



# AUDIT HIGHLIGHTS

## Human Resources Compliance Programs

June 9, 2016

Audit Report No. 1606

### WHY WE DID THIS AUDIT

Requested by the Human Resources Director, this audit was included on the Council-approved FY 2015/16 Audit Plan to evaluate compliance with the City's pre-employment screening and driver's license programs.

### BACKGROUND

The Human Resources Department provides recruiting, hiring, classification/compensation, benefits and other employee-related services. The Staffing Services section administers the recruitment and selection process.

Pre-employment screenings include fingerprinting for background checks, coordinating any required physical exams and drug screenings, and obtaining driving records. Since FY 2012/13, Human Resources staff has screened an average of 499 employees each fiscal year.

Employees in certain positions, such as solid waste equipment operators, must obtain and maintain a valid commercial driver's license (CDL). For these, the City and CDL-holders are subject to Federal Motor Carrier Safety Administration (FMCSA) regulations and state of Arizona requirements.

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### WHAT WE FOUND

- Further improvements are needed in CDL program compliance.**
  - Reports used to monitor CDL requirements are not complete or accurate.
  - FMCSA-required educational material is not provided and FMCSA-required supervisory training is not always completed.
  - Some employees in CDL-positions were not subject to the FMCSA-required drug screening prior to performing safety sensitive duties.
- Further clarity is needed in the City's pre-employment screening program requirements.**
  - Discrepancies exist between job descriptions, staff actually employed in certain positions and the department's pre-employment requirement matrix.
  - Pre-employment screenings required for temporary agency contract workers and contract instructors are not clearly defined and results are not verified.
  - Credit check requirements differ for similar positions.
- Comprehensive policies, procedures and records management could better ensure compliance with the CDL and pre-employment screening programs.**
  - Both the CDL and pre-employment screening programs lack written policy and procedures to facilitate compliance with program requirements.
  - Access controls for the background check software and email security can be improved.
  - A centralized database has not been developed and standard operating procedures are not available for the Citywide Volunteer Program.
  - Some records do not appear to be appropriately retained and some record series are not included on the department's Records Inventory.

### WHAT WE RECOMMEND

We recommend the Human Resources Department:

- Ensure compliance with FMCSA and state CDL requirements.
- Develop comprehensive policies and procedures, including criteria for pre-employment screening requirements.
- Ensure reports, job descriptions and related documents are complete and up-to-date.
- Develop written guidance for access to the background screening software and ensure email accounts contain appropriate security features.
- Implement quality control procedures over record retention.

### MANAGEMENT RESPONSE

The Department agreed with the audit recommendations and expects to have all recommendations implemented by May 2017.