



AUDIT HIGHLIGHTS

SUSD Human Resources

March 8, 2023

Audit No. 2311

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.

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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.