HR Human Resources
Your TUSD Partner from Hire to Retire

PO Box 40400 | 1010 E Tenth Street | Tucson, AZ 85719
Phone: 520.225.6035 | Fax: 520.798.8683
www.tusd1.org

DATE: December 14, 2021

TO: Martha Smith, Internal Auditor

FROM: Renée Heusser, Executive Director of Human Resources

SUBJECT: Final Report on HR Hiring Process

Thank you for providing us with a copy of your final report on the HR hiring process. Your time and input are appreciated, and HR department staff were very complementary of your professionalism during the review.

I understand that the final report deviates from the standard audit and requires no response from our department. After review, however, our department did have some questions regarding a few of the discovery areas and felt the need to provide additional information on other discovery areas where we felt that information provided to you may not have been clear or complete based on your report findings. For ease of reference, I have structured my responses to align with your report.

Supplemental Discoveries: Issues, concerns, and/or discrepancies in the three sources

- *Overuse of an undefined task title "Current Employee Assignment" and an inconsistent use of the title "New Hire".*

We assume this reference is toward the two types of ePARs available in the Infinite Visions ERP system. Sites select either a "New Employee" or "Current Employee" ePAR type when they are recommending a candidate to fill a vacancy. The only difference between these two ePAR types is that the "New Employee" ePAR requires the site to complete additional demographic information for the employee being hired (i.e. address, phone number, etc.). While Human Resources does process a new district employee differently than an existing employee, the ePAR type itself poses no issues or delays to the process. HR staff recognize when a wrong ePAR type has been selected by a site and the process moves forward without delay. These site user mistakes fall under the umbrella of site training and we work with the Technology Services staff who provide that training to get these items addressed with users.

- *Duplicated ePAR identification numbers, from one school year to the next, and also within the same school year. Assigned ePAR numbers are intended to identify specific processes. Duplicating or reusing these numbers makes it difficult to track and identify specific processes.*
  - *Potential Improvement: Consider starting all e-PAR numbers with a two digit year code and a hyphen.*

The Infinite Visions ERP system is built on an "annual" database model. This means that each fiscal year represents a separate dataset within the database structure. There is no provision for setting ePAR numbers, they are sequential, and system generated. ePAR numbering begins at zero each year. As a system generated ID number, this number cannot be duplicated within the same year – each time a new ePAR is created, the next sequential number is system assigned. ePARs cannot be deleted and canceled ePARs cannot be reused. The ePAR date identifies what fiscal year the ePAR number was issued in.

- *Some of the documented processes did not include dates.*
- *"Job Lifecycle flowchart" which is part of the instructions provided to the HR staff, is missing steps and includes steps that are out of order.*

We would like to better understand what these statements represent so we may work to make improvements or corrections to our processes and/or instructions.

- *Employees getting paid extended shifts without breaks, up to 16.75 consecutive hours per shift.*

In reading this discovery, we assume this refers to HR Staffing Associates. As you mention in your report, the HR Department is significantly understaffed for the size of our District and the workload that flows through this department. To that end, many staff members work extended hours, weekends, and holidays to ensure that staffing processes do not slow down, and employee personnel actions are completed in a timely manner. We encourage all staff to take periodic breaks, leave the building for lunch, and certainly to get up and move around at least once every hour. There is no expectation of a 16.75-hour workday with no breaks, however, if an employee chooses to eat lunch at their desk and continue working, we will pay them for that time and do not require them to clock out.

- *Most of the employee hours are being calculated and paid in 15-minute increments while others are being calculated and paid to the exact minute.*

This is another area where we would like to better understand the discovery.

Supplemental Discoveries: Inefficiencies within the HR Department

- *Paper files – There is a significant amount of time, resources, and storage space dedicated to paper files. There is currently no known requirement for any of the HR data to be stored as hard copies.*

Arizona standards for public records outline minimum standards for digital imaging or scanning of documents. These standards dictate that a request for document imaging must be completed and approved by the state prior to starting a scanning or digitization project for public records. TUSD has

been looking for document storage solutions that will comply with the Arizona State minimum standards, but the project was derailed by the pandemic. As business returns to normal, HR plans to resurrect the project, submit to the state for approval, and move forward with a digital document storage solution.

- *HR is allowing individual sites to circumvent the final steps of the hiring process.*
This results in:
    - *Instances of new hires starting before they are officially employed by TUSD.*
    - *HR being required to backdate hiring steps and processes.*
    - *Backdating these particular steps is creating an illusion that these specific tasks are taking longer than they actually are.*

While we understand this discovery, we want to speak to the word 'allow'. <u>Sites</u> will often allow an employee to begin working prior to HR authorizing the employee to start. This is not an HR allowed practice and we have a process in place to report these sites/departments to leadership when it occurs.

- *The systems –iVision and TalentEd – are not integrated and require duplicate data to be entered manually and individually into each system.*

TalentEd is an applicant tracking system. HR uses this system to post and advertise district vacancies online, create an electronic portal for candidates to complete the TUSD application online, and as a tool for sites to communicate with us when they need a vacancy posted. The Infinite Visions ERP system (you refer to it as iVision) is the system of record for employee information, position control and tracking, and payroll. There is very little shared data between these two systems (basic employee demographics) and while some system integration may be nice to have, it is not a trigger for dual entry by HR or site staff. In fact, in areas where we do pull in applicant provided data from an online system (address changes for example) we find a need to rekey most of the data to correct formatting or correct case.

Thank you again for providing us with a copy of your final report on the HR hiring process. As previously mentioned, your time and input are appreciated.