



# Department of Human Resources – Biennial Performance Audit FY22-23

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## Objective

The Department of Audits (DOA) evaluated how well the Department of Human Resources (DHR) manages the City of Baltimore’s hiring process and followed up on recommendations from an earlier audit.

## Background

### Hiring Process

The DHR, along with other City of Baltimore agencies, oversees the hiring process. The audit specifically reviewed the following agencies:

1. Baltimore City Recreation & Parks (BCRP)
2. Baltimore Police Department (BPD) – civilians only
3. Department of General Services (DGS)
4. Department of Finance (DOF)
5. Department of Transportation (DOT)

When hiring managers need to fill a position, their agency submits a job request to DHR. DHR reviews and approves the request and provides a list of qualified candidates. The agency then handles the remaining hiring process.

The audit found that the City does not have a system to track or assess how well the hiring process is working. This makes it difficult for the DOA to identify delays or inefficiencies in the hiring process.

## Section I: Current Findings and Recommendations

### **The City is not fully using Workday to track and monitor the efficiency of the hiring process.**

In April 2021, DHR set Standard Operating Procedures (SOPs) to define expected turnaround times for key tasks. However, these procedures do not include a way to track or monitor task completion or to identify where delays occur.

Except for DGS, the other agencies reviewed do not have formal policies or timelines for key recruitment tasks, nor do they track data or monitor delays to take corrective action. Key hiring task dates are not recorded in Workday or internally, making it impossible to assess how well the hiring process is working.

## **Recommendation I**

DOA recommends that the Director of DHR:

1. Identify what DHR and the agencies need to track in the recruitment process, including key data points and reports.
2. Define what each stage and data point in Workday means, ensuring consistent use by DHR and the agencies.
3. Provide periodic training to agency staff.
4. Update and create reports to help agencies monitor hiring and identify delays.

## **Recommendation II**

DOA recommends that the Police Commissioner and the Directors of BCRP, DOF, and DOT:

1. Set timelines for key hiring tasks and establish key performance indicators (KPIs) that align with their goals.
2. Regularly monitor the hiring process to ensure it is efficient.
3. Identify and address bottlenecks that delay hiring.

## **Appendices**

### **Appendix I: DHR's Response to the Audit**

#### **Recommendation I: DHR's Action Plan for Process Improvement**

- DHR has appointed a Chief of Recruitment to focus on improving recruitment citywide.
- **Training and Reporting:**
  1. Quarterly refresher training for recruiters.
  2. Workday training for new agency recruiters.
  3. Guidance for agencies on selecting job requisitions based on vacancy types and numbers.
  4. Updates to recruitment guides and clarifications of definitions and expectations in Workday.
  5. Support for agencies in using Workday's recruitment reports and dashboards to spot any gaps.
- **Monitoring:**
  1. Although DHR doesn't control the entire process, it will monitor vacancy rates across agencies and identify issues with filling vacancies.
- Implementation Date: October 31, 2025

## **Appendix II: BCRP's Response**

### Recommendation II: BCRP's Action Plan Milestones

1. December 23, 2024: Finalize Recruitment SOP with timelines and a Recruitment Tracker.
2. March 7, 2025: Conduct an internal audit of the Recruitment Tracker to assess efficiencies.
3. August 1, 2025: Conduct a fiscal year evaluation of the recruitment process.

## **Appendix III: BPD's Response**

### Recommendation II: BPD's Action Plan Milestones

1. BPD is committed to improving efficiency and effectiveness in its hiring process. The department will implement strong internal controls and provide timely, reliable information to ensure accountability.
  - Implementation Date: June 30, 2025

## **Appendix IV: DOF's Response**

### Recommendation II: DOF's Action Plan Milestones

1. The Department of Finance is focused on creating an efficient and effective hiring process to attract the best candidates. It will continue to monitor hiring KPIs and metrics to ensure the process serves the citizens of Baltimore.
  - Implementation Date: March 31, 2025

## **Appendix V: DOT's Response**

### Recommendation II: DOT's Action Plan Milestones

1. DOT agrees with the findings and has hired a Chief of Organizational Excellence to assess HR functions. The Organizational Change Manager is working with this team to improve the process.
  - Implementation Date: October 2025