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**Review of Department of  
Employee Relations (DER)  
Hiring Process**

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**AYCHA SAWA**  
City Comptroller

**CHARLES ROEDEL**  
Audit Manager

City of Milwaukee, Wisconsin

July 2020

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Aycha Sawa, CPA, CIA  
Comptroller

Joshua Benson  
Deputy Comptroller



Toni Biscobing  
Special Deputy Comptroller

Office of the Comptroller

July 15, 2020

Honorable Tom Barrett, Mayor  
The Members of the Common Council  
City of Milwaukee  
Milwaukee, WI 53202

Dear Mayor and Council Members:

The attached report summarizes the results of the Review of the Department of Employee Relations (DER) Hiring Process. This review does not constitute an audit conducted in accordance with generally accepted government auditing standards (GAGAS) and is limited strictly to the objectives and scope discussed below.

The scope of the review encompassed only the hiring process, specifically including DER's involvement in recruitment, examination, certification and referral. The time period covered included the current state of the hiring process at the time of the review, which pre-dated the onset of the COVID-19 pandemic.

The objectives of the review were as follows:

1. Reviewing, documenting, assessing and comparing the hiring process with public sector hiring best practices and peer benchmarks, while taking into account City policy, applicable Federal and State law, and civil service requirements; and,
2. Reviewing, documenting and assessing whether the DER hiring process is compliant with department policy, applicable Federal and State law, and civil service requirements.

A review is substantially less in scope than an audit, the objective of which is to express an opinion on the subject matter. Accordingly, no such opinion is expressed. The review concluded that DER has taken steps and measures proactively to improve and accelerate the hiring process but also identified some opportunities for efficiency. This report discusses those steps, measures and opportunities for efficiency.

Opportunities for efficiency are discussed in the report below and are followed by management's response.

Appreciation is expressed for the cooperation extended to the auditors by the personnel of DER.

Sincerely,

Handwritten signature of Charles Roedel in black ink.

Charles Roedel CPA, CIA

CR:jljg



## WHY WE DID THIS AUDIT

Internal Audit performed this review at the request of Alderman Jose Perez.

## OBJECTIVES

The objectives of the review were to review, document, assess and compare the hiring process with public sector hiring best practices and peer benchmarks, while taking into account City policy, applicable Federal and State law, and civil service requirements; and, to review, document and assess whether the DER hiring process is compliant with department policy, applicable Federal and State law, and civil services requirements.

## BACKGROUND

DER's mission is to recruit, develop, and retain a high performing and diverse workforce while delivering quality customer service. The Staffing Services Section recruits and tests candidates for employment based on the rules of the City Service Commission. The hiring process is decentralized, and individual hiring managers drive the process once DER makes a referral to the hiring manager. DER's recruitment objectives include ensuring all recruitment and testing activities comply with applicable regulations and working with city departments to refer a diverse and qualified pool of candidates to fill vacancies in a timely manner; and, implementing recruitment and examination practices that produce a qualified and diverse candidate pool to fill departmental vacancies.

# REPORT HIGHLIGHTS

## Review of Department of Employee Relations (DER) Hiring Process

### OVERVIEW

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This review concluded that DER has taken steps and measures proactively to improve and accelerate the hiring process but also identified opportunities for efficiency. Any hiring process involves a trade-off between quality and equity in hiring against the speed at which hiring takes place. DER places emphasis on quality and equity although it may at times impact the overall timeline of the hiring process.

### WHAT WE FOUND

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*Impact of COVID-19 Pandemic* – This review began before the onset of the COVID-19 pandemic. Given the significant changes in the employment market, City operations, and the world as a whole in light of the pandemic, Internal Audit understands implementation of the opportunities for efficiency will be an on-going process based on ever-changing events.

*DER Positive Initiatives* – DER had already implemented several positive initiatives or developments prior to or in conjunction with this review, including: positive trends in time-to-hire metrics over time; implementation of a candidate feedback survey; expansion of recruitment sources and outreach strategies; and, ongoing improvements in city-wide workforce planning.

*New Hire & Hiring Manager Surveys* – Results from city-wide surveys of new hires and hiring managers were generally positive, although the timeline of the process garnered the most comments. (See Appendix 2 & 3 of this report for detail results of the surveys.)

*Opportunities for Efficiency* – Opportunities for Efficiency were noted in the following areas: hiring manager training, communications and monitoring; dashboards; recruitment and outreach; periodic and continuous recruitments; enterprise efficiency; workforce planning; 21 days posting period; and, surveys. (See Section V – Opportunities for Efficiency in this report for detail on all opportunities.)

## I. Scope, Objectives, and Methodology

### *Scope*

The scope of the review encompassed only the hiring process, specifically including DER's involvement in recruitment, examination, certification and referral. The time period covered included the current state of the hiring process at the time of the review, which pre-dated the onset of the COVID-19 pandemic.

### *Objectives*

The objectives of the review were limited strictly to:

1. Reviewing, documenting, assessing and comparing the hiring process with public sector best practices and peer benchmarks, while taking into account City policy, applicable Federal and State law, and civil service requirements; and,
2. Reviewing, documenting and assessing whether the DER hiring process is compliant with department policy, applicable Federal and State law, and civil service requirements.

This review does not constitute an audit conducted in accordance with generally accepted government auditing standards (GAGAS) and is limited strictly to the objectives and scope discussed above, and the methodology discussed below. A review is substantially less in scope than an audit, the objective of which is to express an opinion on the subject matter. Accordingly, no such opinion is expressed.

### *Methodology*

Review methodology included:

1. Developing an understanding of the hiring process by reviewing and documenting current hiring practices and techniques including those that ensure compliance with civil service and governmental requirements, and City policies, procedures and standards;
2. Performing internal surveys of hiring managers and new hires;
3. Researching and reviewing best practices in hiring in the public sector using survey, benchmarking study or similar means; and,

4. Providing recommendations for evaluation of opportunities for improvement in relation to potential process changes, especially in regard to process efficiencies.

## **II. Organization and Fiscal Impact**

### *DER's Mission<sup>1</sup>*

DER's mission is to recruit, develop, and retain a high performing and diverse workforce while delivering quality customer service. DER has the following objectives related to the hiring process:

1. Ensure all recruitment and testing activities comply with applicable regulations and work with city departments to refer a diverse and qualified pool of candidates to fill vacancies in a timely manner.
2. Develop and implement recruitment and examination practices that produce a qualified and diverse candidate pool to fill departmental vacancies.
3. Provide guidance and direction to departments in creating workforce and succession plans designed to address and respond to current and future staffing needs.

The Staffing Services Section recruits and tests candidates for employment based on the rules of the City Service Commission (CSC) and the Fire and Police Commission. In 2018, DER processed 7,677 applications and managed 99 open and competitive exams, 31 continuous exams, 32 transfer and promotional opportunities, and 17 exempt advisory processes.

DER has been implementing strategies to address the City's workforce challenges in the area of recruitment and retention, including such items as expanding internship and apprenticeship programs, continuing the workforce planning initiative and working with departments to align their strategic and operational needs with viable and efficient staffing options, ensuring that Milwaukee residents view the City as an employer of choice, and expanding the City's social media footprint.

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<sup>1</sup> City of Milwaukee, *2020 Plan and Budget Summary*, pages 76-80

### **III. Hiring Process Overview**

In order to understand the hiring process at the City, Internal Audit met with DER personnel involved at every step of the process and documented the flow from initial request to offer of employment, both in narrative and flowchart format. (See Appendix 1 – Process Overview Flowchart for a simplified process flowchart.) It must be noted that there are many variations that can occur during the hiring process based on a variety of circumstances, so the flowchart presented is a depiction of the general steps of the most typical process. It is not meant to be a depiction of all possible variations.

Internal Audit recognizes and wishes to highlight the hiring process in the City is decentralized, and individual hiring managers drive the actual hiring process once DER makes a referral to the hiring manager. The process also involves many approvals along the way, including Finance & Personnel Committee (F&P), DER management, and hiring department management, all of which can add to the hiring timeline if approvals are delayed. In addition, by State Statute for “Cities of the First Class”, Milwaukee is the only city in the State required to post jobs for a minimum of 21 days.

Internal Audit also wants to highlight two DER philosophies that underpin the hiring process at the City, both of which with Internal Audit concurs:

1. DER errs on the side of inclusivity over exclusivity in all cases. That is, as much as possible within Civil Service Rules, DER will make an effort to include as many candidates as possible rather than making decisions to exclude.
2. Any hiring process involves a trade-off between quality and equity in hiring against the speed at which hiring takes place. DER places emphasis on quality and equity although it may at times impact the overall timeline of the hiring process.

To solicit input from stakeholders in the process throughout the City, Internal Audit conducted a survey of New Hires and of Hiring Managers. (See Appendix 2 & 3 for summary results.) As

detailed in the appendices, results from both surveys were generally positive, although the timeline of the process garnered the most comments. The quality of the process scored very positively from both new hires and hiring managers. Input from both surveys assisted in formulating some of the opportunities for efficiency detailed below in Section V – Opportunities for Efficiency.

Once the process was thoroughly understood and documented, and input from stakeholders was received and evaluated, Internal Audit researched industry “best practices” from a number of sources, including professional organizations, GAO guidance, other cities’ audit departments, and input from a specialist from Baker Tilly Virchow Krause LLP, in order to compare those best practices with the City process to identify potential opportunities for efficiency in the hiring process. Opportunities identified are detailed below in Section V – Opportunities for Efficiency.

#### **IV. Positive Initiatives**

As Internal Audit documented the hiring process, Internal Audit noted and wishes to stress that DER had already implemented several positive initiatives or developments prior to or in conjunction with this review, including:

1. Positive trends in time-to-hire metrics over time;
2. Implementation of a candidate feedback survey;
3. Expansion of recruitment sources and outreach strategies; and,
4. Ongoing improvements in city-wide workforce planning.

#### **V. Opportunities for Efficiency**

Internal Audit’s review began before the onset of the COVID-19 pandemic. Given the significant changes in the employment market, City operations, and the world as whole in light of the pandemic, Internal Audit understands the implementation of any of the following opportunities will be an on-going process based on ever-changing events. In that spirit, following are potential

opportunities for efficiency for DER Management to consider to assist in improving the recruitment and examination process.

### **A. Hiring Manager Training, Communications & Monitoring**

1. Hiring Manager Training:
  - a. Implement hiring process training for all managers new to hiring.
  - b. Implement periodic “refresher” training for all hiring managers, including the options for using referral lists over 1 year old.
  
2. Hiring Manager Communications:
  - a. Increase communication or include in the hiring manager training the complete set of hiring process options open to hiring managers.
  - b. Reinforce the process by which hiring managers are given the opportunity to review exam components.
  - c. In conjunction with hiring manager, ensure job descriptions and postings are current, streamlined to include only necessary information, and written in the simplest language possible.
  
3. Hiring Manager Monitoring:
  - a. Establish a “service level agreement” between DER and the hiring manager that spells out responsibilities and time frames for steps in the hiring process.
  - b. Establish a performance metric, or develop an aging list, to monitor positions open for “x” number of days after referral to the hiring manager.

### **B. Dashboards**

1. Establish a “Status Dashboard” for both hiring managers and applicants with current status and expected times for remaining parts of the process.

2. Consider a disclaimer on the applicant dashboard with an average time required for the process for a position, or include summary information on the DER website describing the process, including the approximate timeline and the importance of each step of the process.

### **C. Recruitment and Outreach**

As noted above, DER has proactively expanded recruitment sources and outreach initiatives and should continue to enhance them to reach the widest possible candidate pool, including:

1. Continue to pursue LinkedIn account.
2. Strengthen social media outreach to keep current on quickly evolving platforms and developments, and coordinate with hiring departments' social media presence.
3. Work with hiring departments to identify pertinent professional organizations that can be used for recruitment outreach.
4. Consider more frequent virtual "City Hall Hiring Fairs" in which hiring managers from various departments throughout the City are available to discuss opportunities with potential candidates.

### **D. Periodic and Continuous Recruitments**

1. Expand continuous recruitments for certain city-wide positions that may be pertinent to multiple departments to develop a candidate pipeline and current pool of available candidates.
2. Consider periodic recruitments for certain positions to leverage available talent in the market, e.g., college graduations for entry-level positions.

### **E. Enterprise Efficiency**

Several departments throughout the City have their own departmental human resources staff. However, not all of those departments use the staff specifically for recruitment and hiring duties. To increase city-wide efficiency, increase communication (e.g., periodic city-wide HR

management meetings or periodic training) to leverage the opportunities for collaboration in hiring.

### **F. Workforce Planning**

As noted above, DER has already been implementing enhanced work force planning. Continue to develop even more robust workforce planning so that it can be used as a keystone for proactive and “before the fact” recruitment (e.g., known retirements, promotions, etc.).

### **G. 21 Day Posting Period**

Continue to pursue with the State Legislature the abolition of the 21 day posting period, which is a requirement unique (and burdensome) to the City in Wisconsin.

### **H. Surveys**

1. DER is in the process of implementing an applicant feedback survey at the post-examination point and should continue with that survey, as well as continuing development of a periodic survey of hiring manager input.
2. Conduct a Peer City Review of hiring metrics and staffing levels to determine comparable “best practices”. Compare the City to its true peers.



**Tom Barrett** Mayor

Department of Employee Relations

**Maria Monteagudo**  
Director

**Renee Joos**  
Employee Benefits Director

**Nicole Fleck**  
Labor Negotiator

July 14, 2020

Mr. Charlie Roedel  
Audit Manager  
Office of the Comptroller  
City of Milwaukee

Dear Mr. Roedel:

The Department of Employee Relations (DER) has reviewed the Hiring Process Review Report completed by Mr. Jim Gray, Lead Auditor within the Audit Division. As requested, we are providing a response to the “Opportunities for Efficiency” section of the Report.

I would like to express my appreciation and gratitude for Mr. Gray’s professionalism. It was truly a pleasure to work with him, and his sincere interest for the work done by my DER team contributed to a smooth, transparent and truly collaborative process.

Before I address the specific recommendations, I want to highlight a couple of important observations and/or findings that I believe deserve the attention of policy makers and elected officials.

DER’s statutorily required civil service system fosters hiring based on merit, non-discrimination, fair and equitable treatment. The Report’s finding that our decisions reflect an emphasis on **quality and equity** over the overall timeline of the hiring process deserves recognition. The practices and processes that create the foundation for such finding include:

- the use of job analysis for valid and defensible assessments;
- testing processes that are consistently fair and inclusive;
- broad recruitment strategies, including identifying and connecting with organizations that support women and people of color;
- the use of structured interviews and oral boards that always include women and people of color;
- fair and objective certification and referral rules;
- Ban the Box and policies on Conviction Record Reviews; and
- analysis of applicant flow data and adverse impact analysis to inform passing points, call-in points and improvements to our processes.

Each of these factors contribute to the City’s ability to hire and retain a diverse workforce. Note: the representation of people of color in the City’s workforce is currently at 48%, a 20% increase from 2015.



A primary focus of the DER Staffing division is to serve our line departments in a customer-focused manner, recognizing their critical role in serving Milwaukee’s residents equitably and efficiently. To that end, a Staffing Division HR Representative is assigned to each customer department in order to ensure an anticipatory rather than a reactive approach to staffing; Workforce Planning is a critical component of this approach. In order to further expedite our selection processes, the Staffing Division has implemented the following:

- Allowing departmental representatives to serve on DER screening panels, as appropriate, to create efficiencies between the Civil Service process and departmental interviews following the referral of candidates;
- Referring candidates to the hiring department immediately for further screening when there are seven or fewer qualified candidates;
- Continuous posting and testing for positions for which there are limited candidates and/or frequent vacancies, including those in the areas of science, technology, math and engineering;
- Promoting the use of the Auxiliary Resource Program to encourage departments to overlap a new incumbent with a separating employee to facilitate the transfer of knowledge and expertise; and
- Encouraging the use of apprenticeships and internships to allow individuals to train with the City’s subject matter experts, and, if successful, to be considered for promotion to a permanent position and a career path.

The charts below demonstrate that, despite an increase in workload over the past several years, the Staffing Division has steadily decreased the number of days from assignment of the selection process to completion of an eligible list. For example, in 2015, it took an average of 118 days to complete an open and competitive selection process (i.e., original exam); the DER reduced that timeframe by more than 20%, to 93 days, by 2019.

Selection Process Timeframes – Average Number of Days		
Year	Original	Transfer/Promotional
2015	118	41
2016	113	59
2017	112	52
2018	104	60
2019	97	47
2020 YTD	93	39

Number of Selection Processes				
Year	Original	Transfer/Promotional	Continuous	Exempt
2015	107	41	2	19
2016	95	45	16	14
2017	83	48	31	19
2018	99	32	31	17
2019	114	40	67	22
2020 YTD	89	15	26	2

While many of the above initiatives have contributed to the DER's improved selection process timeframes, the DER continues to work with our customer departments to identify efficiencies, while ensuring equity and quality.

#### Opportunities for Efficiency – Management's Response

##### A. Hiring Manager Training – Communication and Monitoring

DER agrees that training on hiring practices needs to be available for new managers as well as on a periodic basis. The Staffing Division has developed training content and has conducted department specific training on an as needed basis. We will work with departmental Human Resources representatives to ensure that training is available at all times.

As part of this training, the Staffing Division will focus upon the options hiring managers have for filling vacancies, as well as their roles and responsibilities in order to expedite and to ensure the job-relatedness of the recruitment and the selection processes. DER already provides a "hiring checklist" for managers when making offers of employment to external hires. Similarly, the DER will soon make available a "promotion checklist" for hiring managers, as well as an interview guide. The interview guide will detail the protocols for forming an inclusive internal interview process, including creating jobrelated rating criteria and interview questions and ensuring a diverse panel.

DER welcomes the idea of establishing a service level agreement that documents responsibilities and timeframes as well as the use of performance metric to monitor how long a position has remained open after a referral is made.

##### B. Dashboards

While the DER recognizes there may be challenges associated with its development and/or procurement, DER will explore the use of technology for the creation of a dashboard to be used by hiring managers and applicants to assess the status of applications and expected times for completion of all parts of the process. In an effort to create realistic timeframe expectations for candidates, the DER will increase the frequency of community training sessions on "How to Get a Job with the City" and will post the related presentation on the DER website.

##### C. Recruitment and Outreach

DER agrees and will continue to pursue/expand initiatives already started. DER will continue to work with the Office of the City Attorney and the Procurement Division to address the concerns relative to the service agreement with LinkedIn.

##### D. Periodic and Continuous Recruitments

DER agrees and will continue to use continuous recruitment strategies as appropriate. The DER currently recruits for the following positions on a continuous basis:

- Civil Engineer I and II;
- Engineering Drafting Technician I and II;
- Engineering Technician I and II;
- Elevator Inspector;
- Municipal Services Electrician;
- Public Health Nurse; and
- Vehicle Services Technician.

##### E. Enterprise Efficiency

DER agrees and has started coordinating and holding regular meetings with departmental Human Resources representatives to address key priorities issues.

##### F. Workforce Planning

DER agrees and will continue to work with departments as they develop and implement their Workforce Plans.

G. 21 Day Posting Period

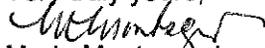
DER agrees.

H. Surveys

In order to further improve the customer-orientation and efficiency of our selection processes, DER is in the process of finalizing and distributing surveys both for finalstage job candidates and for departmental hiring managers. Survey results will also enable the DER to identify communication needs for candidates and training needs for hiring managers.

Thank you for your consideration. Please contact me should you have any questions.

Very truly yours,



Maria Monteagudo

Employee Relations Director

**Aycha Sawa, CPA, CIA**  
Comptroller

**Joshua Benson**  
Deputy Comptroller



**Toni Biscobing**  
Special Deputy Comptroller

**Office of the Comptroller**

July 15, 2020

Honorable Tom Barrett, Mayor  
The Members of the Common Council  
City of Milwaukee  
Milwaukee, WI 53202

Dear Mayor and Council Members:

With this letter, the City Comptroller acknowledges receipt of the preceding report, which communicates the results of the Review of Department of Employee Relations (DER) Hiring Process. I have read the report and support its conclusions. Implementation of the stated recommendations will help improve City processes.

As the City Comptroller, I was not involved in any portion of the work conducted in connection with the review. At all times, the Internal Audit Division worked autonomously in order to maintain the integrity, objectivity, and independence of the audit, both in fact and in appearance.

Sincerely,

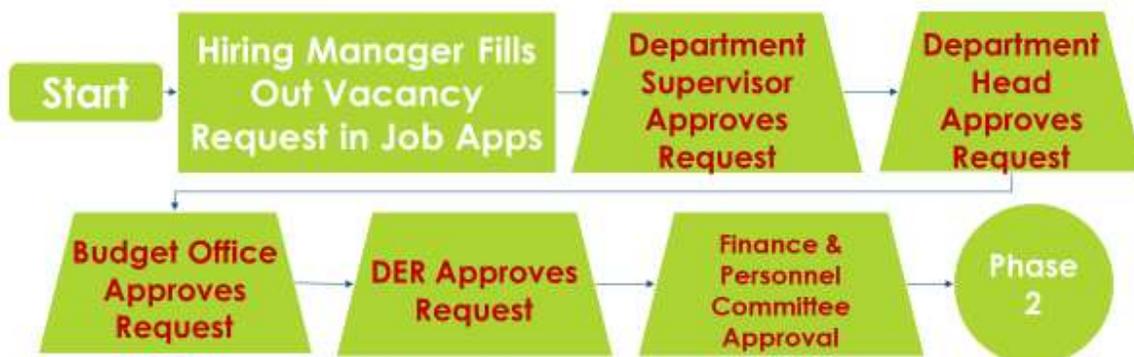
A handwritten signature in blue ink, appearing to read "Aycha Sawa".

Aycha Sawa, CPA, CIA  
Comptroller

# APPENDIX 1: PROCESS OVERVIEW FLOWCHART

## Simplified Process Overview with Approvals

### 1<sup>st</sup> Phase – Request to Fill



Note: Texts in red signifies a required approval.

# Simplified Process Overview with Approvals

## 2<sup>nd</sup> Phase – Review by DER Certification Section



Note: Texts in red signifies a required approval.

# Simplified Process Overview with Approvals

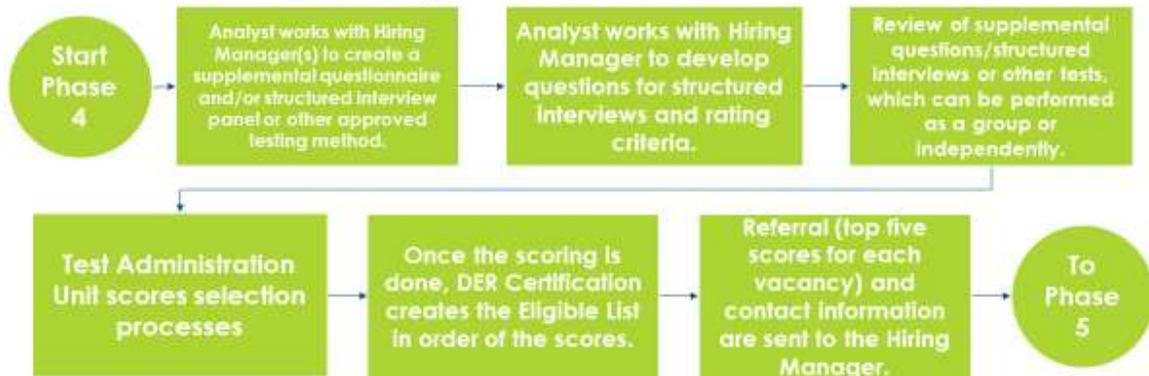
## 3<sup>rd</sup> Phase – Job Announcement/Analysis/Recruitment



Note: Texts in red signifies a required approval.

# Simplified Process Overview with Approvals

## 4<sup>th</sup> Phase – Selection Process/Eligible List



# Simplified Process Overview with Approvals

## 5<sup>th</sup> Phase – Interviewing & Hiring



Note: Texts in red signifies a required approval.

## APPENDIX 2: NEW HIRE SURVEY RESULTS

### Survey response rate

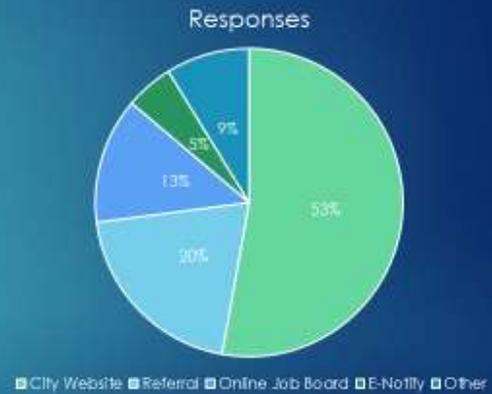
<b>Surveys Sent</b>	<b>258</b>
<b>Responses Received</b>	<b>159</b>
<b>Response Rate</b>	<b>62%</b>

Survey was sent to employees with a hire date of 1/1/19 to 9/30/19 to the email address on file. (Note: MPD, MFD & Election Commission excluded.)

## Q1: How did you find out about the employment opportunity with the city?

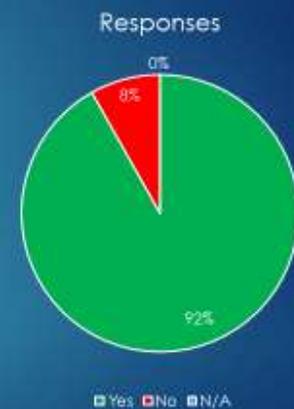
ANSWER CHOICES	RESPONSES	
City Website	52.83%	84
Referral	20.13%	32
Online job board/professional website	13.21%	21
City E-Notify	5.03%	8
City Recruiter	1.89%	3
Social Media	1.26%	2
Job fair	0.00%	0
TOTAL		159

Note: Choices not listed totaled 9 in addition to the 150 above.



## Q2: Was the description of the job and the job requirements clear and understandable?

ANSWER CHOICES	RESPONSES	
Yes	91.82%	148
No	8.18%	13
Not applicable	0.00%	0
TOTAL		159

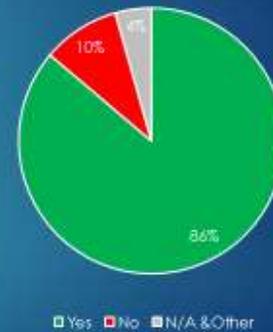


### Q3: Was the application process clear, understandable and user-friendly?

ANSWER CHOICES	RESPONSES	
Yes	86.16%	137
No	9.45%	15
Not applicable	2.52%	4
TOTAL		159

Note: Choices not listed totaled 3 in addition to the 15% above.

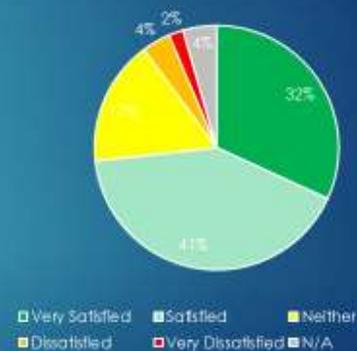
Responses



### Q4: How satisfied were you with your interactions and communications with the recruitment and testing staff from the Department of Employee Relations during the process (i.e. recruitment through final score)?

ANSWER CHOICES	RESPONSES	
Very satisfied	31.85%	50
Satisfied	41.40%	65
Neither satisfied nor dissatisfied	16.56%	26
Dissatisfied	3.82%	6
Very dissatisfied	1.91%	3
Not Applicable - I did not interact with the Department of Employee Relations during the process.	4.46%	7
TOTAL		157

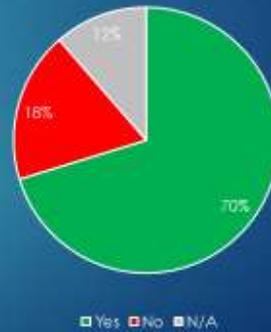
Responses



**Q5: Were you able to easily obtain useful information about the status of your application at various points during the process (e.g., application received, application assessed, application referred) by calling the Department of Employee Relations or checking your personal status on JobApps?**

ANSWER CHOICES	RESPONSES	
Yes	70.25%	111
No	18.35%	29
Not Applicable	11.39%	18
TOTAL		158

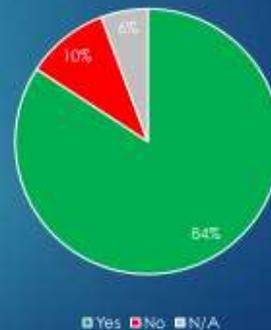
Responses



**Q6: Do you feel the application and examination process (i.e., prior to departmental interview) effectively assessed your qualifications for the knowledge, skills and abilities required for the position?**

ANSWER CHOICES	RESPONSES	
Yes	84.18%	133
No	10.13%	16
Not applicable	5.70%	9
TOTAL		158

Responses



## Q7: Did the amount of time of the recruitment and examination process impact your level of interest and/or engagement?

ANSWER CHOICES	PERCENTAGE	RESPONSES
Yes - Positively (I remained engaged)	59.12%	94
No - Negatively (I lost interest)	25.16%	40
Not applicable	15.72%	25
TOTAL		159

Responses



Legend: Yes (Green), No (Red), N/A (Grey)

Note: "Yes" responses with a negative comment on time: 11  
 "Not Applicable" responses with a negative comment on time: 6

Results Modified for these 17 "qualified" responses.

Responses

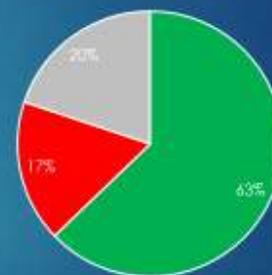


Legend: Yes (Green), Qualified (Yellow), No (Red), N/A (Grey)

## Q8: Was there a helpful, knowledgeable point of contact for any questions you may have had during the recruitment and examination process?

ANSWER CHOICES	PERCENTAGE	RESPONSES
Yes	48.41%	76
No	17.20%	27
If "Yes", who was the contact? (Job Title or position or name.)	14.01%	22
Not applicable	19.75%	31
TOTAL		157

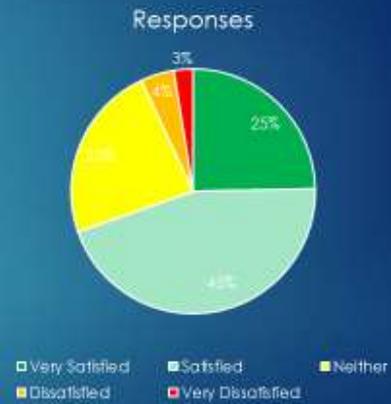
Responses



Legend: Yes (Green), No (Red), N/A (Grey)

## Q9: How satisfied were you with the overall recruitment and examination process (i.e. recruitment through placement on eligible list)?

ANSWER CHOICES	RESPONSES	
Very satisfied	24.68%	39
Satisfied	44.94%	71
Neither satisfied nor dissatisfied	23.42%	37
Dissatisfied	4.43%	7
Very dissatisfied	2.53%	4
TOTAL		158



## Additional comments

- ▶ All survey respondent comments were provided to DER and are available upon request.

## APPENDIX 3: HIRING MANAGER SURVEY RESULTS

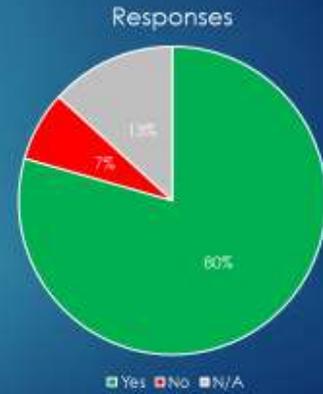
### Survey response rate

<b>Surveys Sent</b>	<b>105</b>
<b>Responses Received</b>	<b>68</b>
<b>Response Rate</b>	<b>65%</b>

Surveys were sent to the managers noted as the hiring manager for the employees selected for the New Hire Survey.

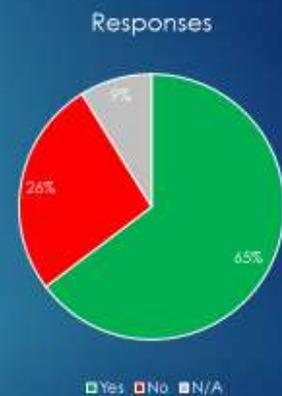
**Q1: Were you given an opportunity to review the job posting and exam components prior to implementation to ensure the job posting was accurate and included all required knowledge, skills and abilities?**

ANSWER CHOICES	RESPONSES	
Yes	79.41%	34
No	7.35%	3
Not applicable	13.24%	0
TOTAL		68



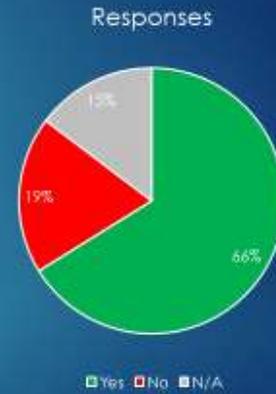
**Q2: Were you kept informed by the Department of Employee Relations (DER) of the status of the process and any delays in the process?**

ANSWER CHOICES	RESPONSES	
Yes	64.71%	44
No	26.47%	18
Not applicable	8.82%	6
TOTAL		68



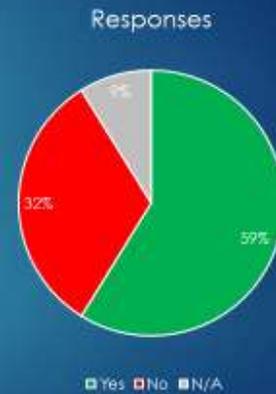
**Q3: Did DER provide you sufficient information regarding all the options available to fill the vacancy per civil service rules?**

ANSWER CHOICES	RESPONSES	
Yes	66.18%	45
No	19.12%	13
Not applicable	14.71%	10
TOTAL		68



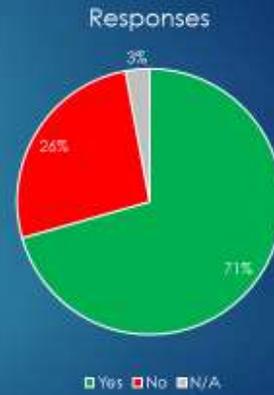
**Q4: Did the top 5 exam scores produce enough candidates to consider for the vacancy?**

ANSWER CHOICES	RESPONSES	
Yes	58.82%	40
No	32.35%	22
Not applicable	8.82%	6
TOTAL		68



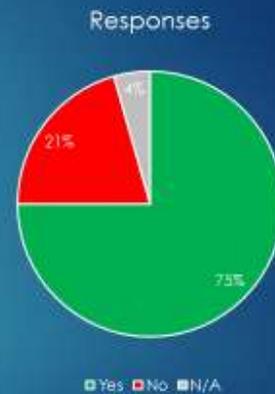
**Q5: Was the quality of the candidates referred by DER consistent with the minimum requirements established in the job posting?**

ANSWER CHOICES	RESPONSES	
Yes	70.59%	48
No	26.47%	18
Not Applicable	2.94%	2
<b>TOTAL</b>		<b>68</b>



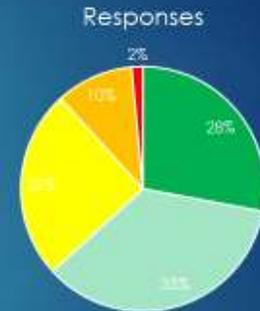
**Q6: Did the eligible list contain a sufficiently diverse pool of suitable candidates from which to select?**

ANSWER CHOICES	RESPONSES	
Yes	75.00%	51
No	20.59%	14
Not applicable	4.41%	3
<b>TOTAL</b>		<b>68</b>



**Q7: How satisfied were you with your interactions, communications, guidance and assistance from DER during the recruitment and examination process?**

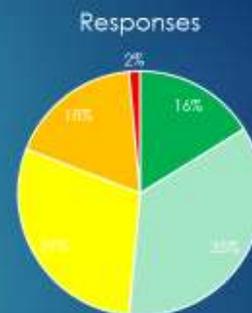
ANSWER CHOICES	RESPONSES	
Very satisfied	27.94%	19
Satisfied	35.29%	24
Neither satisfied nor dissatisfied	25.00%	17
Dissatisfied	10.29%	7
Very dissatisfied	1.47%	1
TOTAL		68



Very Satisfied Satisfied Neither  
Dissatisfied Very Dissatisfied

**Q8: Overall, how satisfied were you with the quality of the recruitment and examination process?**

ANSWER CHOICES	RESPONSES	
Very satisfied	16.18%	11
Satisfied	35.29%	24
Neither satisfied nor dissatisfied	29.41%	20
Dissatisfied	17.65%	12
Very dissatisfied	1.47%	1
TOTAL		68



Very Satisfied Satisfied Neither  
Dissatisfied Very Dissatisfied

## Q9: Overall, how satisfied were you with the timing of the recruitment and examination process?

ANSWER CHOICES	RESPONSES	
Very satisfied	8.82%	6
Satisfied	23.53%	16
Neither satisfied nor dissatisfied	25.00%	17
Dissatisfied	27.94%	19
Very dissatisfied	14.71%	10
TOTAL		68

Responses



Very Satisfied Satisfied Neither  
Dissatisfied Very Dissatisfied

## Additional comments

- ▶ All survey respondent comments were provided to DER and are available upon request.