formalized procedures for establishing new hire salary placement can promote equity and transparency.

3. Process improvements are needed to alleviate workload pressures and help the department move towards its strategic goals.

- A. Processing of Personnel Action Requests significantly impacts the HR department workload.
- B. More comprehensive termination procedures are needed to ensure employee terminations are processed timely.
- C. User access to HR systems need to be restricted to only necessary functions and updated for terminations.

Figure 4. Human Resources workload and PAR processing time.



SOURCE: Auditor analysis of PAR data provided by the District in November 2022.

APPENDIX: Additional Information

- A. Organizational structure of HR departments vary among districts. While the District's HR staffing is comparable to slightly smaller districts, its HR-to-employee ratio is higher than slightly larger districts.
- B. The HR department has adopted or is considering initiatives to support the District's recruitment and retention goals. Additional information provided on common teacher recruitment and retention strategies.

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