

Audit Report

# City Recruiting and Hiring Efforts

August 2021



The City of Austin's workforce closely aligns with the racial and ethnic makeup of the community, but the lower number of women in the City's workforce does not appear representative of the community. The City is making strides to address workforce disparities but can do more to proactively identify and remove race and gender gaps particularly at the department level. Additionally, there is a lack of oversight of the City's recruiting and hiring process.

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## Objective

Do City efforts to recruit and hire result in a qualified and diverse workforce?

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## Background

Diversity in race, culture, gender, life experience, and other areas can benefit organizations by promoting innovation, complex thinking, and more effective decision-making. However, an ineffective recruiting and hiring process can interfere with efforts to create and maintain a diverse workforce.

The City has established goals that address equity in the City’s workforce. According to Strategic Direction 2023, the City wants to “improve our competitiveness as an employer to attract, efficiently hire, and retain a diverse, highly skilled workforce across the entire City organization.” The City’s Human Resources Department (HRD) leads this effort. HRD “seeks to engage, attract, develop, support and retain the best workforce in the country to serve Austin residents.” Additionally, HRD has said the City’s workforce should mirror the community it serves.

The City of Austin’s Municipal Civil Service (MCS) Rules state the hiring process must be competitive for all qualifying positions and all hiring decisions must be made based on merit and fitness. MCS-eligible employees include all employees in regular, budgeted positions.<sup>1</sup> HRD has also created administrative rules to guide departments on the hiring process. These rules include policies that outline the recruitment, selection, and advancement of candidates based on qualifications and demonstrated performance.

One existing tool to address workplace inequity is the Equity Assessment Tool used by the Equity Office. Formed in 2016, the Equity Office focuses on advancing equity in all aspects of City operations. The Equity Assessment Tool was developed in response to a resolution passed by City Council in 2015. This tool helps departments analyze their policies and programs through the lens of equity, including analyzing workforce demographics and hiring strategies. The Equity Office uses the results of these assessments to help departments develop action plans to expand upon strengths and address areas for improvement.

<sup>1</sup> MCS qualified employees includes all regular budgeted positions except the following: members of City Council and their direct staff, council-appointed positions, assistant city managers, the directors and assistant directors of departments, the city attorney and assistant city attorneys, temporary and seasonal employees, and employees covered under Texas civil service statutes (often referred to as “sworn” staff) in the Austin Police, Austin Fire, and Emergency Medical Services Departments.

Issues related to recruiting and hiring can be challenging to address because the City takes a decentralized approach to hiring. Employees must be hired using established HRD procedures and comply with MCS rules. However, the selection of new employees is the responsibility of each department director, which gives departments flexibility in how they both recruit and hire their employees.

This audit is the first part in an envisioned series covering workforce issues like employee development and succession planning.

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# What We Found

## Summary

The City of Austin's workforce closely aligns with the racial and ethnic makeup of the community, but the lower number of women in the City's workforce does not appear representative of the community. The City is making strides to address workforce disparities but can do more to proactively identify and remove race and gender gaps particularly at the department level. Additionally, there is a lack of oversight of the City's recruiting and hiring process.

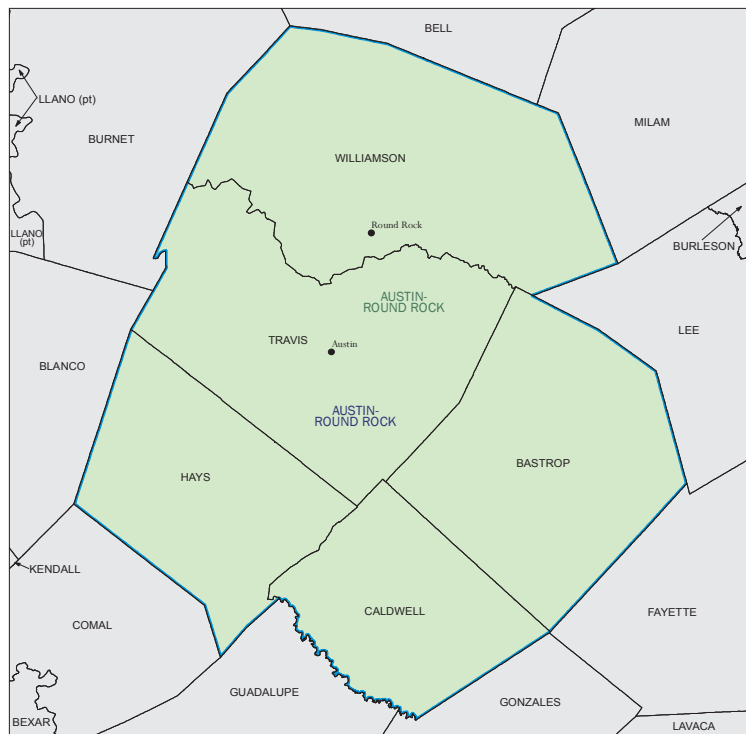
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## Finding 1

The City's workforce is representative of certain demographic categories but is less representative of others. The City of Austin needs to be more deliberate in its pursuit of a diverse workforce and can do more to proactively identify and remove gaps in the workforce at the Citywide and at the department level.

The City of Austin's workforce closely aligns with racial and ethnic demographics<sup>2</sup> of the community when comparing recent population data<sup>3</sup> for the Austin-Round Rock Metropolitan Statistical Area (MSA) with City of Austin workforce<sup>4</sup> data. However, when this same information is compared at the department level, the City's workforce appears less representative of the community it serves.

**Exhibit 1: The Austin-Round Rock MSA contains five counties: Bastrop, Caldwell, Hays, Travis, and Williamson.**



SOURCE: US Department of Commerce, Economics and Statistics Administration, US Census Bureau

<sup>2</sup> City data systems (Banner and eCareer) combine racial and ethnic information into one data point, but Census data separates ethnic and racial identities.

<sup>3</sup> At the time of our analysis, the 2019 American Community Survey Estimates were the most recent available data with community demographic information.

<sup>4</sup> Unless stated otherwise, we limited our analysis to Municipal Civil Service-eligible employees. This excludes temporary, public safety, council-appointed, and executive employees.

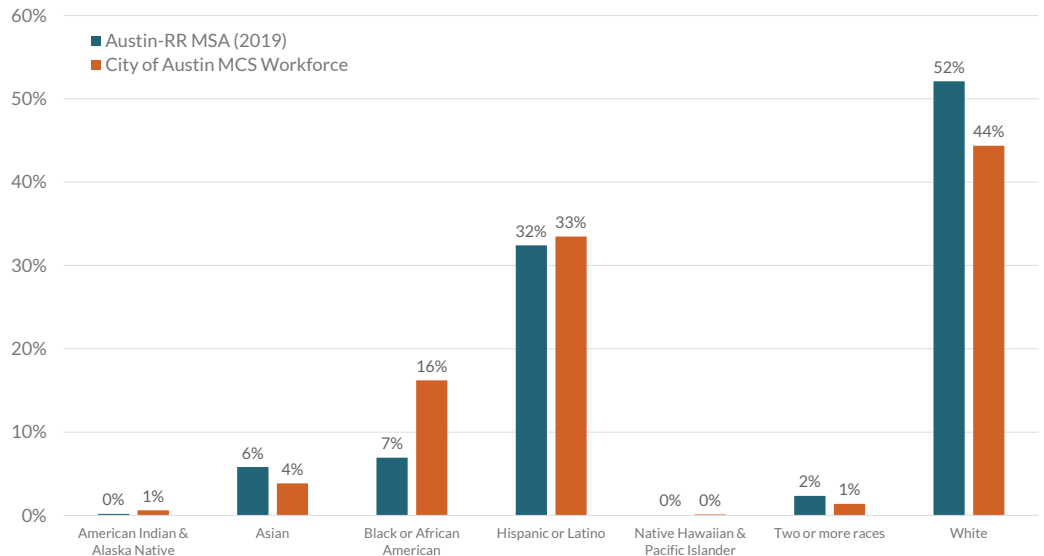
We also compared community statistics on gender with the City of Austin workforce. Even at the Citywide level, the workforce does not appear representative of the community-at-large in terms of gender.

The City of Austin may need additional strategic initiatives to proactively identify and remove gaps in the workforce at the Citywide and department levels. Equity assessments managed through the Equity Office offer some inspection of departmental demographics with a concentration on racial and ethnic disparities but are not designed to provide City leaders, the Human Resources Department, and department managers with ongoing and updated information about recruiting and hiring demographics. The Human Resources Department has recently created dashboards and profiles to provide demographic information to departments, but additional Citywide strategic efforts may still be necessary to address demographic disparities in the City of Austin’s workforce.

**The City of Austin workforce mostly aligns to the racial and ethnic demographics of the community, but the City’s workforce is less representative at the department level.**

When comparing the demographics of the City of Austin’s workforce to the Austin-Round Rock MSA, the City workforce appears mostly representative of the population by race and ethnicity. Our analysis showed that some races and ethnicities are represented at higher rates than the community while others are less represented. Exhibit 2 shows the local MSA figures compared to the City’s total number of MCS-eligible employees.

**Exhibit 2: City of Austin’s MCS-eligible workforce is mostly representative of racial and ethnic groups in the Austin-Round Rock Metropolitan Statistical Area (MSA)\***

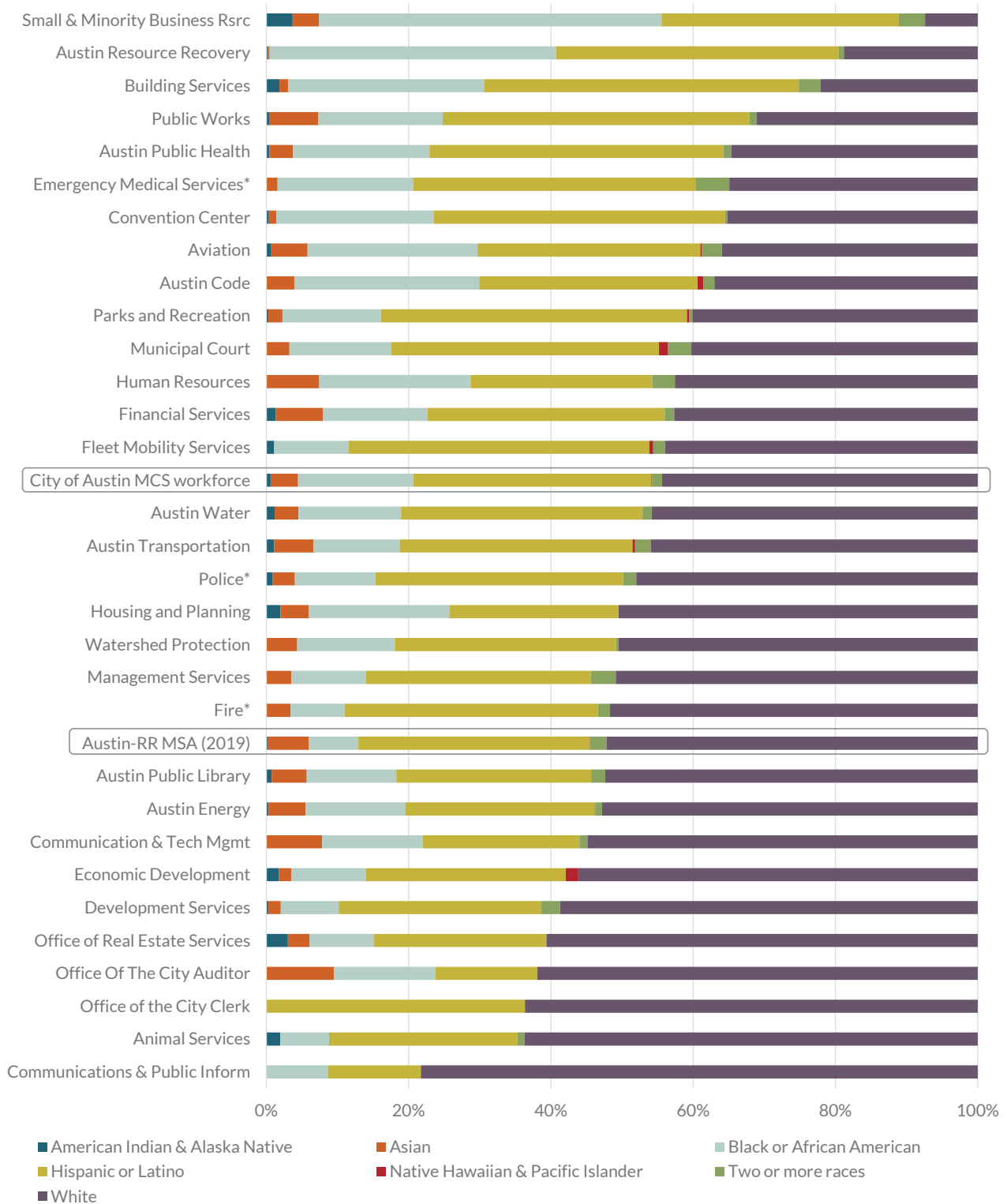


\* The American Community Survey (ACS) captures the category titled “Some other race alone” while the City of Austin does not capture this statistic. This chart analyzes the two most recent periods available at the time of the analysis: the 2019 ACS statistics and fourth quarter of fiscal year 2020 City of Austin Workforce data. SOURCE: Office of the City Auditor analysis of Banner and ACS data

In addition to looking at this information at the Citywide level, we also analyzed this same dataset by each City department for MCS-eligible employees. At this level, the City appears less representative of the

community. Some departments appear representative of certain racial and ethnic groups, but many have much larger differences when compared to the community. Exhibit 3 below provides a graphic representation of our analysis. This exhibit also includes the statistics for the City's MCS-eligible employees, as well as the benchmark figure for the Austin-Round Rock MSA.

**Exhibit 3: At the department level, the City's MCS-eligible workforce appears less representative of the community.**



\*Indicates public safety departments that contain a large number of employees not covered by Municipal Civil Service.

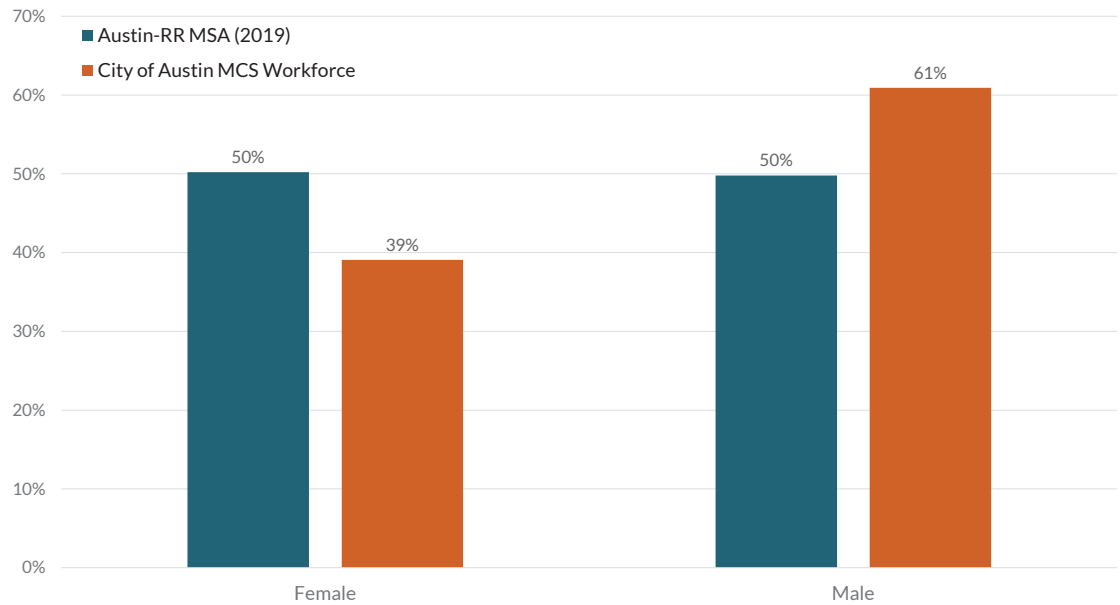
SOURCE: Office of the City Auditor Analysis of 2020 Banner Data

The American Community Survey reports gender/sex demographics using a male/female breakdown. The City is similar, but also allows employees to “choose not to disclose.”

The number of women in the City’s workforce is not representative of the community.

When comparing gender demographics between the City of Austin’s MCS-eligible workforce and the Austin-Round Rock MSA, the City workforce does not appear to match the community. While women make up 50% of the Austin-Round Rock MSA, they only make up 39% of the City of Austin workforce, a difference of over 10 percentage points.

**Exhibit 4: Women make up less than 40% of the City of Austin workforce, but more than 50% of the Austin-Round Rock MSA.**



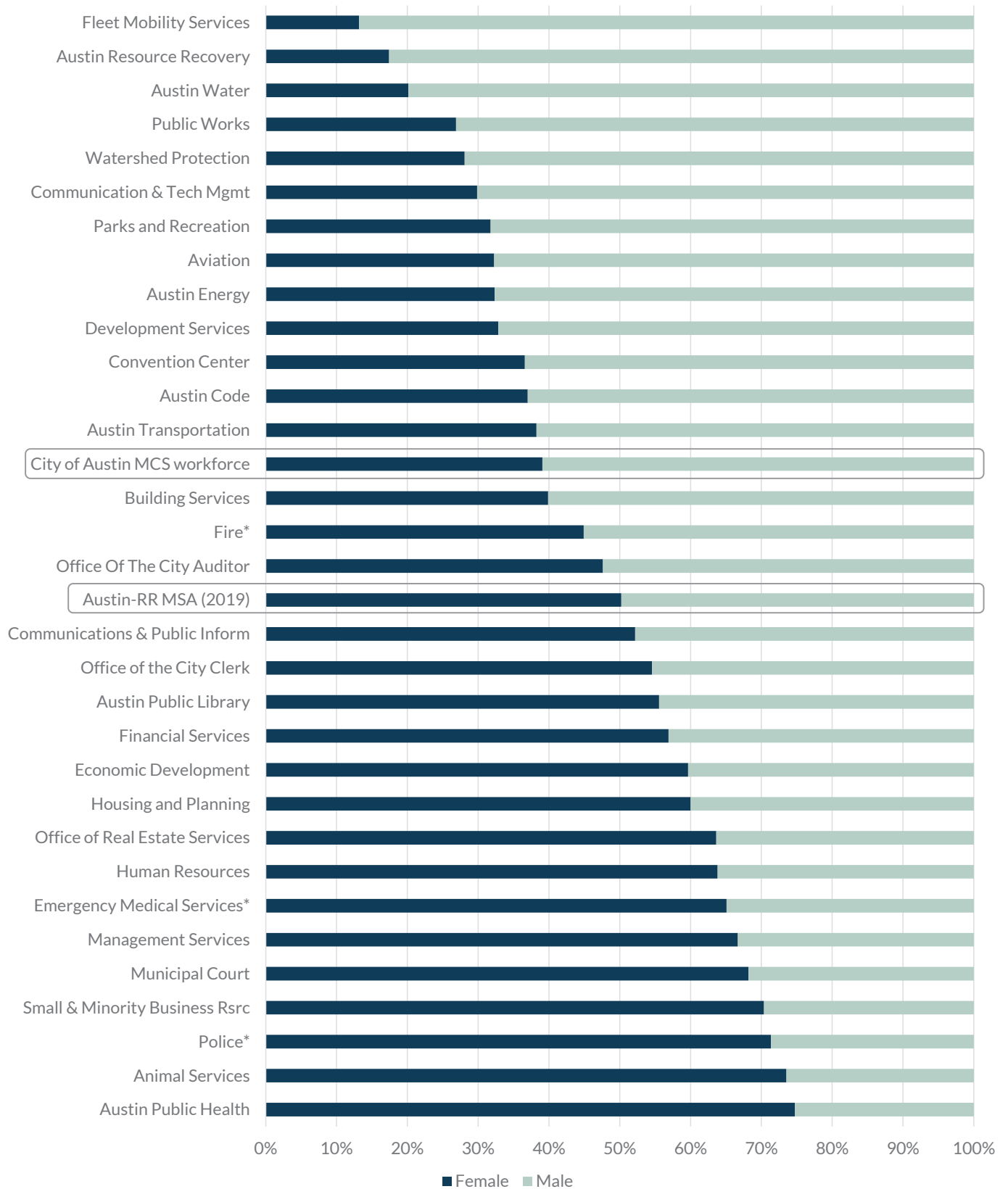
SOURCE: Office of the City Auditor analysis of Banner and ACS data

Texas women make up 53 percent of Texas state government jobs. Similarly, women make up 53 percent of the Travis County workforce.

This disparity between women and men in the workforce exists in many different departments as well. Exhibit 5 shows the gender breakdown by each City department along with the benchmark figure of the Austin-Round Rock MSA. All departments above the benchmark figure have a lower percentage of women than the MSA. All departments below the benchmark figure have a higher percentage of women than the MSA.



**Exhibit 5: Many City departments do not appear representative of the number of women in the community.**



\*Indicates public safety departments that contain a large number of employees not covered by Municipal Civil Service.  
 SOURCE: Office of the City Auditor Analysis of 2020 Banner Data



**Current City initiatives are not sufficient to proactively identify and address workforce disparities.**

Many of the workforce disparities between race, ethnicity, and gender are not unique to the City of Austin. Additionally, many of the root causes of these inequities are related to historic discrimination locally and nationwide, and historically male-dominated industries. However, we noted a lack of strategic efforts to proactively identify and address workforce disparities which may hinder the City's ability to recruit and hire a workforce that mirrors the community.

The City's approach to recruiting and hiring is decentralized and many of the tasks involved in this process rest with individual departments. The Equity Assessment review provides an opportunity for departments to identify disparities and identify potential barriers to recruiting and hiring a diverse workforce. However, we noted that many City departments have not yet completed their self-evaluation even though this initiative began in 2016. Further, equity assessments only offer snapshots of workforce demographics and are not used along with other data points, like recruiting information, to help identify priority areas that departments should specifically improve. Equity assessments do not appear to provide ongoing, timely demographic information to departments to help them strategically address recruiting and hiring gaps.

Another potential issue with solely relying on equity assessments is that results are difficult to compare across cohorts because the equity assessment tool has changed over time. According to a report written by the Center for Community-Driven Initiatives at the University of Texas Dell Medical School, the equity assessment tool may need to be further modified to ensure questions and instructions are clearly and consistently understood across departments. We encountered these issues in our work when attempting to analyze each department's investment into recruiting strategies. Lastly, by design equity assessments focus on race-based inequities. This could leave other inequities, such as age and gender disparities, unaddressed.

HRD is working to improve its approach by offering demographic reports and various forms of assistance to departments. During this audit, the Human Resources Department issued a memo in December 2020 stating that HRD will provide demographic reports to departments. These reports provide three years of historical department-level data and comparisons to both the City workforce and the community. Additionally, in a May 2021 memo, the Human Resources Department informed City departments that current and historic demographic information is available on an online dashboard and through the City's Open Data Portal. This new information is intended to provide departments with quick and timely information to help department leaders understand disparities in their workforce. Beyond these reports, HRD has various forms of assistance it can provide to departments that want to improve recruiting and hiring practices. However, staff noted that assistance to departments is only provided to those

departments that both acknowledge deficiencies in their recruiting and hiring efforts and request this assistance. HRD staff also reported that they periodically present workforce trends to City affinity groups and collect member concerns about recruiting and hiring.

Lastly, while HRD has voiced the priority that the City's workforce should closely mirror the community, this goal is absent in guiding documents and lacks associated performance measures. Current efforts and goals may not clearly articulate this priority for the City's workforce. Additionally, the current MCS rules governing the recruiting and hiring process only consider candidates based on merit and fitness. Staff noted that these rules may limit the ability of the City to employ a workforce that is representative of the community by not allowing programs like fellowships or other targeted programs to address known disparities.

The City must identify and address departmental disparities to recruit and hire a workforce that more closely mirrors the community. Due to recent HRD initiatives, department leaders now have more direct access to workforce information and assistance is available to help departments resolve disparities. However, demographic disparities may continue to persist in the City's workforce if the City does not strategically identify departments that appear out of alignment with its priorities and directly assist them with their recruiting and hiring efforts. Over time, the City's workforce may become less representative of the community without enhancing efforts to recruit and hire a diverse workforce.

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## Finding 2

### The Human Resources Department is not consistently reviewing and enforcing departmental compliance with recruiting and hiring guidance.

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Under the City's Hiring, Promotions, and Lateral Transfers procedures, HRD is responsible for reviewing compliance and ensuring consistency in departmental hiring practices.

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MCS denial of promotion rules are contingent on an applicant receiving notification that they were not selected to fill a position. If they do not receive this communication, an applicant's ability to file a timely appeal is limited.

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HRD currently oversees human resource functions throughout the City using a decentralized approach. This means that HRD relies on liaisons within departments to carry out departmental recruiting and hiring efforts. HRD also provides guidance through checklists and recommendations to departments to further support the hiring process. However, we noted that HRD does not regularly review recruiting and hiring data or departmental hirings to ensure compliance with established policy. HRD staff said they began an initiative to perform reviews of departmental hirings in 2018, but work was halted before finishing, and staff were transferred to assist on other projects.

HRD's hiring guidance recommends that departments utilize a hiring packet checklist.<sup>5</sup> This checklist aims to ensure consistency and unbiased practices across departments. We reviewed a limited sample of 15 hiring packets across various City departments. All the hiring packets we reviewed included documentation of panelist notes, interview notes, and scoring criteria for each interview question. However, we found that only 5 packets included all elements of a complete hiring packet. Missing information included: checklists, copies of job postings, copies of posting analyses, authorized signatures, candidate screening matrices, and offer letters. We also noted instances in which departments did not adhere to recommended guidance on behavior-based or situation-based questions. An HRD review of departmental hiring practices could serve as a critical tool to ensure compliance with hiring policies and help departments follow hiring best practices. This could include practices such as removing applicant names and other identifying information from screening materials. Despite the noted deficiencies in hiring packet documentation, we did not see evidence to suggest the City's recruiting and hiring process is resulting in hiring unqualified individuals.

Another area in which recruiting and hiring practices could be strengthened is HRD's use of its applicant tracking system, eCareer. Department liaisons need to fully close positions in eCareer once a candidate is selected so the system can send out notifications to applicants that were not selected.<sup>6</sup> During our review, we noted that many departments inconsistently track applicant progress in eCareer. We analyzed fiscal year 2019 eCareer data and found that roughly 1,600 or about 4% of applicants in eCareer did not have a final status in the system and that these individuals likely never received a system-generated notification that they were not selected for the position. This poses several problems to the recruiting and hiring process. First, without a final status and notification of non-selection, applicants cannot initiate a Municipal Civil Service appeals process. Second, long delays in notification may result in negative sentiments throughout the community, along with establishing a reputation that the City of Austin's hiring process is slow and non-communicative. Third, because these individuals do not have a final status, it is unclear how far each person went in the hiring phase which in turn causes issues when analyzing departmental hiring trends.

<sup>5</sup> See Appendix A for a copy of the hiring packet checklist.

<sup>6</sup> Since the applicant tracking system (eCareer) and the Human Resources Information System (Banner) do not share data, departments must use both systems to select candidates and on-board employees.

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## Additional Observations

Further analysis of pay equity may be necessary.

The City contracts with a third-party to review pay equity across the City. In the most recent report reviewed, the consultants did not find evidence of significant systemic pay equity issues in the City's workforce. They also noted that the City has improved pay equity in recent years. However, the report also offers recommendations, including:

- performing more detailed investigative work on flagged job titles,
- examining policies related to promotional opportunities,
- evaluating the application process through data collection, and,
- utilizing a formal job evaluation methodology to determine equity or alternatively conducting consistent market pay research.

We used the results of the department demographic analysis to analyze average pay data for each department. Our analysis found that departments with more employees that identify as White, were correlated to higher average pay. Further investigation in this area could include an analysis of whether pay disparities exist in the City of Austin workforce, particularly as employees progress throughout their careers and if disparities exist between different employment types or roles within the City.

**The Austin Police Department was out of compliance with Department of Justice funding provisions related to workforce demographics.**

While analyzing Equal Employment Opportunity Commission and Department of Justice reporting requirements, we discovered that the City of Austin appears to be out of compliance with three federal grants awarded to the City of Austin, specifically to the Austin Police Department (APD). Grant provisions require the City to report workforce demographic data to the Department of Justice, however APD was unaware of these reporting requirements. Staff at APD stated they are now working with partner departments to collect the necessary information and begin reporting.

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## Recommendations and Management Response

**1** | To address Finding 1, the Human Resources Department should work with City Management to create citywide plans for recruiting a more diverse workforce.

Management Response: Partially Agree

**Proposed Implementation Plan:** In December 2020, HRD requested departments provide strategies and plans on what they do to address department diversity. HRD does not recommend creating citywide goals as not all workforce sectors are the same, and unique plans are necessary for each Department. Recognizing this, HRD needs to work with Departments to understand their gaps so we can guide departments on where to be more deliberate in pursuing a diverse workforce.

Further, departments were asked to evaluate their job descriptions and minimum qualifications to ensure no language excludes qualified individuals. HRD will continue to work with Departments to ensure they are developing plans and work with Departments as they identify any gaps that could unintentionally exclude a particular race, ethnicity, gender, or disability.

**Proposed Implementation Date:** October 2022

**2** | To address Finding 1, the Human Resources Department should work to proactively identify departments whose racial and ethnic demographics are the least representative of the community. They should work to aid these departments in their recruiting efforts by identifying actionable steps to improve noted disparities.

Management Response: Partially Agree

**Proposed Implementation Plan:** HRD provides demographic reports to departments. In collaboration with City Management, HRD established real-time dashboards for departments to access and will continue to provide reports and resources to increase diverse applicants. The reports show Departments where they may have gaps to address. Additionally, the Equity Assessment from the Equity Office helps departments identify where they lack diversity, equity, and inclusion.

When positions are posted using the City's Applicant Tracking System, they are automatically published through a contracted job board to eight (8) of the top diversity job boards, the Facebook advertising platform, and the top private-sector job boards. HRD can continue to work with departments to provide resources on where to advertise positions, considering the industry make-up, our community, and MCS compliance. HRD commits to working with Departments when significant gaps in benchmark workforce trends do not support the Department's make-up.

**Proposed Implementation Date:** October 2022

3

To address Finding 1, the Human Resources Department should use additional strategies to help departments improve recruiting efforts in order to resolve gender disparities at the citywide and department level. They should work to aid these departments in their recruiting efforts by identifying actionable steps to improve noted disparities.

Management Response: Agree

Proposed Implementation Plan: HRD will partner with the Equity Office on strategies to increase diverse representation in departments and will count on department participation and leadership. Once strategies are developed, departments are responsible for implementing the strategy.

HRD works with the City's Affinity Groups (AG) to understand their concerns and establish shared goals. AG's seek to:

- Support the City's shared values, goals, and initiatives
- Support the City's workforce commitment to valuing cross-functional diversity and employee differences
- Support the City's employment initiative by participating in internal workforce Human Resources Department (HRD) diversity recruiting events
- Participate and represent the City organization in the DEI Committee set forth by HRD
- Assist in providing employee professional development programming for all employees to areas they would not otherwise have exposure to or have limited exposure

Proposed Implementation Date: October 2022

4

To address Finding 1, the Human Resources Department should evaluate current recruiting and hiring data, along with departmental equity assessments, to develop strategies that could aid the city in its hiring efforts. These strategies could include:

- a. revising hiring descriptions for positions in departments that have historically struggled to hire diverse candidates,
- b. encouraging use of diverse hiring panels,
- c. removing names and other identifying information during candidate screening,
- d. increasing internship opportunities,
- e. adding fellowship opportunities, and
- f. providing anti-bias training for employees.

Management Response: Agree

Proposed Implementation Plan:

- a. HRD relies on Departments to request changes to their job descriptions. HRD will start an education campaign on things to look for when Departments evaluate their positions. Items that should be reviewed by Departments:

- Language to include removal of any reference to gender
- Review of minimum qualifications to establish consistent degree requirements
- Review of required licenses

Proposed Implementation Date: October 2022

- b. HRD will revise any current tools available to departments to outline what should be considered in developing diverse hiring panels as part of the interview strategy. This will also include a recommendation to use varied panels if there are several SMEs or various skilled employees that understand the position. We would encourage not having the same people recommending top

candidates for the same positions time after time. HRD has recently implemented training, P3: Perfecting Panelist Participation, for members of hiring panels to attend before serving on panels.

With our decentralized HR model, HRD provides guidance, recommends procedures to comply with policy, and does not generally enforce strict compliance. Departments are provided tools, and it is ultimately up to each Department and their Director to guide how hiring is accomplished. HRD has worked with the Departments for several years to provide suggestions on where gaps might be in the diversity of the departments. But HRD does not have an enforcement or oversight mechanism to influence departments to modify their practices in sourcing their positions or varying their hiring panels. This recommendation is for the encouragement of diverse panels, but the ultimate responsibility resides with departments.

**Proposed Implementation Date: October 2022**

- c. Limitations of our current Applicant Tracking System require this to be a manual process. HRD will draft guidelines on redacting identifying information for Departments to follow. Moving forward, the City has issued an RFP for a Human Capital Management system and will work with the selected vendor to assist in this recommendation.

**Proposed Implementation Date: January 2022**

- d. HRD, through the Diversity and Veterans Initiatives Division, will continue outreach efforts in partnership with local colleges, universities, and exiting military members to build and track internships against annual goals.

**Proposed Implementation Date: January 2022**

- e. Adding fellowship opportunities presents some complexity. Usually, Fellows receive benefits and other compensation items related to their fellowship. Based on the MCS rules, Fellows are either hired as temporaries or through the MCS hiring processes. Revisions to the MCS rules could allow for a Fellowship program, but current rules do not allow for a traditional program.

**Proposed Implementation Date: October 2022**

- f. HRD is working with a vendor to provide unconscious bias training for all city employees. This project is under development and should be rolling out by the end of the year.

**Proposed Implementation Date: January 2022**



5 | To address Finding 2, the Human Resources Department should take steps to periodically review departmental hirings. These reviews should seek to ensure all City hirings not only follow Municipal Civil Service Rules and administrative policy, but also provide feedback to departments on how to improve their processes and incorporate best practice guidance.

Management Response: Agree

Proposed Implementation Plan: In the FY23 Budget, HRD will request additional staff to assist with this task. From FY2018 to YTD, there have been 7,720 City of Austin Job Postings:

FY2018	1,945
FY2019	2,292
FY2020	1,590
FY2021(YTD)	1,893
Total	7,720

HRD staff review MCS hiring packets for adherence to the MCS rules as time allows or when issues are identified. However, due to the volume of postings, additional staff is necessary to establish a review of department hiring packets and additional oversight to Departments. This would include helping departments with their processes and providing guidance.

Proposed Implementation Date: October 2022

6 | To address Finding 2, HRD should ensure that all applicants in the eCareer system are assigned the appropriate final status when the hiring process is completed.

Management Response: Agree

Proposed Implementation Plan: HRD will work with Department HR Managers responsible for adherence to MCS Rules and Procedures. Every pay period, HRD will implement a report to each department that lists jobs without the final status in eCareer. If a position remains in an incorrect status, HRD will work directly with Department executives to ensure compliance.

Proposed Implementation Date: January 2022

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# Management Response



## MEMORANDUM

**TO:** Corrie Stokes, City Auditor

**FROM:** Joya Hayes, Human Resources and Civil Service Director *JA*

**DATE:** August 13, 2021

**SUBJECT:** Management Response: City Recruiting and Hiring Efforts

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The purpose of this memorandum is to provide a management response to the audit report regarding City Recruiting and Hiring Efforts. The Human Resources Department (HRD) has received the audit completed by the City Auditor's Office. HRD provides the following responses to the recommendations contained within the report.


Human Resources staff within HRD and across the City departments remain committed to providing a consistent, unbiased, and fair hiring process for all candidates. We do recognize there are areas that need more attention, and as the City continues to grow and authorize new positions, HRD also needs additional employees to ensure hiring is done within our guidelines and so we can provide adequate oversight for Departments.

We appreciate the time and effort dedicated to this audit and the feedback provided. We look forward to continually improving our process.

Attachment: HRD Itemized Audit Response – City Recruiting and Hiring Efforts

cc: Anne Morgan, Interim Deputy City Manager

# Appendix A: Human Resources Department Hiring Packet Checklist

<b>Hiring Packet and Close-out Checklist</b>				
	Position Title		PCN	REQ
	Hiring Manager		Department	
	Selected Candidate (s)			
	Date Offer Accepted		Start Date(s)	
	Date Non-Selected Candidates Notified			

*Note: Non-selected candidates must be notified within two business days of Offer acceptance.*

Check the box below and attach the documentation, if applicable:

Documentation	Turn in to Department HR Liaison	Turn in to Records
<input type="checkbox"/> Offer Letter*		✓
<input type="checkbox"/> Top Candidate Verification Form*		✓
<input type="checkbox"/> Zone Determination Form*		✓
<input type="checkbox"/> Reference Check/Employment Verification Forms*		✓
<input type="checkbox"/> Assessment results from all interviewees (if applicable)	✓	
<input type="checkbox"/> Interview Guide/Interview Schedule	✓	
<input type="checkbox"/> Candidate Screening Matrix	✓	
<input type="checkbox"/> Interview Evaluation Form	✓	
<input type="checkbox"/> Top Candidate Selection - Summary	✓	
<input type="checkbox"/> Interview notes of each panel member	✓	
<input type="checkbox"/> Applications/Resumes for top candidate & all interviewees	✓	
<input type="checkbox"/> Applications/Resumes for top candidate(s) selected	✓	✓
<input type="checkbox"/> All interview questions and tools used for selection (including telephone interviews)	✓	
<input type="checkbox"/> Copies of assessment tool(s) with screening criteria (if applicable)	✓	
<input type="checkbox"/> Copy of job posting from Applicant Tracking System	✓	
<input type="checkbox"/> Copy of newspaper ads, web-site advertisements (if applicable)	✓	
<input type="checkbox"/> Posting Analysis Form	✓	

*(Note: \* Indicates documents to be prepared/completed by the Department HR Staff.)*

Check the box to indicate the following processes have been performed, if applicable.

- Driving Record Evaluation (if applicable)
- Criminal Background Investigation (CBI) (if applicable)
- Alcohol & Drug Testing (if applicable)

\_\_\_\_\_

HR Liaison Signature Print Name Date

*Note: This document along with the hiring packet must be maintained consistent with the Records Retention Schedule*

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## Scope

Fiscal year 2015 through fiscal year 2020

- Banner Data (whole period)
- eCareer Data (only fiscal year 2019)

Municipal Civil Service-eligible positions (full-time, regular)

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## Methodology

- Interviewed staff members within the Human Resources Department
- Interviewed staff from the Equity Office
- Interviewed staff from Austin Police Department
- Reviewed Municipal Civil Service rules, City Personnel Policies, and Human Resources Department administrative bulletins related to hiring
- Reviewed Human Resources Department memos related to recruiting and hiring
- Analyzed Banner recruiting and hiring data for all Municipal Civil Service-eligible employees of the City of Austin from fiscal year 2015 to fiscal year 2020
- Analyzed eCareer workforce demographic data for full-time, regular positions during fiscal year 2019
- Performed analysis of Banner data that included executives and employee pay
- Reviewed and compared United States Census Office's 2019 American Community Survey (ACS) data with eCareer and Banner data
- Reviewed completed equity assessments (cohorts 1 and 2)
- Reviewed reports issued by Center for Place-Based Initiatives at The University of Texas Dell Medical School related to City of Austin equity assessments
- Attended City of Austin trainings related to recruiting and hiring
- Reviewed a judgmental sample of hiring packets for two position types posted in fiscal year 2019
- Reviewed State of Texas and Travis county workforce demographics
- Reviewed available literature covering organizational composition and recruiting and hiring best practices
- Reviewed reports of pay equity commissioned by the Human Resources Department

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## Audit Standards

We conducted this 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 Office of the City Auditor was created by the Austin City Charter as an independent office reporting to City Council to help establish accountability and improve City services. We conduct performance audits to review aspects of a City service or program and provide recommendations for improvement.

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