



Collier County Public Schools

Audit Report: Employee Recruiting and Onboarding

August 29, 2024



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TRANSMITTAL LETTER

August 29, 2024

The School Board of
Collier County Public Schools
5775 Osceola Trail
Naples, FL 34109

Pursuant to our executed Statement of Work agreement dated February 20, 2024, with Collier County Public Schools (“District,” “CCPS”) we hereby present the audit report of employee recruiting and onboarding. Our report is organized in the following sections:

Executive Summary	This provides a high-level overview and summary of the observations noted in our review of the function.
Background	This provides an overview of the function, as well as relevant background information.
Objectives and Approach	The review objectives are expanded upon in this section, as well as a summation of the various phases of our approach.
Observations Matrix	This section includes a description of the observations noted during our review and recommended actions, as well as Management’s response, including the responsible party and estimated completion date.
Appendix: Process Map	This section provides additional supplemental information relevant to the audit and provides visual detail of the processes in scope.

In connection with the performance of these services, we have not performed any management functions, made management decisions, or otherwise performed in a capacity equivalent to that of an employee of the District.

We would like to thank the staff and all those involved in assisting our firm with this review.

Respectfully Submitted,



RSM US LLP

EXECUTIVE SUMMARY

Background

Collier County Public Schools serves approximately 50,000 students across 64 schools, including elementary, middle, high, charter, technical, and alternative schools. The Human Resources Department (“HR”, “Department”) supports over 6,900 employees, including teachers, administrators, and support staff¹. HR coordinates employee recruitment, selection, and onboarding to meet the District’s personnel needs. Recruitment involves identifying and attracting qualified candidates through job postings, job fairs, and collaboration with educational institutions. The selection process includes reviewing applications, conducting interviews, and performing background checks, to identify the best candidate for the District, and the onboarding process integrates new hires into the District through orientation sessions and training programs.

Once a request for hire, or a job requisition, is created within the District, the HR Department creates a job posting, collects candidate applications, and begins the review process. HR is responsible for performing reference checks, evaluating applications against desired qualifications, facilitating candidate interviews, coordinating the drug testing and background screening process, confirming that hired candidates complete required compliance documentation, and calculating compensation. These actions require cross-collaboration within HR and across the District’s schools and departments.

The HR Department is tasked with adhering to a variety of Federal, State, and local policies and regulations, including local bargaining agreements. Daily operations occur through a variety of software applications that enable HR to monitor recruitment and hiring progress, collect and retain key documentation, and maintain and audit trail.

¹ Per the District’s website. This information is unaudited.

Overall Summary / Highlights

Audits provide insight into an organization’s culture, policies, and procedures, and aids the School Board and District management in oversight by verifying internal controls are operating effectively, adequately mitigating risk, and are in compliance with relevant laws/regulations/policies. The observations detailed in the pages that follow represent only the instances where exceptions were noted, and do not detail the instances where testing resulted in no reportable observations. For each observation, we discuss the relevant risk(s), which may include financial, operational, and compliance, as well as public perception for ‘brand’ risks.

Objectives and Scope

The primary objective of this review was to assess the following areas: recruiting, selecting, onboarding of employees, and approval of compensation. This audit included, but was not limited to, the following procedures:

- Interviews and walkthroughs with process owners to obtain an understanding of the key personnel, risks, processes, and controls relevant to the employee recruiting, selecting, and onboarding processes.
- Development of a risk-based work plan to evaluate compliance with established agreements, policies, procedures, and other regulations.
- Evaluation of the design of the key processes and controls based on best practices and comparable client experience, including the use of various systems and applications.
- Evaluation of the completeness and substantiveness of existing policy and standard operating procedures related to employee recruiting, selecting, onboarding, and compensation calculation.
- Review and testing of source documentation, including job requisitions and advertisements, collective bargaining agreements, background checks, I-9s, candidate qualifications, job descriptions, and onboarding documentation.

Our fieldwork testing was conducted using sampling and other auditing techniques to meet our audit objectives outlined above. The audit period was July 1, 2023 through March 31, 2024.

At the conclusion of our audit, we summarized our findings into this written report and conducted exit conferences with District management.

Fieldwork was performed April 2024 through August 2024.

Summary of Observation Ratings

(See page 3 for risk rating definitions)

	High	Moderate	Low
Employee Recruiting and Onboarding	1	-	2

We would like to thank all District team members who assisted us throughout this review.

EXECUTIVE SUMMARY (CONTINUED)

Observations Summary

Below is a summary listing of the observations that were identified during this review. Detailed observations are included in the observation matrix section of the report.

Summary of Observations	
Observations	Rating
1. Interview Documentation Retention	High
2. I-9 Compliance	Low
3. Job Descriptions	Low

Provided below are the observation risk rating definitions for the detailed observations.

Observation Risk Rating Definitions	
Rating	Definition
Low	Observation presents a low risk (i.e., impact on financial statements, internal control environment, brand, or business operations) to the organization for the topic reviewed and/or is of low importance to business success/achievement of goals.
Moderate	Observation presents a moderate risk (i.e., impact on financial statements, internal control environment, brand, or business operations) to the organization for the topic reviewed and/or is of moderate importance to business success/achievement of goals. Action should be in the near term.
High	Observation presents a high risk (i.e., impact on financial statements, internal control environment, brand, or business operations) to the organization for the topic reviewed and/or is of high importance to business success/achievement of goals. Action should be taken immediately.

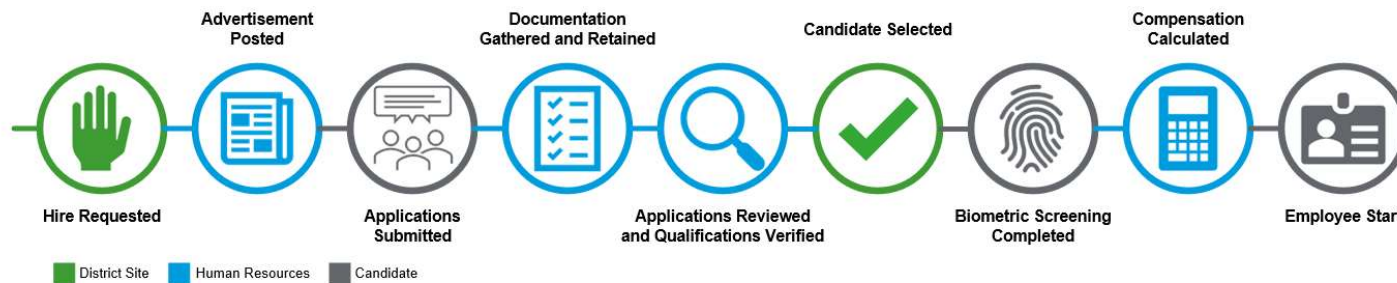
BACKGROUND

Overview

In order to serve approximately 50,000 students across 64 schools, the Human Resources Department (“HR”, “Department”) is tasked with the successful recruiting, hiring, onboarding, and retention of over 6,900 employees¹. This includes teachers, administrators, and support staff, and requires collaboration with all District departments and work sites, and two (2) different bargaining unions.

The Human Resources Department is responsible for coordinating with District sites to effectively recruit, select, and ultimately onboard employees to fulfill CCPS’ goals and objectives. These processes are designed to attract, evaluate, and integrate new staff members. Recruitment involves identifying and engaging with potential candidates who possess the necessary qualifications and skills to fulfill the various roles within the District, such as teachers, administrators, and support staff. This process often includes posting job openings on District websites and job boards, attending job fairs, and collaborating with institutions to identify candidates and ultimately create a diverse pool of applicants committed to the District’s mission and values.

Once a pool of candidates has been established, the selection process begins. This involves reviewing applications, performing reference checks, conducting interviews, and performing background checks to assess the suitability of candidates for specific roles. Selection criteria are typically based on a combination of education, experience, and the ability to contribute positively to the District’s environment. Potential new hires must complete a biometric screening and drug testing processes, and the HR Department is tasked with confirming all required paperwork is completed. The onboarding process is intended to facilitate the new employees’ integration into the District. This includes completing new employee documentation, completing the statute-required loyalty oath, and attending orientation sessions to help employees understand District policies, procedures, and culture.



Organization and Structure

Collective bargaining units are organizations that represent various employee groups, such as teachers, administrators, and support staff. These units negotiate employment terms with the District, including salaries, compensation schedules, benefits, working conditions, and job-related policies, through collective bargaining agreements (“CBAs”), which impact the HR Department’s function. The District is currently engaged in two (2)² collective bargaining agreements with the following entities:

- Collier County Association of Educational Office and Classroom Assistant Personnel (“CCAEOCAP”)
- Collier County Education Association

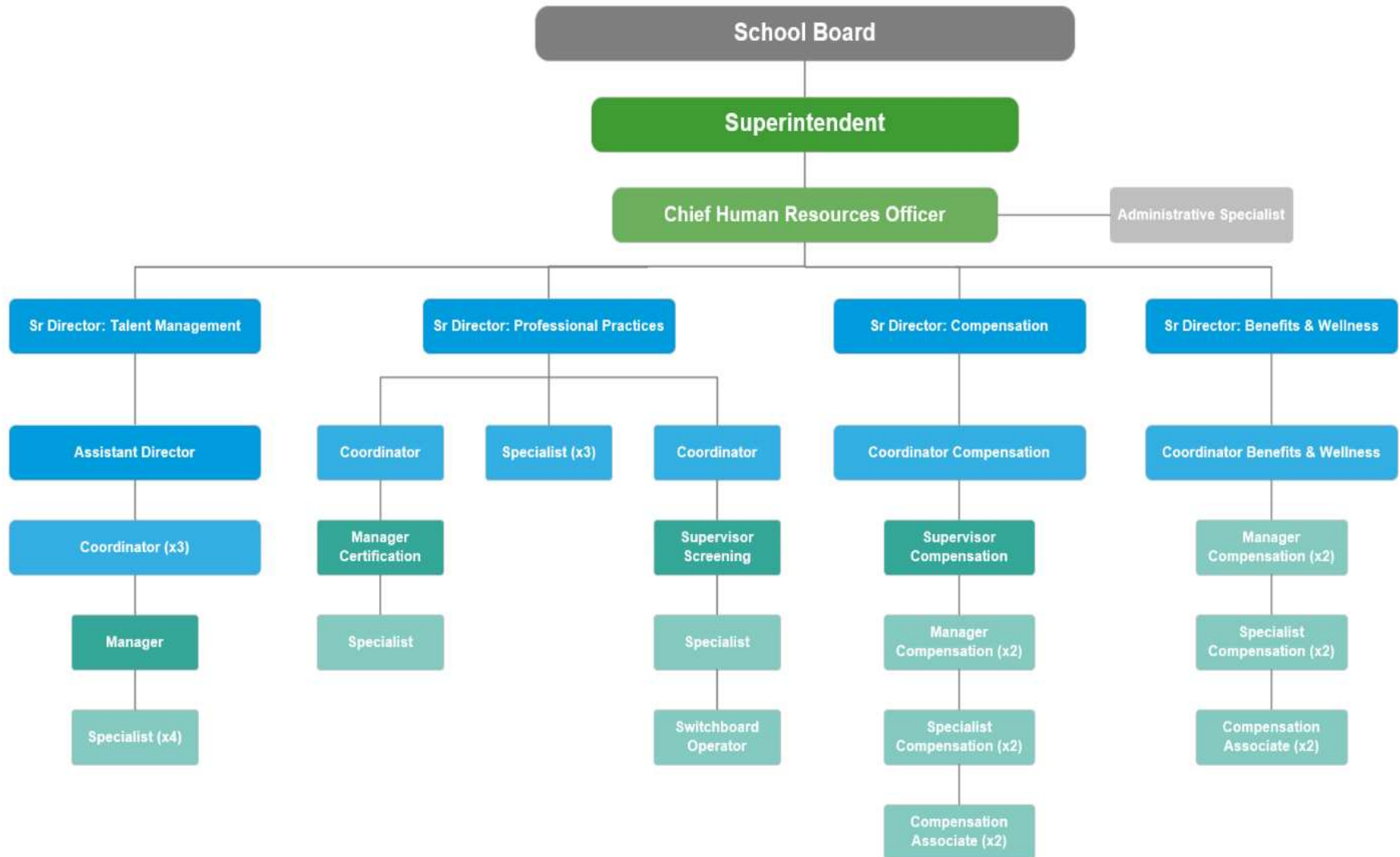
¹ Per District website. This information is unaudited.

² During our audit, we noted the third union historically engaged with CCPS, Teamsters Local Union No. 79, was dissolved.

BACKGROUND (CONTINUED)

Organization and Structure (Continued)

The organizational structure of the Human Resources Department is as follows:



BACKGROUND (CONTINUED)

Recruiting and Selecting Processes

The employee recruiting and onboarding process begins when a site administrator identifies the need for additional staff to meet operational demands. Recognizing a gap in the workforce, each administrator submits a formal hire request to the HR Department through a Vacancy Request Form, which outlines the specific job role, required qualifications, and the urgency of the need. Once the request is approved by HR, the recruiting and hiring processes begin.

HR crafts a detailed job advertisement, including a comprehensive job description with the qualifications and skills required. The job advertisement is then posted to the District's website and/or third-party, online job boards to attract a wide pool of potential candidates.

Job applications are received through the external-facing interface of Recruit and Hire, one of the District's primary HR systems (see page 8 for additional detail related to all systems and applications used). After applicants create a candidate profile and upload the requested documentation, the HR Department may review potential candidates. The Professional Practice personnel within HR are responsible for the initial review of candidate responses to application questionnaires to determine whether any responses would immediately disqualify a candidate from hire, or whether the application would require additional reviews. These initial questions include whether there is a potential conflict of interest, sanctions against any licensure or whether the applicant is entitled to veterans' preference, etc.

After the initial review of candidate responses by Professional Practice, several other HR teams are tasked with review. This includes the legal review, certification, FRS, , and the Hiring Manager. These reviews are performed to assess whether the candidates meet the basic qualifications for the position and involve verifying educational backgrounds, employment history, and any specific skills mentioned in the application. During this phase, HR may contact previous employers or educational institutions to confirm the accuracy of the information provided.

Once the applications have been thoroughly reviewed and qualifications verified, the HR team qualifies the candidates for the hiring manager to consider the candidate for interview. These candidates are subject to interview screening. Interviews are facilitated by hiring managers and include the department personnel that would supervise or manage the candidate upon hire. The interview is intended to evaluate best fit for the candidate within the work environment. To maintain compliance with allowable interview practices, HR provides a standard bank of questions for hiring managers to utilize in the interview process. Candidate responses are recorded for record keeping.

Preferred candidates selected for a contingent offer of employment are then scheduled for biometric screenings, which may include background checks, drug tests, and other relevant screenings to confirm they meet District requirements. Non-preferred candidates are notified of the District's decision through e-mail. Pre-approved e-mail templates are used to articulate the rationale for non-hire (i.e., prerequisite qualifications are not met, failure to pass biometric screenings, incomplete application, etc.)

After the biometric screenings are successfully completed, the HR Compensation team calculates the compensation package for the selected candidate. As part of this process, the Compensation team refers to union-agreed rates and pay bands, and a listing of existing compensation packages for similar roles throughout the District.

Onboarding Process

The comprehensive virtual onboarding is designed to integrate new staff into the District seamlessly. Once a candidate is selected, the Human Resources team initiates a series of steps to facilitate a smooth transition into the new role, beginning with a personalized welcome email including essential information about their position, the District's mission and values, and instructions for the employee's first day.

Following an orientation, new employees are given access the District's online portal, a digital platform where employees may complete forms, electronically sign disclosures, and access important employment documents and training modules.

BACKGROUND (CONTINUED)

Onboarding Process (Continued)

During our audit period, the HR Department hired 1,141 employees across 105 District sites. Below is a listing of key documents that must be completed for each hire:

Employee Application	<ul style="list-style-type: none">• A comprehensive form that captures the candidate's personal information, employment history, education, and references.
Offer Letter	<ul style="list-style-type: none">• A form acknowledging the acceptance of the job offer and outlining the terms of employment.
I-9 Employment Eligibility Verification	<ul style="list-style-type: none">• A federal form used to verify the identity and employment authorization of individuals hired in the United States.
W-4 Employee's Withholding Certificat	<ul style="list-style-type: none">• A form used to determine federal income tax withholding from the employee's paycheck
Direct Deposit Authorization	<ul style="list-style-type: none">• A form authorizing the district to deposit paychecks directly into the employee's bank account
Drug-Free Workplace Acknowledgment	<ul style="list-style-type: none">• An acknowledgment form stating that the employee understands and agrees to adhere to the district's drug-free workplace policy.
Code of Conduct Agreement	<ul style="list-style-type: none">• A form that outlines the district's expectations for professional behavior and requires the employee's agreement to comply.
Emergency Contact Information	<ul style="list-style-type: none">• A form collecting contact details for use in case of an emergency.
Acknowledgment of Policies and Procedures	<ul style="list-style-type: none">• A form confirming that the employee has received, read, and agrees to follow the District's policies and procedures, including the employee handbook.

BACKGROUND (CONTINUED)

Systems and Applications

The District currently leverages a variety of software packages and systems to facilitate the communication of personnel needs, candidate selection, and applicant tracking. There are four (4) primary systems intended to accomplish each necessary step in the candidate application, selection, review, and onboarding processes:

Position Control

Position Control is designed to manage and track employee allocations within the District. Requests for additional FTEs must be routed through and approved within Position Control. This software is the District's resource for aligning staffing levels with budgetary constraints, as it tracks the financial implications of each position, aiding in workforce planning and verifying hiring plans remain within budget. Position Control integrates with TERMS and the other HR applications (see below) to maintain accurate and up-to-date employee data. Job descriptions and requirements are also retained in Position Control, and users can review candidate documentation and track the candidate selection process.

Recruit and Hire (formally known as "Applitrack")

Recruit and Hire, a Frontline product, is a web-based applicant tracking system utilized by the District to enhance and simplify the recruitment and hiring processes. Currently, Recruit and Hire is primarily used to manage job postings, collect and track applications, and communicate with candidates. The District is currently exploring opportunities to expand the use of Recruit and Hire to centralize and streamline HR processes (see page 9 for details).

The Portal

The Portal is a software package developed internally by HR in coordination with Information Technology, to support candidates as they transition to new employees. Once HR staff select an applicant from the candidate pool as the preferred candidate for hire, they are marked as a "contingent new hire" and assigned an employee ID. From this moment, a variety of pre-hire activities must be performed and tracked within the Portal for the candidate to be eligible for full hire, including biometric screening, signing of the loyalty oath, and the successful passing of drug screening. The Portal provides a checklist of candidate activities and deadlines to accomplish each task such that both HR personnel and the candidate can track which activities have been completed, and which remain outstanding. The Portal additionally acts as a document repository for onboarding documents.

For detail related to the use of these systems within the employee recruiting and onboarding process, refer to the process maps in the appendix of this report.

TERMS

TERMS is the District's enterprise resource planning system ("ERP"), and – as it relates to this audit - is used to integrate human resources and payroll data. Employees are assigned unique ID within TERMS, which can be used to recall employment and payroll history.

BACKGROUND (CONTINUED)

Upcoming Implementations

The Human Resources Department self-identified inefficiencies within the recruiting and onboarding process due to the use of multiple systems. During our walkthrough procedures, we noted that information must be updated manually, in each system, multiple times to successfully process a new hire. Because the most desired candidates may have employment opportunities pending with other organizations, a disjointed process may lead to prolonged processing time and loss of workforce talent. During our audit, we noted the District is in the process of centralizing key recruiting and onboarding processes by expanding the use of Recruit and Hire. While full implementation is expected to be completed in Winter of 2025, the District anticipates gaining the following features and efficiencies:

- **Enhanced Time and Attendance Automation:** Recruit and Hire will be used to bolster absence management and time and attendance processes for school-based personnel.
- **Centralized Document Retention:** All employee-related hiring documentation, such as policy acknowledgements and attestations, new hire packets, training certifications, state licensures, educational transcripts, will be maintained in a central location.
- **Employee Evaluation Management (“EEM”):** Annual employee evaluations for managers and above and for non-instructional staff will be centralized within Recruit and Hire.
- **Professional Learning Management (“PLM”):** All employee training will be housed and managed within Recruit and Hire, including new hire training and mandatory annual learning modules, as applicable. Additional functionality will be introduced to track training completion, notify HR of anticipated employee certifications for contingent new hires.
- **Centralized Learning and Collaboration Resources:** Employees will have access to over 7,000 optional learning resources adopted by Global Compliance Network and Educational Training Services (“ETS”).
- **Human Capital Analytics (“HCA”):** The District may also have access to a comprehensive analytics platform designed to collect insightful recruiting and hiring key performance indicators.

In the existing environment, Management also self-identified several gaps that would be addressed in the upcoming implementation. HR has limited capability to monitor key performance indicators (“KPI’s”) that affect its ability to evaluate performance and return on investment. For example, KPIs such as time to hire, which is measured from the time a candidate applies to the time they are hired, are not immediately available to the HR team to determine whether lengthy recruiting processes are affecting its success in attracting candidates.

Additional limitations, as stated by Management and observed during this review, include the inability to centrally monitor employee certifications and track the completion of professional learning. Documents related to an employee’s application and their proceeding tenure within the District must be located by searching through a variety of systems, which may impact the efficiency of review and completeness of key hiring documentation.

In the current environment, the following systems and tools are used that would be centralized through the upcoming implementation:

- Halogen: Used for performance management;
- Manual spreadsheets: Used for monitoring and tracking certifications and employee evaluations;
- CDLEM: Used as to supplement professional development;
- I-Learn You: Used by employees to register for new trainings and view trainings previously completed;
- Doc Vault: Used as a secure, online filing system for storing and managing documents; and
- Canvas: Used as a learning management system.

BACKGROUND (CONTINUED)

Key Regulatory Requirements

In addition to the ten (10) Board policies and two (2) bargaining unit agreements, the HR Department is required to adhere to and comply with a variety of Federal and State regulations. These include, but are not limited to, the following:

Federal Laws and Regulations

- Fair Labor Standards Act (“FLSA”)
- Family and Medical Leave Act (“FMLA”)
- Immigration Reform and Control Act (“Employment Eligibility”)
- Title VII of the Civil Rights Act

State of Florida Regulation

- F.S 1012 – *Personnel*
- F.S 1002 – *Student and Parental Rights and Educational Choices*
- F.S 435 – *Employment Screening*
- F.S 943 – *Department of Law Enforcement*
- F.S 1001 – *K-20 Governance*
- F.S 295 – *Laws Relating to Veterans*
- F.A.C 6A-1.0502 – *Non-certificated Instructional Personnel*
- F.A.C 6A-1.0503 – *Definition of Qualified Instructional Personnel*

OBJECTIVES AND APPROACH

Objectives

The primary objective of this review was to assess the following areas: recruiting, selecting, onboarding of employees, and approval of compensation. Aspects of the assessment included testing over the following areas: timeliness of job postings, documentation of employee screening and interviews, use of review checklists and/or matrixes, completion of required pre-employment consent forms, the performance of necessary background check activities, candidate vetting, the orientation process, and an assessment of the overall timeliness to fill positions. The audit period was July 1, 2023 through March 31, 2024.

Approach

Our approach consisted of the following phases:

Understanding and Documentation of the Process

This phase consisted primarily of inquiry and walkthroughs to obtain an understanding of the current operating policies and procedures, monitoring functions, and control structures as they relate to the processes within our scope. The following was performed as part of this phase:

- Obtained and reviewed key documents, including applicable internal policies and procedures related to the function and other documents as deemed necessary.
- Completed interviews and walkthroughs with key personnel to obtain a detailed understanding of operating policies and procedures, roles, and responsibilities within the scope.
- Gained an understanding of procedures as they relate to the processes within scope.
- Developed a work plan for the evaluation of the operating effectiveness of procedures and controls based on the information obtained through interviews, walkthroughs, and preliminary review of documentation.

Evaluation of the Design and Effectiveness of Process and Controls

The purpose of this phase was to evaluate the design of key processes and controls and test compliance and internal controls for operating effectiveness based on our understanding of the processes obtained during the first phase. We utilized sampling and other auditing techniques to meet our audit objectives outlined above. Our testing procedures included, but were not limited to:

- Evaluated the design of the key processes and controls identified in the previous phase based on best practices and comparable client experience.
- Evaluated the completeness and substantiveness of existing policy and standard operating procedures related to employee recruiting, selecting, onboarding, and compensation calculation.
- Reviewed and tested source documentation for a sample of twenty-five (25) recently hired employees for completeness and accuracy, and for compliance with applicable District policies and governing authorities, including:
 - Job requisitions and advertisements;
 - Records relating to screening, interviews, and selection;
 - Records relating to the calculation and approval of compensation;
 - Collective bargaining agreements;
 - I-9s;
 - Background checks;
 - Candidate qualifications as compared to posted job requirements; and
 - On-boarding documentation, including evidence of completed trainings.

Reporting

At the conclusion of this review, we summarized our findings into this report. We have reviewed the results with the appropriate Management personnel and have incorporated Management's response into this report.

OBSERVATIONS MATRIX

Observation	1. Interview Documentation Retention
<p style="text-align: center;">High</p>	<p>During our review of new hire documentation, we noted that evidence of interview completion was not retained for seven (7) of the twenty-five (25) sampled new hires.</p> <p>Board Policy AP3120 requires interview procedures to be performed for the following personnel groups:</p> <ul style="list-style-type: none"> • Principals; • Assistant Principals; • District Administrative Personnel; • Instructional Staff; and • Support Staff <p>For Florida school districts, the retention of hiring records is governed by the Florida Department of State's General Records Schedule GS1-SL for State and Local Government Agencies. Specifically, records related to interview records, including notes taken during interviews, evaluations, rating sheets, and any other documentation related to the interview process must be retained for four (4) years after the position is filled. Records for applicants who are not hired must be retained for two (2) years after the personnel action.</p> <p>Without retaining evidence that an interview took place, the District is unable to confirm that interview procedures conformed to Board Policy and is unable to meet the standards outlined in the General Records Schedule. Further, disputes regarding hiring decisions and the appropriateness of interview questions are not easily defensible, and the District may face challenges should a hiring decision be disputed. Records of completed interviews enhance accountability and transparency, demonstrating that the hiring process is fair, unbiased, and consistent. Retaining detailed records allows for a thorough review and evaluation of the hiring process, including subprocesses performed by non-HR personnel (i.e., hiring managers performing candidate interviews).</p>
<p>Recommendation</p>	<p>We recommend the following:</p> <ul style="list-style-type: none"> • Implement a centralized system for storing interview documentation. An electronic document management system will assist in confirming records are secure, organized, and easily retrievable. Access controls should be in place to maintain the confidentiality and integrity of the records. We recommend this functionality be discussed during the upcoming Recruit and Hire expansion. • Reinforce document completion and retention expectations and highlight the importance of retaining all interview documentation, including interview notes and evaluation forms through mandatory training sessions. Sessions should be provided to all hiring managers and any relevant administrative staff involved in the hiring process.

OBSERVATIONS MATRIX (CONTINUED)

Observation	1. Interview Documentation Retention (Continued)
Management Action Plan	<p>Response: Human Resources will work with our District Coordinator for document retention for utilization of our current DocVault system to allow all hiring managers to upload by site/dept. by year for all interview documentation. DocVault system has the ability to set retention schedules on documents and this is a product our sites and departments work with so training will be minimal. Training will be conducted on the procedures for retention and what is required documentation during interviews.</p> <p>Responsible Party: Human Resources staffing</p> <p>Estimated Completion Date: October 30, 2024</p>

OBSERVATIONS MATRIX (CONTINUED)

Observation	2. I-9 Compliance
<p>Low</p>	<p>For one (1) of our twenty-five (25) samples, we noted exceptions related to the timeliness of Form I-9 completion. Form I-9, otherwise known as the Employment Eligibility Verification, was established through the 1986 Immigration Reform and Control Act of 1986 (“IRCA”). This federal regulation prohibits employers from knowingly hiring unauthorized aliens and hiring individuals without completing the employment eligibility verification process. All employers within the United States must use the Form I-9 to hire the members of its workforce. Other federal statutes concerning this form include the Immigration Act of 1990 and the Illegal Immigration Reform and Immigrant Responsibility Act of 1996. The I-9 form must be completed in two (2) parts:</p> <ul style="list-style-type: none"> • Section 1: Employees must complete Section 1 of Form I-9 no later than their first day of employment; and • Section 2: Employers must review employee documentation (i.e., passport, permanent resident card, federal or state-issued ID, etc.) to confirm employment eligibility, and complete this section within three (3) business days of the employee’s first day of employment. <p>We sampled twenty-five (25) employees who were hired between July 1, 2023 and March 31, 2024. Of those twenty-five (25) samples, one (1), or 4%, did not complete Form I-9 Section 2 within three (3) days of their first day of employment. While Section 1 was completed timely by the employee, HR is ultimately responsible for verifying the completion of I-9 Section 2, which was not completed on time.</p> <p>Errors, untimely completion, or incompleteness in Form I-9 increase risk of legal penalties, which could result in monetary fines in the event of a formal compliance inspection. I-9-related fines may range from \$272 to \$27,018, depending on the nature of the offense. Avoidable fines present both a financial risk and a public perception risk.</p>
<p>Recommendation</p>	<p>We recommend the District reinforce documentation and timeliness expectations to all personnel within the hiring process through mandatory training. Because the hiring managers are tasked with supporting timely I-9 completion, expectations related to the form should be reinforced in the hiring manager training sessions.</p>
<p>Management Action Plan</p>	<p>Response: Re-training and cross training will be conducted with all HR staff on I-9 compliance and timeliness. Updates will be done on current SOP’s (Standard Operating Procedures) to ensure compliance.</p> <p>Responsible Party: Human Resources Screening Staff</p> <p>Estimated Completion Date: October 30, 2024</p>

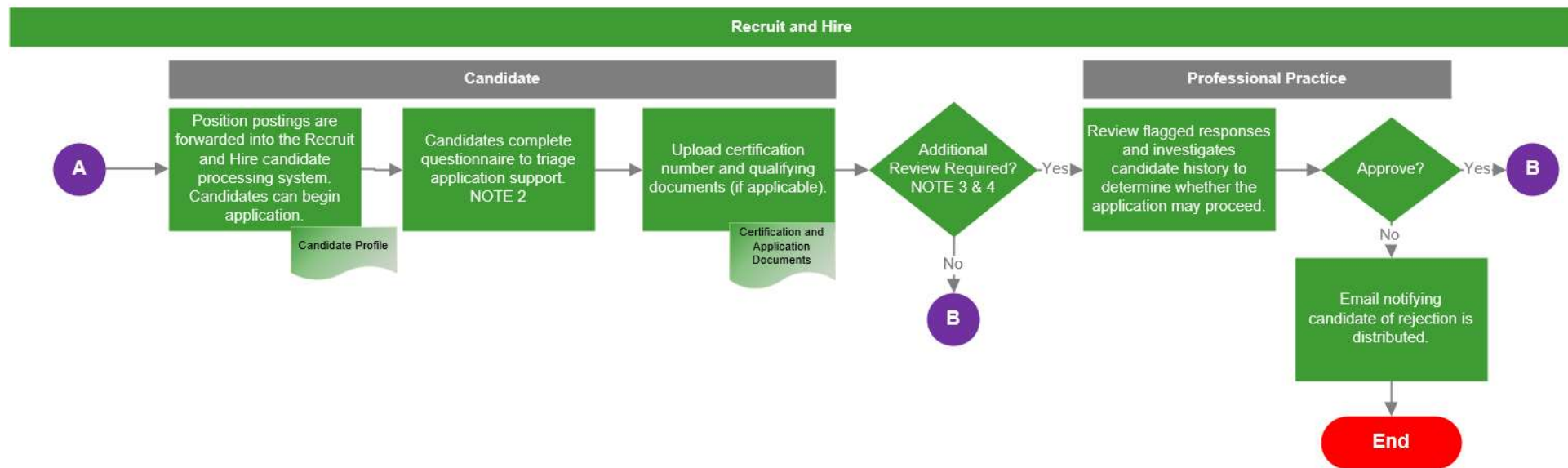
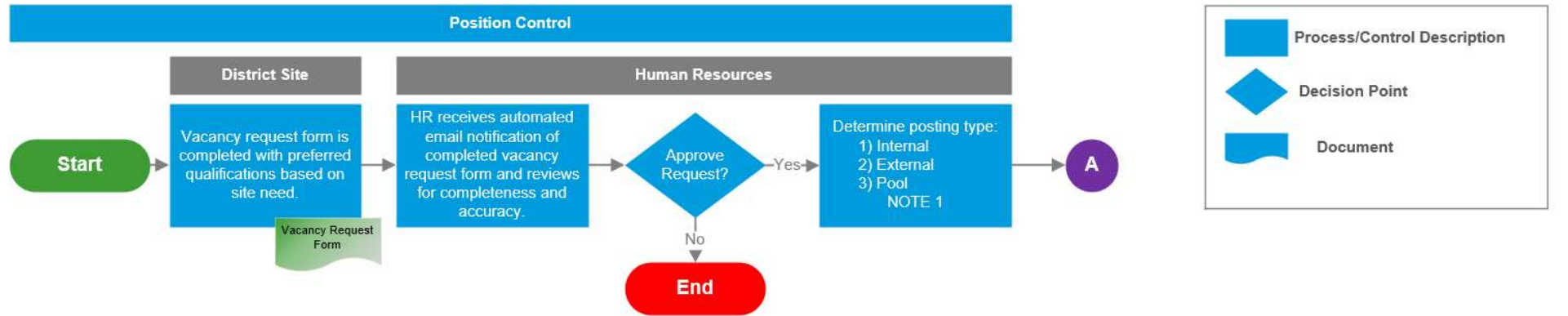
OBSERVATIONS MATRIX (CONTINUED)

Observation	3. Job Descriptions														
<p>Low</p>	<p>During our review, we noted that job descriptions used in the recruiting and hiring process had not been reviewed or revised within the past three (3) years, and key job-specific details may be outdated.</p> <p>Per Board policy PO3600, “...it is essential for District, as well as individual, accountability for each staff member to be fully aware of the duties and responsibilities for the employee’s position. The Superintendent is authorized to establish and maintain job descriptions which shall include the minimum qualifications, as well as skills, knowledge and abilities, essential functions, and physical requirements for each position.” Regular review and revision of job descriptions assist in maintaining knowledge and accountability of job responsibilities and provide candidates with accurate descriptions of potential opportunities. Of the twelve (12) unique job descriptions reviewed, eight (8), or 66%, had not been reviewed or revised within the past three (3) years, and two (2), or 16% had not been reviewed or revised within the past five (5) years.</p> <table border="1" data-bbox="548 586 1824 862"> <thead> <tr> <th data-bbox="548 586 1199 626">3 – 5 Years from Last Review / Revision</th> <th data-bbox="1199 586 1824 626">+5 Years from Last Review / Revision</th> </tr> </thead> <tbody> <tr> <td data-bbox="548 626 1199 662"><i>Bus Driver: Last reviewed November, 2019</i></td> <td data-bbox="1199 626 1824 662"><i>Assistant Principal: Last reviewed May 2015</i></td> </tr> <tr> <td data-bbox="548 662 1199 698"><i>Occupational Therapist: Last reviewed April 2020</i></td> <td data-bbox="1199 662 1824 698"><i>Nutrition Services Worker: Last reviewed August 2018</i></td> </tr> <tr> <td data-bbox="548 698 1199 734"><i>Groundskeeper: Last reviewed January 2021</i></td> <td></td> </tr> <tr> <td data-bbox="548 734 1199 769"><i>Manager, Safety & Security: Last reviewed February 2021</i></td> <td></td> </tr> <tr> <td data-bbox="548 769 1199 805"><i>Facility Manager: Last reviewed April 2021</i></td> <td></td> </tr> <tr> <td data-bbox="548 805 1199 862"><i>Teacher*</i></td> <td></td> </tr> </tbody> </table> <p><i>*Management stated review took place in 2021, but the date of last review/revision was not recorded, and therefore cannot be verified.</i></p> <p>While existing District policy and standard operating procedures do not formally define a review or revision cadence, out-of-date job descriptions may lead to legal and compliance challenges, as inaccurate or incomplete descriptions may fail to meet local, state, and federal regulatory requirements. These include those related to anti-discrimination and disability accommodations. Inaccurate job descriptions may also result in a lengthened hiring process, as candidates who do not have an accurate understanding of the role may apply. This misalignment may result in higher turnover rates and increased recruitment costs.</p>	3 – 5 Years from Last Review / Revision	+5 Years from Last Review / Revision	<i>Bus Driver: Last reviewed November, 2019</i>	<i>Assistant Principal: Last reviewed May 2015</i>	<i>Occupational Therapist: Last reviewed April 2020</i>	<i>Nutrition Services Worker: Last reviewed August 2018</i>	<i>Groundskeeper: Last reviewed January 2021</i>		<i>Manager, Safety & Security: Last reviewed February 2021</i>		<i>Facility Manager: Last reviewed April 2021</i>		<i>Teacher*</i>	
3 – 5 Years from Last Review / Revision	+5 Years from Last Review / Revision														
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<i>Manager, Safety & Security: Last reviewed February 2021</i>															
<i>Facility Manager: Last reviewed April 2021</i>															
<i>Teacher*</i>															
<p>Recommendation</p>	<p>We recommend the following:</p> <ul style="list-style-type: none"> • Implementation of a regular review cadence for all District job descriptions. These reviews should occur at least once every three (3) years, or more frequently if staff availability allows. Significant changes in responsibilities, technology, or District needs should warrant as-needed, ad-hoc reviews. The District may consider existing software capabilities or supplemental software packages to facilitate these updates. • Expectations related to reviews (including who performs them, when, and where updated documents should be maintained), should be documented and communicated within the HR Department. 														

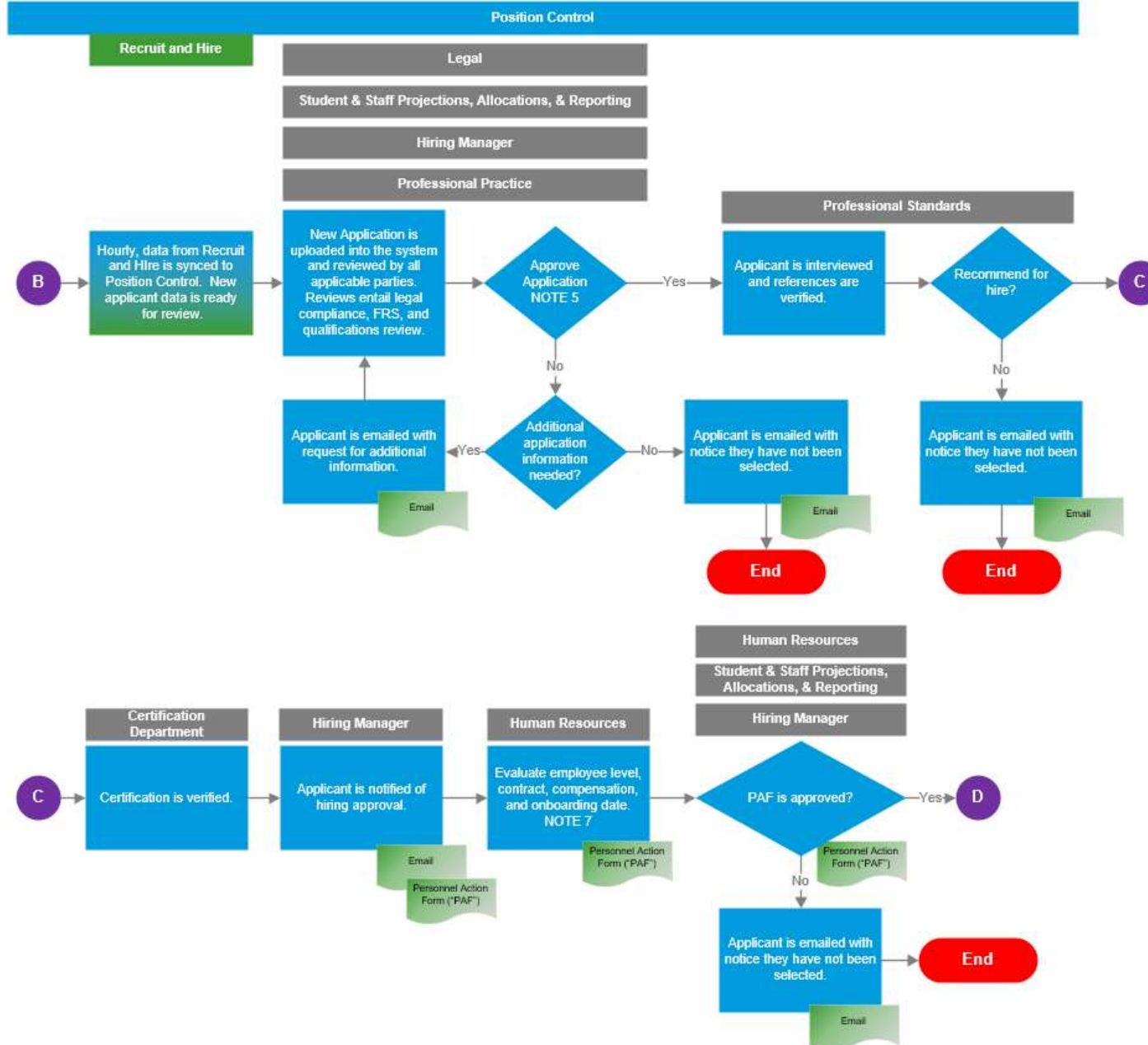
OBSERVATIONS MATRIX (CONTINUED)

Observation	3. Job Descriptions (Continued)
Management Action Plan	<p>Response: HR will develop a new review procedure similar to our policy and procedures review process. Job descriptions will be assigned by department to a department owner who will be responsible for review and update two times per year, fall and spring. This review will be conducted in person with the Director of Compensation and the Chief of HR to ensure compliance. HR staff will monitor the review date cycle and inform the job description owner of the due dates for review. New job descriptions or significant changes to job descriptions may come during or outside of this review cycle so they may be approved by the board in a timely manner. Job descriptions are currently housed in the portal and a report can be generated for review to set which job descriptions are due within the three-year period.</p> <p>Responsible Party: Human Resources Compensation Staff</p> <p>Estimated Completion Date: February 2025</p>

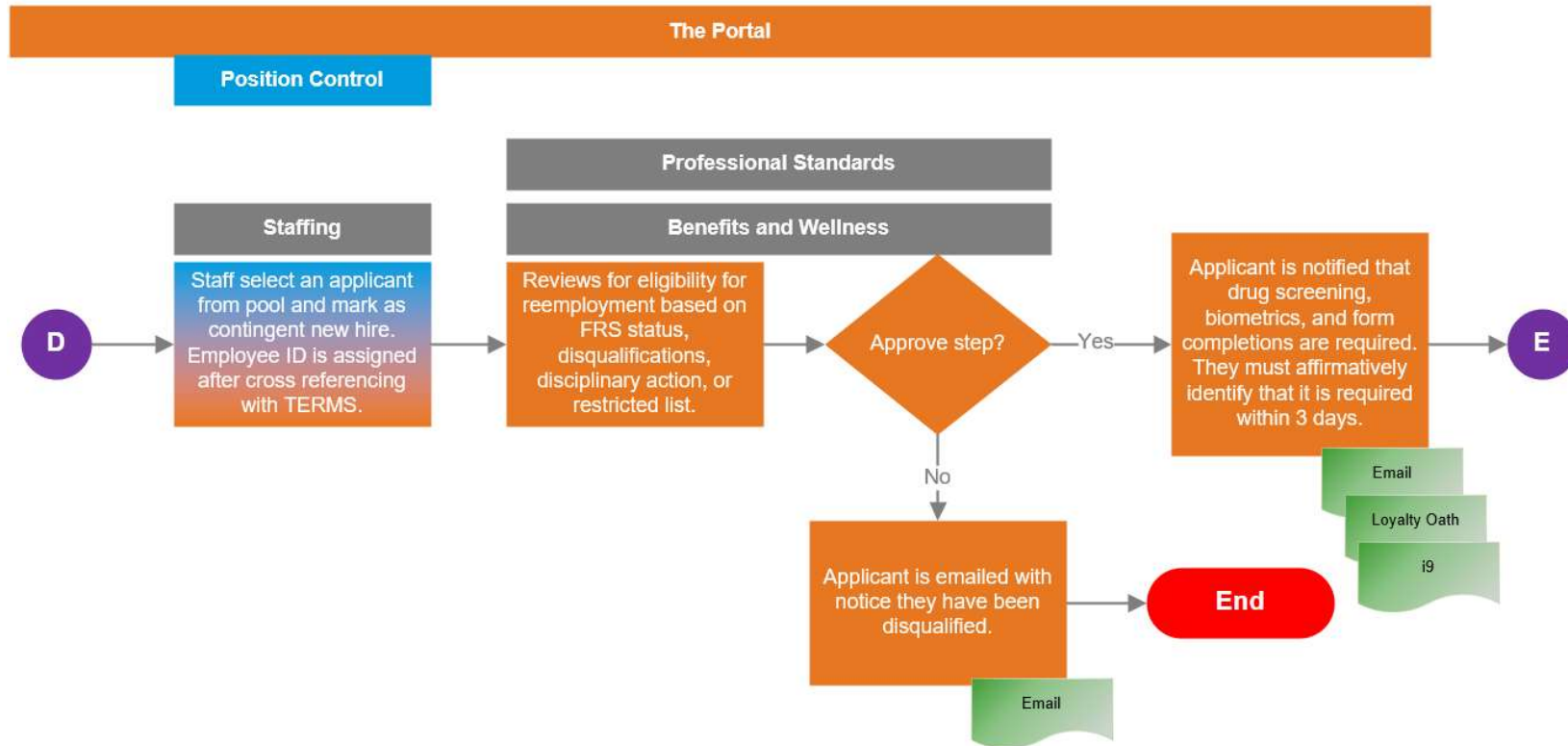
APPENDIX: PROCESS MAPS



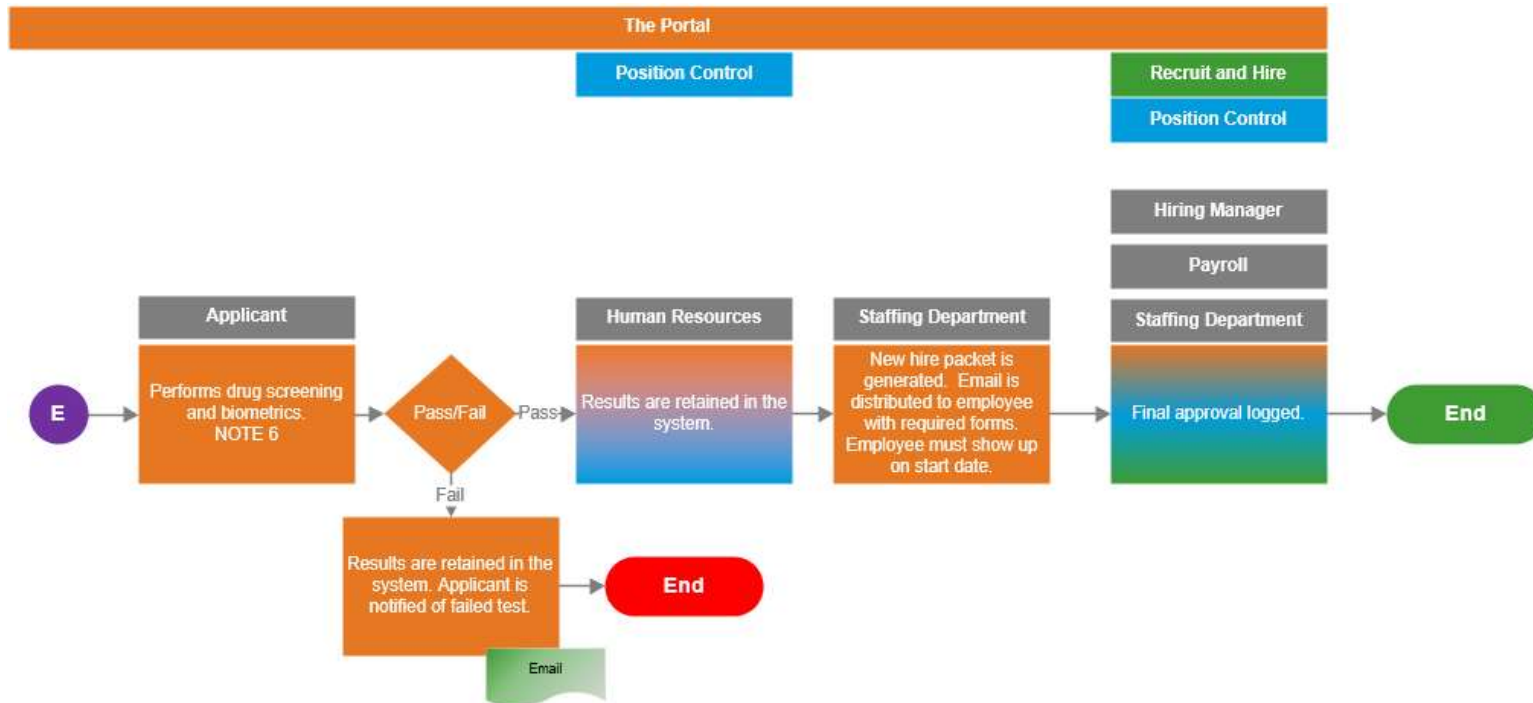
APPENDIX: PROCESS MAPS (CONTINUED)



APPENDIX: PROCESS MAPS (CONTINUED)



APPENDIX: PROCESS MAPS (CONTINUED)



RSM Notes:

1. Internal position postings are only visible to individuals with CCPS login credentials. External postings are available to any individual who has created a Frontline Recruit and Hire profile through the District web-based link. Pool postings may be directed to candidates that have been allocated into "pools" or groups of qualified individuals that meet the credentials required for a specific job type (i.e. teachers). Pooled candidates may be called upon when future needs arise.
2. The Recruit and Hire system populates additional questions/sections for the candidate to complete based on prior responses. Questions include, but are not limited to, conflict of interest checks, minimum qualifications check, etc.
3. Candidates are prompted with a series of "Yes/No" disclosures. If a candidate response is "Yes", an automated warning is triggered for additional review.
4. If candidate responds "Yes" to FRS disclosure question, the HR Benefits team is assigned to review for additional triaging.
5. All approvals from each group must be obtained for the applicant to move forward.
6. Applicant drug testing and biometrics are not facilitated through the Origin ("Portal") system. Candidates pay for third party services to perform and remit results to CCPS Human Resources. Results are documented within the Origin system.
7. Compensation is determined through a pre-defined process. Collective bargaining employee compensation is determined by the compensation step schedule outlined within the collective bargaining agreement. Non-collective bargaining employee compensation is set by a minimum and maximum range. An internal equity analysis is performed based on experience and position.

There are a variety of ancillary systems used to facilitate key document sharing and monitoring, performance management, and training that are not pictured within the workflow:

- Halogen – used for performance management
- Manual spreadsheets – used for certification and evaluation monitoring
- CDLEM – used as a resource for professional development
- I-Learn You – used as a platform for events that may allow users to register for trainings, view trainings they're registered for
- Doc Vault – used as a secure, online filing system for storing and managing documents
- Canvas – used as a learning management system



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