



**Department of Human Resources  
Efficiency and Effectiveness of the  
Hiring Process**

**Biennial Performance Audit for Fiscal  
Years Ended June 30, 2023 and 2022**

**Josh Pasch, City Auditor  
December 2, 2024**



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Office of the Comptroller  
**Josh Pasch, City Auditor**

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Baltimore, Maryland 21202

Honorable Bill Henry, Comptroller  
and Other Members  
of the Board of Estimates  
City of Baltimore

## EXECUTIVE SUMMARY

The Department of Audits (DOA) conducted a *Biennial Performance Audit of the Department of Human Resources for the Fiscal Years Ended June 30, 2023 and June 30, 2022*. The objectives of our performance audit were to: (i) evaluate the Department of Human Resources (DHR) efficiency and effectiveness with respect to the hiring process; and (ii) follow-up on findings and recommendations that were included as part of the previous biennial performance audit<sup>1</sup>, dated December 30, 2022.

The scope of our audit was Fiscal Years (FYs) 2023 and 2022. However, certain other matters, procedures, and transactions outside that period were reviewed to understand and verify the information during the audit period. Our audit focused on: (i) Civil Service permanent hires only<sup>2</sup>; and (ii) the timing from submission of Open Position Request (OPR) to extending offers to the selected candidates. The hiring process is managed by DHR and City of Baltimore (City) agencies. Therefore, we judgmentally included the following key agencies in our scope: (i) Baltimore City Recreation & Parks (BCRP); (ii) Baltimore Police Department (BPD, Civilians only); (iii) Department of General Services (DGS); (iv) Department of Finance (DOF); and (v) Department of Transportation (DOT).

Our audit concluded that the City does not have the ability to: (i) track and monitor the efficiency and effectiveness of the hiring process and (ii) identify bottlenecks that are hindering hiring tasks to be completed in an efficient manner.

- The DHR has the internal policy that provides turnaround times for the key hiring tasks for which DHR is responsible; however, this policy does not specify: (i) tracking and monitoring of these key tasks; and (ii) periodic identification of bottlenecks in the DHR process.<sup>3</sup>

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<sup>1</sup> The objectives of previous biennial performance audit were to evaluate whether: (i) the Family Medical Leave Act (FMLA) and the Americans with Disabilities Act (ADA) requests are processed consistently across City agencies; and (ii) City agencies are following the City's policies and procedures and federal regulations.

<sup>2</sup> With a few exceptions specific to some public safety roles like police officers, DHR reviews resumes for Civil Service positions to determine if candidates meet minimum qualifications and sends a list of eligible candidates to agencies for their review.

<sup>3</sup> According to DHR, excel spreadsheets are used to track turnaround times for the key tasks. The DHR also stated that these tracking sheets are used when a DHR supervisor meets with the recruiting team members periodically.

**Biennial Performance Audit Report on Department of Human Resources – Efficiency and Effectiveness of the Hiring Process**

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- Except for DGS, the other selected agencies do not:
  - Have formal (written, dated, approved) policy and procedures, or practices of established turnaround times for agencies’ hiring key tasks (see Background on page 3); and
  - Track any key data points, monitor efficiency, and identify causes of delays to take corrective action. The dates for the key tasks are not recorded and tracked in either Workday<sup>4</sup> or internally. Therefore, we were not able to evaluate whether agencies’ hiring processes are efficient.

It is agencies’ responsibilities to structure and manage their Human Resources (HR) teams and set hiring goals, including turnaround times for the key hiring processes. The additional causes that we observed are as follows:

- Not all personnel from the selected agencies are aware of available fields to record and track dates for the key hiring tasks in Workday. Therefore, they are not consistently recording and tracking the dates for the key hiring tasks.
- Agency recruiters are not fully familiar with how to use reports and dashboards in Workday to assist in monitoring efficiency and identifying bottlenecks.

There were two findings that we followed up as part of this biennial performance audit (See Section II on page 10). The recommendations were addressed to the following agencies: BPD, DOT, and Department of Public Works (DPW). The agencies implemented all recommendations.

To improve the efficiency and effectiveness of the City’s hiring process, we recommend the Police Commissioner and the Directors of BCRP, DHR, DOF, and DOT implement the recommendations made in this report. Management responses are included in Appendices I – V (see pages 14- 21).

We wish to acknowledge DHR’s and the selected agencies’ cooperation extended to us during our audit.

Respectfully,



Josh Pasch, CPA  
City Auditor, City of Baltimore  
December 2, 2024

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<sup>4</sup> Workday is the City’s human resources and financial management cloud-based system used for City’s hiring process, which was implemented in late Calendar Year 2022.

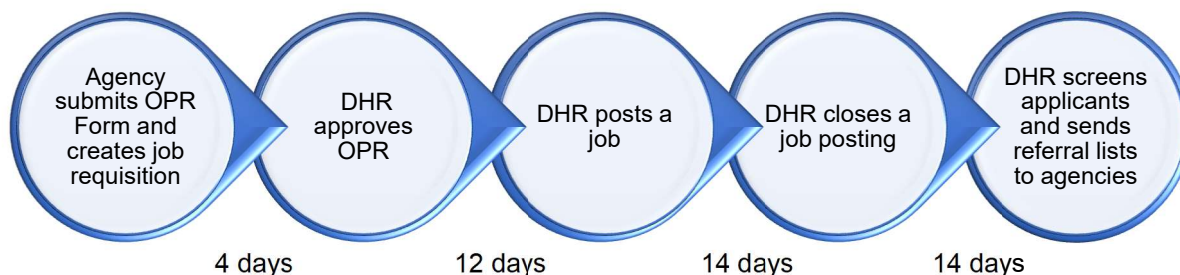
## BACKGROUND INFORMATION

### Overall Hiring Process

When hiring managers have a need to fill a job position, their agency submits a job requisition to DHR. The DHR is responsible from approving job requisitions until they send eligible (referral) lists of qualified candidates to agencies (see Exhibit I). Agencies are responsible for the remaining hiring tasks after DHR provides referral lists (See Exhibit II).

#### Exhibit I

#### Key DHR Hiring Tasks and Established Turnaround Times



**Source:** The DOA created the flow chart based on the *Baltimore City Department of Human Resources Standard Operating Procedures* (Recruitment Office)

#### Exhibit II

#### Key Hiring Tasks that Are the Responsibility of Agencies After Receiving Referral Lists from DHR



**Source:** DOA's interviews with DHR and selected agencies

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By using DHR’s and DGS’s established turnaround times, in general, a hiring can take 112 to 142 business days. (See Table I below)

**Table I**

**Summary of Key Hiring Tasks Performed by DHR and Agencies**

<b>Responsibility</b>	<b>Key Hiring Task</b>	<b>Turnaround Times (Business Days)</b>
	I. Job Requisition	
DGS	- Submits OPR Form and creates job requisition to DHR in Workday	9
DHR	- Reviews and approves job requisition (including OPR Form)	4
DHR	II. Job Posting	12
Applicants	III. Complete Applications	14
HR	IV. Candidate Screening (Referral List to Agency)	14
DGS	V. Interview	19
	VI. Offer and Ready for Hire (including hiring contingency checks, e.g., references and criminal background)	
DGS	- Identifies hire in Workday	39 to 69
DHR	- Authorizes hire in Workday	1
	<b>Total Turnaround Time</b>	<b>112 to 142</b>

**Types of Job Positions (Civil vs. Non-Civil Service Positions)**

All City employees are civil servants unless they are excluded by the City’s Charter or State law. Civil Service positions are governed by the Civil Service Commission and the Civil Service Rules. Non-Civil Service positions are not bound by these governing bodies, are considered “at-will” and are not hired from an eligible list. Our audit scope is Civil Service full-time hires only. See page 6 for more information.

**Types of Job Postings (Evergreen vs. Non-Evergreen)**

Evergreen postings allow for continuous hiring under one job posting where each individual hire gets a PIN. These are frequently used for positions such as Police Officers, Police Officer Trainees, Solid Waste Drivers, Emergency Medical Technicians, Firefighters, and Suppression Laborers. Non-Evergreen postings are typically posted for 14 business days.

**Key Statistics**

Table II

**City’s Hiring Data**

	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>July 2024 – October 2024</b>
Number of open funded positions	2,468	2,893	3,102	2,841
Number of positions filled	1,151	1,406	1,551	678
Total Number of pins	13,701	14,027	14,491	14,493

**Source:** Data received from DHR in November 2024.

**Note:** This table includes both civil and non-civil service data.

## OBJECTIVE, SCOPE, AND METHODOLOGY

We conducted our performance audit in accordance with *Generally Accepted Government Auditing Standards*. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. The objectives of our performance audit were to: (i) evaluate DHR efficiency and effectiveness with respect to the hiring process; and (ii) follow-up on findings and recommendations that were included as part of the previous performance audit, dated December 30, 2022.

The scope of our audit is FYs 2023 and 2022. However, certain other matters, procedures, and transactions outside that period were reviewed to understand and verify the information during the audit period.

Our audit focused on: (i) Civil Service full-time hires only; and (ii) the timing from submission of OPR to extending offers to the selected candidates. The hiring process is managed by DHR and City agencies. Therefore, we judgmentally included the following key agencies in our scope: (i) BCRP; (ii) BPD (civilians only); (iii) DGS; (iv) DOF; and (v) DOT.

To accomplish our objectives, we:

- Conducted interviews and walkthroughs with key personnel from DHR and selected agencies to understand hiring processes and evaluate risks and controls;
- Reviewed DHR's and DGS's hiring policies and procedures;
- Identified key risks and evaluated DHR's and selected agencies' processes and controls;
- Observed hiring process in Workday;
- Reviewed DHR's recruitment reports, metrics, and analytics;
- Reviewed Recruitment and Human Capital Management Workday job aids related to audit objective;
- Judgmentally selected 30 FMLA and 25 ADA samples of BPD, DOT, and DPW to validate the implementation status of FMLA and ADA related findings and recommendations; and
- Observed DPW's filing system of FMLA files.



## SECTION I: CURRENT FINDINGS AND RECOMMENDATIONS

### Finding I: Workday Capabilities Are Not Fully Utilized to Track and Monitor the Efficiency and Effectiveness of the City’s Hiring Process.

The City does not have the ability to: (i) track and monitor the efficiency and effectiveness of the hiring process and (ii) identify bottlenecks that are hindering hiring tasks to be completed in an efficient manner. Specifically, our review indicated that:

- The DHR established *Baltimore City Department of Human Resources Standard Operating Procedures* (Recruitment Office) in April 2021. This Standard Operating Procedures establish DHR’s turnaround times for their key tasks (see Background on page 3). However, this policy does not specify: (i) tracking and monitoring of these key tasks; and (ii) periodic identification of bottlenecks in the DHR process. According to the DHR, excel spreadsheets are used to track turnaround times for the key tasks. The DHR also stated that these tracking sheets are used when a DHR supervisor meets with the recruiting team members periodically.
- Except for DGS<sup>5</sup>, the other selected agencies (see page 6 for scope) do not:
  - Have formal (written, dated, approved) policy and procedures, or practices of established turnaround times for agencies’ recruiting key tasks (see Background on page 3); and
  - Track any key data points, monitor efficiency, and identify causes of delays to take corrective action. The dates for the key tasks are not recorded and tracked in either Workday or internally. Therefore, we were not able to evaluate whether agencies’ hiring processes are efficient.

Causes of this finding are stated as below.

- **Decentralization:** The DHR’s involvement in the hiring process is limited to reviewing and approving OPR, posting jobs, screening candidates, and sending a candidate referral list to agencies. Agencies are responsible for performing the remaining hiring processes. There is no standard policies and procedures for the remaining recruiting tasks for agencies. It is agencies’ responsibility to structure and manage their HR teams and set hiring goals including turnaround times for the key hiring processes.

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<sup>5</sup> The DGS - HR established *Hiring Key performance Indicators (KPIs)* effective May 21, 2024. Also, the DGS - HR team uses an excel spreadsheet to track and monitor key performance indicators (KPI) related to the recruiting process. Since approximately August 2023, with the DGS Office of Performance Management team’s assistance, the DGS - HR team created the dashboard for the KPI which is updated regularly. The KPI that DGS is currently tracking are: (i) total amount of time from Divisional Request to onboarding (KPI 1); and (ii) total amount of time from receiving certified list from DHR (KPI 2). According to DGS, as of May 21, 2024, the approximate amount of time for KPI 1 and KPI 2 were 138 and 123 days, respectively.

- **Training:** Although there are fields to record and track dates for the key hiring tasks in Workday, not all personnel from the selected agencies are aware of this (see Picture 1 below) and are not consistently recording and tracking the dates for the key hiring tasks.
- **Workday Reports:** Agency recruiters are not fully familiar with how to use reports and dashboards in Workday to assist in monitoring efficiency and identifying bottlenecks.

It is important to track the right data and right metrics. They reveal inefficiencies and uncover cost-saving opportunities.

**Recommendation I:** We recommend the Director of DHR:

- Identify DHR’s and agencies’ needs and wants to track and monitor their recruitment process (e.g., identify data points and reports);
- Define standards of Workday fields that include what each stage or data point means for consistent application by DHR and agencies;
- Provide periodic training to agencies (include how and where to track data points in Workday); and
- Modify the existing reports and develop new reports that will be useful for agencies to monitor hiring process and identify bottlenecks.



**Source:** Workday  
**Picture 1:** A Workday Hiring Dashboard

**Recommendation II:** We recommend the Police Commissioner and the Directors of BCRP, DOF, and DOT establish and implement policies and procedures to:

- Set timelines for key hiring tasks and establish KPI that align with agencies' operational goals;
- Monitor efficiency of the hiring process; and
- Periodically identify and eliminate bottlenecks that hinder the hiring process.

## SECTION II: IMPLEMENTATION STATUS OF PRIOR AUDIT FINDINGS AND RECOMMENDATIONS

### Summary of Implementation Status of Audit Findings and Recommendations from the DHR Performance Audit Report for Fiscal Years Ending 2021 and 2020 <sup>6</sup>

No.	Finding	Prior Recommendations	Management’s Self-reported Implementation Status	Auditor’s Assessment
1.	<p><b>Documentation of Compliance with FMLA and ADA are Not Consistently Maintained.</b></p> <p>BPD</p> <p>1a. Family Medical Leave Act - The BPD was not able to provide Certifications of Healthcare Providers for two of eight selected employees.</p> <p>1b. American Disability Act - The BPD was not able to provide any documentation for all eight employees selected for FY 2021.</p> <p>For eight employees selected for FY 2020, BPD was able to provide healthcare professionals’ certifications, but not ADA Request Forms and Functional Capabilities Assessment Forms. The latter is the documentation to evidence supervisors’</p>	<p>Follow federal regulations and maintain complete, reliable supporting documentation to evidence FMLA and ADA approval and return to work processes.</p>	<p>BPD</p> <p>1. In ensuring BPD HR implementation of the corrective management recommendation from our city’s auditors, we have implemented the changes as of January 10, 2023; moving forward all FMLA and ADA requests (also referred to as Reasonable Accommodations) inquiries will be in accordance with the federal / state / local guidelines. We will generate and create a report to track all inquiries, actions / decision made by the agency for FMLA request and provide such information is accessible within Workday for tracking purposes to the employee as well as HR professional staff within the agency for special request / follow-up inquiries. The BPD will make sure to communicate with the member of their eligibility for FMLA leave within five (5) business days of their leave request. HR will continue to provide the status letter indicating such eligibility and if found ineligible, it is BPD HR’s responsibility to provide at least one reason why they are not eligible (for example, member has not worked for the employer for a total of 12 months, etc.). The BPD will also create a guide document to BPD members on how to request for FMLA, as well as what are the guidelines to file a complaint if the member feels, the agency has not enough or has violated any code to adhere to the rules and regulations. Members must upload all supporting documentations along with their FMLA questionnaire /</p>	<p><b>BPD - Implemented</b></p>

<sup>6</sup> The objectives of previous biennial performance audit were to evaluate whether: (i) the FMLA and the Americans with ADA requests are processed consistently across City agencies; and (ii) City agencies are following the City’s policies and procedures and federal regulations.

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No.	Finding	Prior Recommendations	Management’s Self-reported Implementation Status	Auditor’s Assessment
	<p>verification of job descriptions of the employees who requested ADA.</p> <p>DOT</p> <p>2. The DOT had exceptions due to lack of reliable approval signatures. During the pandemic, DOT – HR did not have an application such as Nitro to electronically sign and approve ADA applications. The DOT at that time used Adobe, which did not include the signature function and only allowed DOT supervisors to type their names on Functional Capabilities Assessment Forms without signatures for four of eight employees selected for review. The DOA requested email communications between DOT – HR supervisors and applicants to evidence approval; however, the DOT – HR was not able to provide those emails due to emails not maintained for more than 90 days. Therefore, we were not able to verify the validity of the signatures and lack of signatures is exceptions.</p>		<p>application to their Workday profile for HR to review / confirm receipt of items; HR will also upload all decision letters and / or supporting documentations (notices, schedule memos, etc.) onto the employee’s Workday record to demonstrate the track record / history pertaining to the request.</p> <p>Implementation Date: January 10, 2023</p> <p>DOT</p> <p>2. As of June 2021, DOT held its final live training / Q &amp; A session for the implementation of NitroPro for DOT staff. Staff members are currently equipped with using the NitroPro software to electronically sign documents. Additional trainings and reference guides are available for staff who need further assistance with NitroPro. To continue to be in compliance with 29 CFR Part 1602.14, DOT has immediately ensured that the agency is compliant with the record keeping set forth. The DOT will conduct documented periodic (quarterly – March, June, October and December) reviews throughout the calendar year to ensure proper documentation and compliance with record keeping requirements.</p> <p>Implementation Date: June 06, 2021</p>	<p><b>DOT - Implemented</b></p>

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<b>No.</b>	<b>Finding</b>	<b>Prior Recommendations</b>	<b>Management’s Self-reported Implementation Status</b>	<b>Auditor’s Assessment</b>
	<p>DPW</p> <p>3. Family Medical Leave Act - The DPW was not able to provide the Fit for Duty Certification for one of eight employees.</p>		<p>DPW</p> <p>3. Per the 29 CFR Part 825, DPW-HR has immediately ensured that the agency is compliant with the recordkeeping requirements of section 11(c) of the Fair Labor Standards Act. DPW-HR will conduct documented quarterly audits in March, June, September and December every year, of all FMLA requests to ensure proper documentation and compliance with record keeping requirements.</p> <p>Implementation Date: January 3, 2023</p>	<p><b>DPW - Implemented</b></p>

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No.	Finding	Prior Recommendations	Management’s Self-reported Implementation Status	Auditor’s Assessment
2.	<p><b>DPW FMLA Files are not Restricted to DPW HR Staff Responsible for FMLA Information.</b></p> <p>The DPW - HR locks file cabinets that keep ADA documents; however, they do not lock file cabinets that contain FMLA documents. The cabinets for FMLA documents are in the hallway within the DPW – HR Office (Office). The DPW – HR Office entrance is secured; therefore, the FMLA cabinets cannot be accessed by visitors. However, this method of securing the files would not apply to others with access to the Office (e.g., maintenance). Additionally, 13 of 15, or 87 percent, of DPW – HR personnel who do not have business purpose for FMLA information can access the FMLA files. The FMLA files contain confidential protected health information; as a result, the security risk of accessing the FMLA files by someone who do not have business purpose is increased.</p>	<p>Require DPW-HR personnel lock the file cabinets with FMLA files.</p>	<p>Cabinets that contain the FMLA documents are now locked and access is restricted to the two DPW-HR staff listed below that are responsible for FMLA.</p> <p>Implementation Date: January 3, 2023</p>	<p><b>Implemented</b></p>

## APPENDIX I: MANAGEMENT’S RESPONSE TO THE AUDIT REPORT – DHR

**Date:** November 27, 2024

**To:** Josh Pasch, City Auditor

**Subject:** Management Response to Audit Report:  
Biennial Performance Audit Report on Department of Human Resources for the Fiscal Years Ended June 30, 2023 and 2022

Our responses to the audit report finding and recommendations are as follows:

**Recommendation I:** We recommend the Director of DHR:

- Identify DHR’s and agencies’ needs and wants to track and monitor their recruitment process (e.g., identify data points and reports);
- Define standards of Workday fields that include what each stage or data point means for consistent application by DHR and agencies;
- Provide periodic training to agencies (include how and where to track data points in Workday); and
- Modify the existing reports and develop new reports that will be useful for agencies to monitor hiring process and identify bottlenecks.

### Management Response/Corrective Action Plan

**Agree**       **Disagree**

The DHR concurs with the DOA’s finding of “Workday Capabilities Are Not Fully Utilized to Track and Monitor the Efficiency and Effectiveness of the City’s Hiring Process.” Please note that although the engagement period was FY 2022 to FY 2023, DOA audited recruitment data through FY 2024. It is worth noting that a significant portion of the audit period involved the go live of Workday Recruiting where DHR and agency staff were learning to navigate the new system and may not have utilized recruitment tools in Workday which now are being utilized. The following outlines DHR’s management response to the audit:

- Decentralization: DHR concurs with the DOA assessment around decentralization.
- Lack of Training: DHR concurs with DOA that all agencies are not utilizing the candidate steps within the recruitment process.



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- Workday Reports: DHR concurs with DOA that agency recruiters are not as familiar as they could be with Workday reporting and dashboard capabilities around the recruitment process.

### DHR Action Plan Process Improvement

- The DHR began a process improvement initiative around the City's recruitment process in August 2023 with several city agency representatives including DGS, BCIT, Baltimore City Health Department, DOT as well as DHR's recruitment team. This work was paused in April 2024 when DOA performance audit began. This initiative was started to identify bottlenecks and areas where there might be gaps in the process and space for improvement with DHR and the agencies in the recruitment process. Now that the audit is complete, DHR will reconvene the group to continue the work utilizing analysis from the DOA audit.
- The DHR has also created a dedicated Chief of Recruitment to focus solely on City recruitment related functions.

### Training and Reporting

- Quarterly refresher recruiter training.
- Workday training for new agency recruiters prior to being granted agency recruiter role within Workday.
- The DHR will provide additional guidance to agencies about when to use what type of job requisition based on the number and types of vacancies.
- The DHR will update recruitment job aids to provide clarification on definitions and the expectations of agencies within Workday (such as entering all relevant candidate steps).
- The DHR will provide guidance to agencies on what reports and dashboards exist within Workday tied to recruitment processes and identify any potential gaps that may exist.

### Monitoring

- Although DHR does not control the entire recruitment process, it will develop an internal recruitment review process to monitor vacancy rates at agencies and help agencies identify what may be causing issues with filling existing vacancies.

**Implementation Date:** October 31, 2025.

**Responsible Personnel:** Quinton Herbert, Director of DHR

## APPENDIX II: MANAGEMENT’S RESPONSE TO THE AUDIT REPORT – BCRP

**Date:** November 21, 2024

**To:** Josh Pasch, City Auditor

**Subject:** Management Response to Audit Report:  
Biennial Performance Audit Report on Department of Human Resources for the Fiscal Years Ended June 30, 2023 and 2022

Our responses to the audit report finding and recommendations are as follows:

**Recommendation II:** We recommend the Police Commissioner and the Directors of BCRP, DOF, and DOT establish and implement policies and procedures to:

- Set timelines for key hiring tasks and establish KPI that align with agencies’ operational goals;
- Monitor efficiency of the hiring process; and
- Periodically identify and eliminate bottlenecks that hinders the hiring process.

### Management Response/Corrective Action Plan

Agree

Disagree

The BCRP HR agrees to:

- Create and implement a Recruitment standard operating procedures to include timelines for hiring tasks to complete the recruitment;
- Monitor the efficiency of the hiring process by creating and maintaining a recruitment tracker; and
- Evaluate the recruitment tracker to identify and eliminate bottlenecks in the recruitment process every FY.

**Implementation Date:** August 1, 2025

- Action Plan Milestone (1): December 23, 2024 – Finalize Recruitment Standard Operating Procedures with timelines and Recruitment Tracker.
- Action Plan Milestone (2): March 7, 2025 – Internal audit of the Recruitment Tracker to determine efficiencies.

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- Action Plan Milestone (3): August 1, 2025 - FY Evaluation of Recruitment process.

**Responsible Personnel:**

- Iquasia Dorsey, HR Business Partner
- Ajeenah Green, Chief of HR

## APPENDIX III: MANAGEMENT’S RESPONSE TO THE AUDIT REPORT – BPD

**Date:** November 21, 2024

**To:** Josh Pasch, City Auditor

**Subject:** Management Response to Audit Report:  
Biennial Performance Audit Report on Department of Human Resources for the Fiscal Years Ended June 30, 2023 and 2022

Our responses to the audit report finding and recommendations are as follows:

**Recommendation II:** We recommend the Police Commissioner and the Directors of BCRP, DOF, and DOT establish and implement policies and procedures to:

- Set timelines for key hiring tasks and establish KPI that align with agencies’ operational goals;
- Monitor efficiency of the hiring process; and
- Periodically identify and eliminate bottlenecks that hinders the hiring process.

### Management Response/Corrective Action Plan

Agree

Disagree

The BPD is in agreement with the findings and recommendations of this audit and will establish and implement policies and procedures to:

- Set timelines for key hiring tasks and establish KPI that align with agencies’ operational goals.
- Monitor efficiency of the hiring process; and
- Periodically identify and eliminate bottlenecks that hinders the hiring process.

Below is an outline of our implementation dates to address the findings and recommendations to include milestones in our action plan.

### Action Plan Milestones

- **Recruitment Business Process: Completion date - June 30, 2025**
  - o Develop a standard operating procedure (SOP) to outline recruiting end-to-end tasks.

- o Develop training materials: Completion date - April 1, 2025
  - Recruiting Task Checklist
  - Process Maps
  - Recruiting Tracker: Implementation December 31,2024
- o Interview process: Completion date - June 1, 2025
  - Develop checklist
  - Revision of interview questionnaire
- o Backgrounds – SOP: March 1, 2025
- o Onboarding Process - Completion date - December 31, 2024
  - Onboarding Orientation Presentation
  - Develop job aids and Employee Resource Toolkit
- o Workday Reporting Optimization: Completion date - June 30,2025

It is BPD’s commitment to be efficient and effective in our hiring process. We are committed to establishing and maintaining appropriate internal controls and provide reliable, useful, and timely information for accountability of the Baltimore City programs and operations.

**Implementation Date:** June 30, 2025

**Responsible Personnel:**

- Karen Tyler, Director of HR
- Chrischelle Roman-Taylor, Deputy Director of HR

## APPENDIX IV: MANAGEMENT’S RESPONSE TO THE AUDIT REPORT – DOF

**Date:** November 21, 2024

**To:** Josh Pasch, City Auditor

**Subject:** Management Response to Audit Report:  
Biennial Performance Audit Report on Department of Human Resources for the Fiscal Years Ended June 30, 2023 and 2022

Our responses to the audit report finding and recommendations are as follows:

**Recommendation II:** We recommend the Police Commissioner and the Directors of BCRP, DOF, and DOT establish and implement policies and procedures to:

- Set timelines for key hiring tasks and establish KPI that align with agencies’ operational goals;
- Monitor efficiency of the hiring process; and
- Periodically identify and eliminate bottlenecks that hinders the hiring process.

### Management Response/Corrective Action Plan

**Agree**       **Disagree**

Specifically, DOF will commit to:

- Identifying and tracking key hiring criteria by March 31, 2025;
- Identifying and implementing KPIs for recruitment and retention for DOF by March 31, 2025; and
- Periodically monitor the hiring process to ensure efficiency and formally document any hinderances within DOF’s hiring process.

The DOF is committed to creating a robust, efficient, and effective hiring process to recruit and onboard the best candidates for the City. We will continue to monitor our hiring processes, KPIs, metrics, etc. to ensure that our vision and mission are best serving the citizens of Baltimore.

**Implementation Date:** March 31, 2025

### Responsible Personnel:

- Nick Fontanez, HR Chief
- Anne Gardner, Chief of Staff

## APPENDIX V: MANAGEMENT’S RESPONSE TO THE AUDIT REPORT – DOT

**Date:** November 29, 2024

**To:** Josh Pasch, City Auditor

**Subject:** Management Response to Audit Report:  
Biennial Performance Audit Report on Department of Human Resources for the Fiscal Years Ended June 30, 2023 and 2022

Our responses to the audit report finding and recommendations are as follows:

**Recommendation II:** We recommend the Police Commissioner and the Directors of BCRP, BPD, DOF, and DOT establish and implement policies and procedures to:

- Set timelines for key hiring tasks and establish KPI that align with agencies’ operational goals;
- Monitor efficiency of the hiring process; and
- Periodically identify and eliminate bottlenecks that hinders the hiring process.

### Management Response/Corrective Action Plan

Agree

Disagree

The agency agrees with the preliminary results from DOA. The agency has hired a Chief, Organizational Excellence to analyze the HR functions along with other divisions. We also have tasked our Organizational Change Manager to work with the Organizational Excellence to achieve this task.

- November 2024: Hire Chief, Organizational Excellence
- January 2025: Creating Think Tank
- April 2025: Draft Proposed Recommendations
- Mid-July 2025: Implementation of Proposed Recommendations
- October 2025: Follow-Up / Review of Recommendations

**Implementation Date:** October 2025

### Responsible Personnel:

- Jamarr Rayne, DOT HR Director
- Corren Johnson, DOT Agency Director