

DeKalb County, Georgia



Department of Finance  
Internal Audit and Licensing

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**DATE:** November 24, 2010  
**TO:** Reginald Banks, Interim Director-Human Resources and Merit System  
**FROM:** Acting Deputy Director of Finance, Internal Audit and Licensing  
**SUBJECT:** Human Resources and Merit System  
**RE:** Hiring Practices

**General Information**

The DeKalb County Human Resources and Merit System Department (HR/Merit System) is comprised of several divisions: the Director's Office, Human Resources Information Systems (HRIS), Employee Relations, Training & Employee Development, Classification and Compensation, Recruiting and the Occupational Health System. As defined, the Merit System means, "the county merit system of personnel administration of employees covered under the act." or Georgia Laws.

The DeKalb County Human Resources and Merit System (HR/Merit System), as one of its responsibilities, must fill "all vacancies under the merit system...either by probationary appointment, promotion, demotion, transfer, emergency appointment, reappointment, temporary appointment or part-time appointment. No vacancy may be filled until a valid requisition is received by the director from a department head. (Code 1976, § 2-3061)"

Under the County HR/Merit System employees and positions fall into various classifications or combinations there-of:

(1) Employee Type -

- a. *Regular* - any employee completing a probationary period, such as a Code Enforcement Officer.
- b. *Temporary* - an employee working no more than 6 months in a position, such as a Temporary Election Worker.

(2) Employee Work Schedule -

- a. *Full-time* - any employee working a standard work-week on a continuous basis.
- b. *Part-time* - any employee working at least 20 hours, but less than the standard work-week.

(3) Position Type -

- a. *Regular* (defined as a position) - the duties, tasks, and responsibilities which compromise and constitute the work of an employee, which is not deemed to be a temporary position, such as an Engineer.

(3) Position Type (continued)-

- b. *Temporary* - a position created for a designated period of time not to exceed 6 months, such as a Summer Intern.

A report obtained from the Human Resources Information Systems (HRIS) division shows that from January 1, 2008 through June 18, 2010, DeKalb County hired or re-hired a total of 5,709 employees. Most employees hired or re-hired were classified as temporary employees, with part-time work schedules, in temporary positions.

The County's HR/Merit System has no involvement in the recruiting or selection of Non-Merit/Merit-Exempt personnel. Departments and Offices that are designated as Non-Merit/Merit-Exempt are CEO, Board of Commissioners, Sheriff, court systems, Tax Commissioner, District Attorney, appointed officials, employees of state or other governmental agencies, and high ranking employees of the Police, Fire and Rescue and other County departments.

**Purpose and Scope**

The purpose of our audit was to determine if the hiring practices of DeKalb County Human Resources and Merit System is in compliance with the DeKalb County Code/Personnel Chapter and Standard Operating Procedures (SOP).

The scope of our audit was to review all personnel hired and rehired through the DeKalb County HR/Merit System from January 1, 2008 through June 18, 2010. Our scope was limited to review full-time, regular employees, in regular positions. Because of HR/Merit System's non-involvement in the recruiting and selection of Non-Merit/Merit-Exempt hires, our scope was limited to review the required documentation (identifying information, Personnel Actions, applications) maintained by HR/Merit System. We excluded all personnel within the Court systems, District Attorney's Office, and the Sheriff's Office. Also, we excluded personnel with any classification of temporary employee, part-time employee, or in a temporary position. Internal Audit (IA) reviewed the Recruiting Division's SOP Manual, DeKalb County Codes/Personnel Chapter, new or modified County ordinances as it relates to Merit System personnel, recruiting, and personnel files. In addition, we interviewed HR/Merit System personnel and utilized the recruiting module of the PeopleSoft system for additional information.

Our review was conducted in accordance with Generally Accepted Auditing Standards and included such tests of records and other auditing procedures as were considered necessary under the circumstances.

**Explanatory Paragraph**

We were unable to properly test or conclude HR/Merit System's compliance of the aforementioned procedures. This was due to Internal Audit's inability to obtain sufficient documentation on full-time, regular employees, in regular positions.

**Opinion**

Because of these significant matters discussed in the preceding paragraphs, the scope of our work was not sufficient to enable us to express an opinion on HR/Merit System's compliance of the DeKalb County Code/Personnel Chapter and Standard Operating Procedures.

**Significant Deficiency and Recommendation**

**Significant Deficiency I** - We observed several instances where required paperwork, for both Merit and Non-Merit hires, was not found in personnel records.

**Recommendation I** - We recommend that all personnel files and other records, such as I-9 folders (containing identifying information, background checks, and authorizations) be complete.

**Observations and Recommendations**

**Observation I** - We found the HR/Merit System recruiting process to be primarily manual. For all Merit System positions, recruiters are required to manually review each application, assess and rank each candidate's qualifications. Applications completed on-line are printed; scanned into the system, and pertinent information is keyed into PeopleSoft.

**Recommendation I** - To reduce human error and the time spent manually screening applications for completeness and qualifications, we recommend that the HR/Merit System use PeopleSoft's existing capabilities to automate the recruiting process. In addition, HR/Merit System may consider methods to transfer on-line applications electronically into PeopleSoft.

**Observation II** - We found that the rejection of an application for completeness occurs at differing levels. The qualification of a complete application to one recruiter, alternatively may qualify as incomplete to another recruiter.

**Recommendation II** - We recommend that the first-level application screening should be standardized among all recruiters.

**Observation III** - We observed that the coding used on the recruiting worksheet, as well as the documentation maintained by each recruiter varied.

**Recommendation III** - We recommend uniformity in the recruiting process by implementing a recruiting packet which would include the Recruiting Checklist (coversheet), a copy of the job announcement, standardized codes on the recruiting worksheet, and any other usual documentation which would fully detail the hiring process from job announcement to hire.

Please feel free to contact me if you have any questions or concerns relating to our audit report.



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CL/KRW

Cc: Richard Stogner, Chief Operating Officer/Executive Assistant  
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