



STATE OF HAWAII
DEPARTMENT OF EDUCATION
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HONOLULU, HAWAII 96804

OFFICE OF THE SUPERINTENDENT

August 2, 2016

TO: The Honorable Lance A. Mizumoto
Chairperson, Audit Committee

FROM: 
Kathryn S. Matayoshi
Superintendent

SUBJECT: **Presentation of the Hiring Practices Review**

1. DESCRIPTION

Presentation of the Hiring Practices Review.

2. PRESENTATION

The presentation will be on the review of the hiring practices controls processes in the DOE and assessing the design and operating effectiveness of the structured hiring practice along with providing recommendations for effective and efficient hiring process improvements.

KSM:DY:jy
Attachment

c: Internal Audit Office



Department of Education

Internal Audit

Hiring Practices Review

Issue Date: July 2016

Report Number: FY2016-03

Department of Education
Hiring Practices Review

Executive Summary

AUDIT OF: Hiring Practices Review	DATE: Fieldwork performed March 2016 – June 2016	AUDIT RATING: Acceptable <input checked="" type="checkbox"/> [X] Marginal <input type="checkbox"/> [] Unacceptable <input type="checkbox"/> []
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INTRODUCTION:

In connection with the Department of Education’s (DOE) Updated Risk Assessment and Internal Audit Plan approved on August 4, 2015, Internal Audit (IA) performed a “*Hiring Practices Review*.” The purpose of this project was to review the DOE’s hiring practices to ensure that adequate controls are in place to maintain compliance with policies and procedures to hire qualified candidates; examine the structured hiring process for reviewing applications, conducting interviews, and recommending a candidate for hire; and to review the procedures for appointments that bypass the structured hiring process, as well as the controls designed to ensure that a candidate meets the minimum job qualifications for the position.

BACKGROUND:

The Office of Human Resources (OHR) administers a comprehensive personnel program for certificated, classified, and casual employees of the public school system within the framework of established laws, policies, and accepted principles of personnel management. OHR develops and administers administrative rules and regulations; publishes operational guidelines; and provides centralized employment and personnel administration services to schools, district and state administrative offices to ensure that the support is being provided efficiently and effectively.

The Recruitment & Employment Section (RES) is one of the sections in the Personnel Management Branch (PMB) under OHR. The RES administers the following programs and functions for the DOE: vacancy announcements, job opportunities, and interview and selection guidelines. Units under RES include Teacher Recruitment, Classified/Support Services Personnel (CSSP) Recruitment, Educational Officer (EO) Recruitment, Employee Background Check (EBC) Unit, and Reclassification Unit.

The DOE uses eHR as its human resources information system. One of the components in eHR is the recruitment process, which tracks the need to fill specific positions, allows applicants (both external and internal to the DOE) to apply online and for users to review and select applicants. This includes requests to fill positions, online applications, and referral lists.

The DOE’s salaried workforce is separated into three (3) general groups of employees: civil service and exempt employees, support services personnel, and teachers and educational officers. The workforce profile for the DOE at June 30, 2015 was comprised of the following:

Civil Service & Exempt	5,183	24%
Support Services Personnel	2,936	13%
Teachers & Educational Officers	13,588	63%
Total Workforce	21,707	100%

CSSP Recruitment plans and administers internal and external recruitments for all civil service and support services personnel positions including (but not limited to) SASAs, secretaries, office assistants, account clerks, aides, educational assistants, attendants, custodians, cafeteria workers, psychologists, therapists, and other positions. Teacher Recruitment does the recruitment for all teachers in addition to

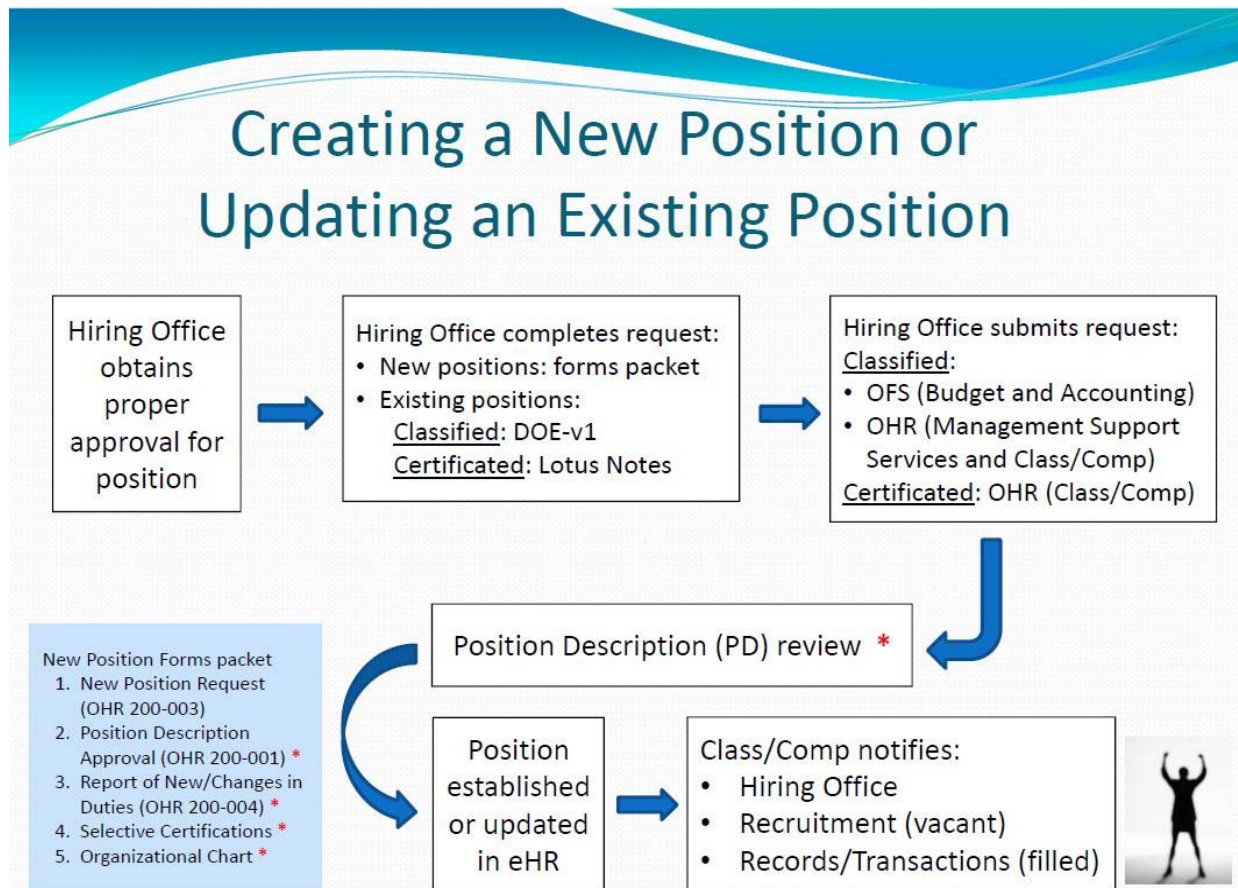
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counselors, student services coordinators, registrars, librarians, and student activity coordinators. EO Recruitment does the recruitment for educational officers including (but not limited to) principals, vice principals, state office and athletic directors, specialists, analysts, academic officers, personnel regional officers, and other positions.

The recruitment process can only start after the approval is obtained by the hiring office for either a newly created position or an existing position that has been updated. The hiring office is required to complete the position description for a new position. Position descriptions document major duties and responsibilities; purpose of the position; minimum qualifications (MQ); and competencies. The position is then established or updated in eHR (if previously established) and the recruitment process can begin. A proper approval must also be obtained for an existing position once it is updated.

Below is a detailed depiction of the process to create a new position or update an existing position.



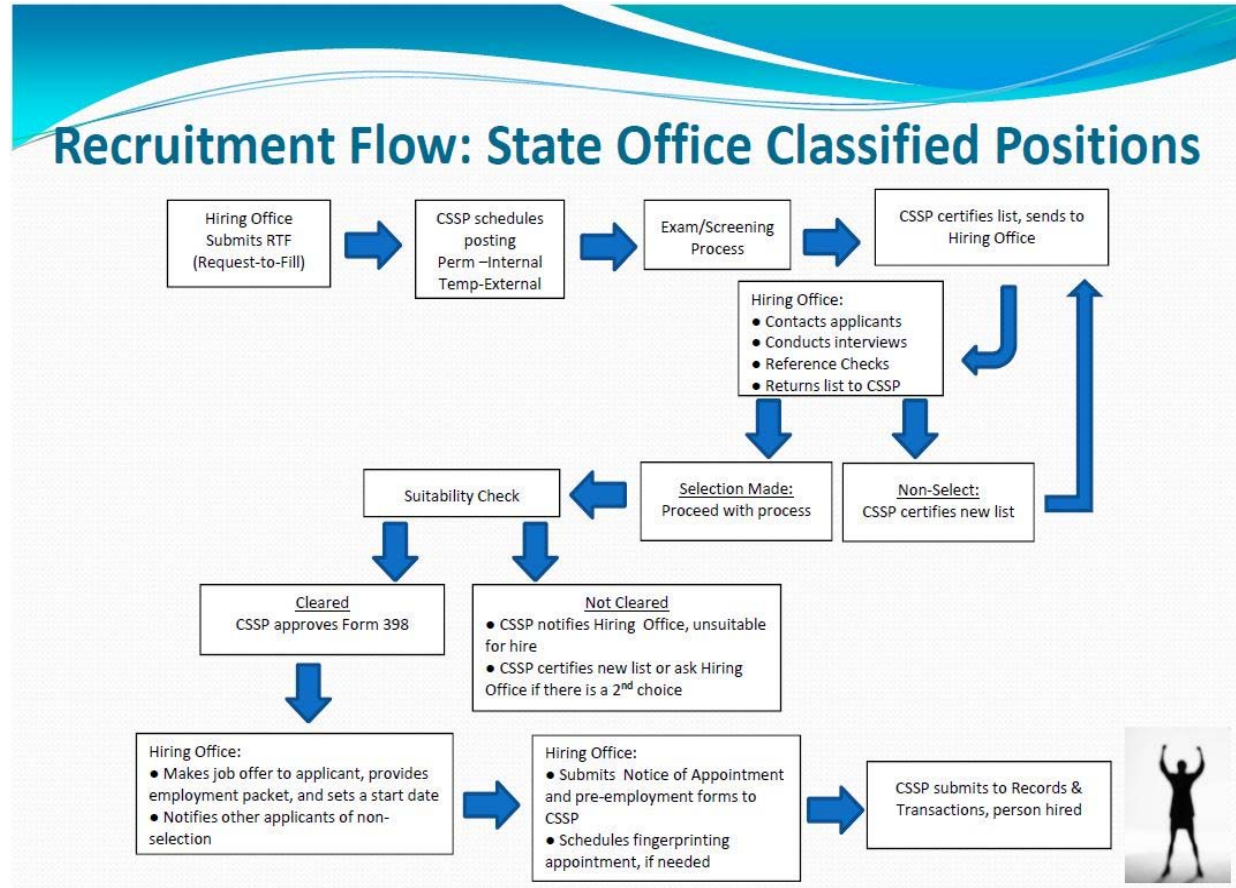
After the position is established or updated, the recruitment process continues. The recruitment process varies between the three (3) different recruitment units (CSSSP, EO, and Teacher) but in general, the hiring office first informs the recruitment office of a vacancy. The recruitment office can then advertise the position. Once applications come in, the recruitment office will do a screening of the applicants to ensure that MQs are met. The recruitment office will then provide the hiring office with a list of qualified applicants from which the hiring office may contact to conduct interviews, perform reference checks, and

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make a selection. A suitability check is performed before the hiring office can make a job offer to the applicant.

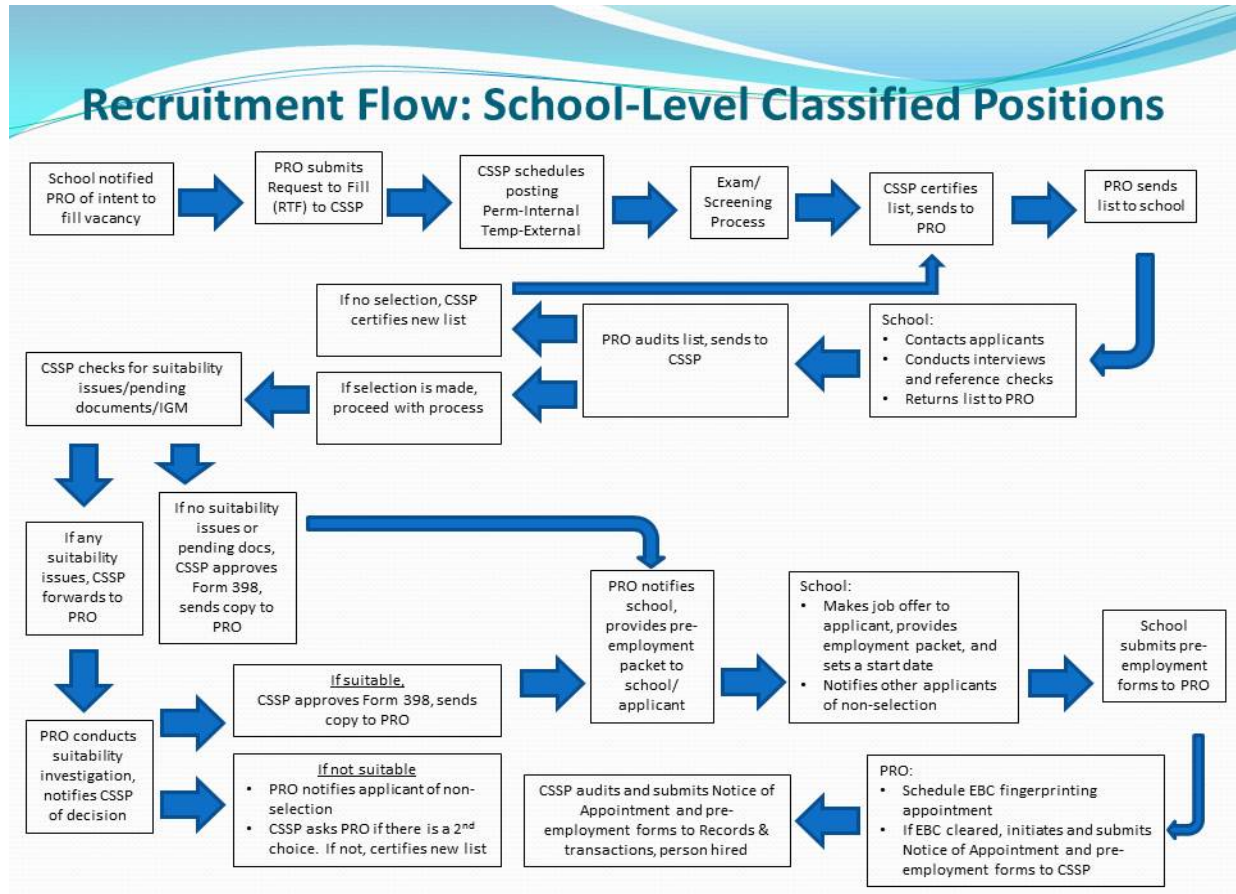
Below is a detailed depiction of the recruitment flow for state office classified positions.



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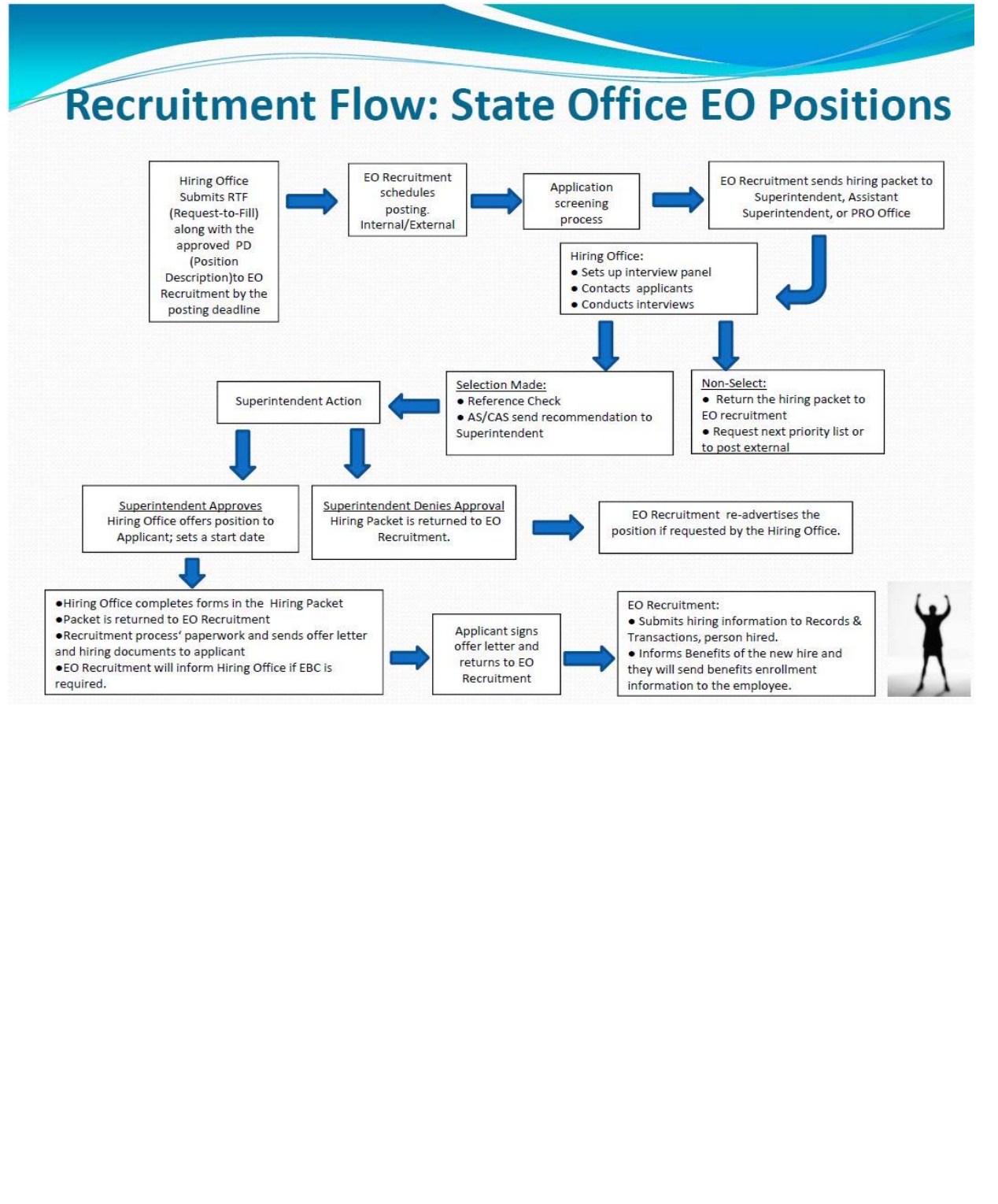
Below is a detailed depiction of the recruitment flow for school-level classified positions.



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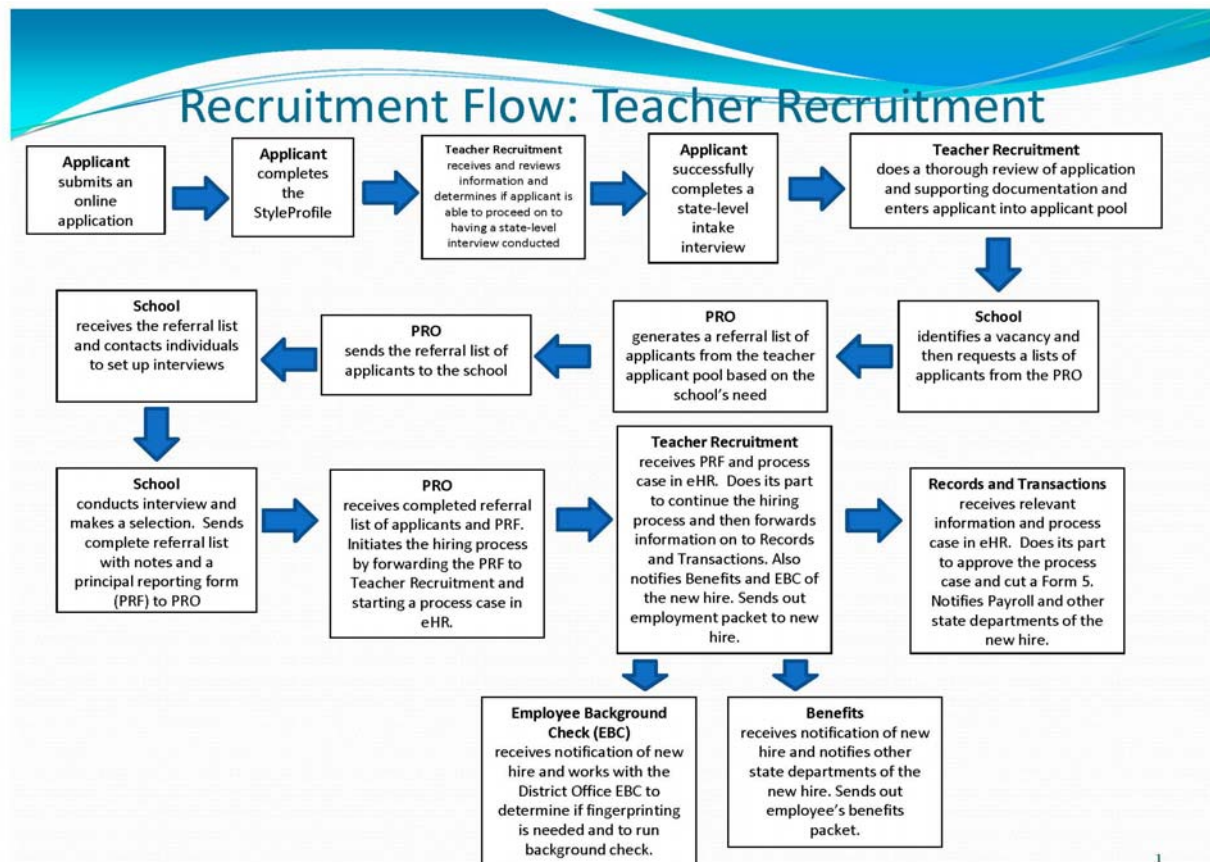
Below is a detailed depiction of the recruitment flow for state office EO positions.



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Below is a detailed depiction of the recruitment flow for teacher positions.



Appointed Positions

Appointed positions are filled by employees selected by the Superintendent and these employees are considered “at-will employees.” According to OHR Management, the Superintendent has sole discretion as to who to hire to fill appointed positions. Since these employees are “at-will employees”, the Superintendent may terminate the employee for any reason. Hiring of employees into appointed positions require the Board of Education’s (BOE) approval. According to School Code, appointed positions/excluded personnel are those employees who are appointed by the BOE/Superintendent and other certificated employees who serve in confidential/managerial positions as defined in HRS 89-6 (c).

HRS 89-6 (c) states that “*the classification systems of each jurisdiction shall be the basis for differentiating blue collar from white collar employees, professional from institutional, health and correctional workers, supervisory from nonsupervisory employees, teachers from educational officers, and faculty from nonfaculty. In differentiating supervisory from nonsupervisory employees, class titles alone shall not be the basis for determination. The nature of the work, including whether a major portion of the working time of a supervisory employee is spent as part of a crew or team with nonsupervisory employees, shall be considered also.*”

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Appointed positions include (but not limited to): Superintendent, Deputy Superintendent, Senior Assistant Superintendent, Assistant Superintendents, Complex Area Superintendents, Senior Assistant to the Superintendent, Executive Director for the Hawaii Teacher Standards Board, and BOE Director.

Barbara Krieg is the Assistant Superintendent of OHR. Kerry Tom is the Director in the Personnel Management Branch (PMB). The Recruitment Section is a unit within the PMB of OHR and is led by Sean Bacon, Personnel Specialist. Other recruiting sections in OHR are as follows.

- Kimberly Miyamoto, Personnel Specialist, Teacher Recruitment Unit, OHR
- April Haili, Personnel Specialist, Classified/Support Services Personnel (CSSP) Recruitment Unit, OHR
- Aloha Dayton, Personnel Specialist, Educational Officer (EO) Recruitment, OHR

Policies and procedures for hiring practices are kept on the DOE intranet in the Office of Human Resources site. Recruitment & Employment Section (RES) forms are also kept on the same site. Through research and discussion with Management, IA identified Chapter 7 of Title 8, Hawaii Administrative Rules (HAR), entitled “Public School Personnel: Criminal History Record, Employment History, and Background Checks” and Chapter 63 of Title 8, HAR, entitled “Civil Service Rules” as a regulatory requirements.

In addition, DOE is responsible for following federal and state laws governing hiring practices (such as federal laws prohibiting discriminatory employment practices with respect to race, color, religion, sex, or national origin), and employment requirements (such as the Hawaii Revised Statutes (HRS) Title 7 entitled “Public Officers and Employees”) as regulatory requirements. School Code and bargaining unit contracts are also required to be followed.

SCOPE and OBJECTIVES:

The scope of our review included an examination of the hiring practices controls processes in the DOE for salaried employees. Salaried employees include employees classified within Teacher Recruitment, CSSP Recruitment, and EO Recruitment. We reviewed the design and operating effectiveness of the existing control process in place. Through our risk assessment in the hiring practices controls processes, the scope of our review specifically focused on the processes related to the following subcategories that IA deemed as high risk:

- Recruitment
- Selection/Recommendation
- Background Check/Fingerprinting

The scope of any detailed testing will cover the fiscal year 2016 up to fieldwork date.

We excluded detailed testing on casual hires as this area was already reviewed in the Casual Hire Personnel Recruitment, Hiring & Payroll Processes Review performed by IA during fiscal year 2013.

The objectives of our review included the following:

1. To obtain a general understanding of the design and operating effectiveness of the hiring processes.
2. To review, evaluate, and test the operating effectiveness of the hiring process to ensure that the DOE has adequate internal controls in place to maintain compliance with policies and procedures and Federal and State laws and regulations to hire qualified candidates.

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3. To review, evaluate, and test the operating effectiveness of the structured hiring process for reviewing applications, conducting interviews, and recommending a candidate for hire.
4. To review, evaluate, and test the operating effectiveness of procedures for appointments that bypass the structured hiring process, as well as the controls designed to ensure that a candidate meets the minimum job qualifications for the position.
5. To provide recommendations based on leading practices for improvement to enhance the effectiveness and efficiency of the hiring processes.

OBSERVATIONS:

Based upon our review, we found the DOE's controls related to hiring practices are functioning at an "acceptable" level. An acceptable rating indicates that no significant deficiencies exist, while improvement continues to be appropriate; controls are considered adequate and findings are not significant to the overall unit/department.

Please refer to the Risk Ratings section of this report (page 9) for a complete definition of the ratings used by IA and the Observations and Recommendations section for a detailed description of our findings.

We discussed our preliminary findings and recommendations with Management and they were receptive to our findings and agreed to consider our recommendations for implementation.

Each observation presented in this report is followed by specific recommendations that will help to ensure that control gaps are addressed and, if enforced and monitored, will mitigate the control weaknesses. In summary, our observations are as follows:

1. Lack of oversight and monitoring over the verification process
2. Improvements needed for vacancy recruitment for EO subs and 89-day hires
3. Proper forms and supporting documents are not always kept on file

PLANNED FOLLOW UP BY MANAGEMENT AND INTERNAL AUDIT:

IA will follow up with Management on their progress of completion for their action plans and report accordingly through the audit committee quarterly updates.

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Rating Scale Definitions

OVERALL RATING SCALE	
<i>Acceptable</i>	No significant deficiencies exist, while improvement continues to be appropriate; controls are considered adequate and findings are not significant to the overall unit/department.
<i>Marginal</i>	Potential for loss to the auditable unit/department and ultimately to the DOE. Indicates a number of observations, more serious in nature related to the control environment. Some improvement is needed to bring the unit to an acceptable status, but if weaknesses continue without attention, it could lead to further deterioration of the rating to an unacceptable status.
<i>Unacceptable</i>	Significant deficiencies exist which could lead to material financial loss to the auditable unit/department and potentially to the DOE. Corrective action should be a high priority of Management and may require significant amounts of time and resources to implement.

OBSERVATION RATING SCALE	
<i>High (1)</i>	<p>1 - The impact of the finding is <i>material</i>¹ and the likelihood of loss is probable in one of the following ways:</p> <ul style="list-style-type: none"> • A material misstatement of the DOE’s financial statements could occur; • The DOE’s business objectives, processes, financial results or image could be materially impaired; • The DOE may fail to comply with applicable laws, regulations or contractual agreements, which could result in fines, sanctions and/or liabilities that are material to the DOE’s financial performance, operations or image. <p><i>Immediate action is recommended to mitigate the DOE’s exposure</i></p>
<i>Moderate (2)</i>	<p>2 - The impact of the finding is <i>significant</i>¹ and the likelihood of loss is possible in one of the following ways:</p> <ul style="list-style-type: none"> ➤ A significant misstatement of the DOE’s financial statements could occur; ➤ The DOE’s business objectives, processes, financial performance or image could be notably impaired; ➤ The DOE may fail to comply with applicable laws, regulations or contractual agreements, which could result in fines, sanctions and/or liabilities that are significant to the DOE’s financial performance, operations or image. <p><i>Corrective action by Management should be prioritized and completed in a timely manner to mitigate any risk exposure.</i></p>
<i>Low (3)</i>	<p>3 – The impact of the finding is moderate and the probability of an event resulting in loss is possible.</p> <p><i>Action is recommended to limit further deterioration of controls.</i></p>

¹ The application of these terms are consistent with the guidelines provided by the Institute of Internal Auditors

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Observations

The detailed observations noted herein were based on work performed by IA through the last date of fieldwork and are generally focused on internal controls and enhancing the effectiveness of processes for future organizational benefit.

Obs. No.	Description	Page #
1	Lack of oversight and monitoring over the verification process	11
2	Improvements needed for vacancy recruitment for EO subs and 89-day hires	14
3	Proper forms and supporting documents are not always kept on file	16

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Observations

Observation Number: 1			
Observation: Lack of oversight and monitoring over the verification process			Rating: High
<p>Employee background checks are conducted to maintain a high-quality workforce and, most importantly, to ensure the safety and well-being of students and staff. In addition to local criminal history checks, the DOE mandates fingerprint-based criminal background checks of employees who work in close proximity to children. All DOE employees who work in close proximity to children are required to complete an EBC and be cleared suitable to work prior to employment. Applicants are required to complete another EBC if there is a break in service of six (6) months or greater for individuals who were previously employed. In general, current employees of the DOE moving from one salaried position to another salaried position with no break in service are not subject to a full EBC. An individual is not allowed to start work before the EBC is completed. The offer of employment remains “conditional” until such time the individual has completed the EBC process and is determined to be suitable to work.</p> <p>Once an applicant is selected, the hiring office will make a clearance request in eHR. eHR will then send an email to EBC that states a request has been submitted. Upon receiving the request, the EBC Unit will perform the necessary checks.</p> <p>The EBC process takes a minimum of two (2) days to two (2) months. This timeframe is dependent on external criminal justice agencies that are used to perform the criminal history checks. The requirements for background checks and fingerprinting vary based on proximity to children. Background checks are conducted based on the following criminal history searches: name checks through the Hawaii State database and fingerprinting and name checks through the FBI Federal database. There are also controls in place where a self-declaration of suitability is required in the initial stages of recruitment in attempts to catch issues upfront.</p> <p>If an applicant is found suitable, he/she will be allowed to start employment. If an applicant is found not suitable, it is documented in eHR and the conditional offer is withdrawn. If an employee starts working prior to EBC and he/she is found not suitable, then the employee is terminated and the service ends in eHR. There is an appeal process provided for applicants that do not pass EBC.</p> <p>The following table summarizes the exceptions noted during our review indicating a lack of oversight and monitoring over the verification process.</p>			
Recruitment Section	Summary of Observations Noted	# of Occurrences	% of Occurrences
EO Recruitment	EBC was completed after the employee’s start date for 14 of the 25 new EO hires selected for testing. Of the 14 new EO hires that started prior to completing the EBC, 11 of the EO hires were already current employees of the DOE. In addition, for 12 of the 14 new EO hires that started prior to completing the EBC, the request date to initiate the EBC was after the employee’s start date.	14/25	56%

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Observations

Recruitment Section	Summary of Observations Noted	# of Occurrences	% of Occurrences
EO Recruitment (Continued)	<p><u>Number of Days Between EBC Cleared Date and Employee Start Date</u></p> <ul style="list-style-type: none"> • 1 – 30 days: 11 new EO hires (nine (9) of the EO hires were already current employees of the DOE) • 31 – 60 days: one (1) new EO hire (the EO hire was already a current employee of the DOE) • 61 – 90 days: two (2) new EO hires (one (1) of the EO hires was already a current employee of the DOE) 		
Teacher Recruitment	<p>EBC was completed after the employee’s start date for nine (9) of the 22 new teacher hires selected for testing. Of the nine (9) new teacher hires that started prior to completing the EBC, two (2) new teacher hires were already current employees of the DOE. In addition, for eight (8) of the nine (9) new teacher hires that started prior to completing the EBC, the request date to initiate the EBC was on or after the employee’s start date.</p> <p><u>Number of Days Between EBC Cleared Date and Employee Start Date</u></p> <ul style="list-style-type: none"> • 1 – 30 days: six (6) new teacher hires (two (2) new teacher hires were already current employees of the DOE) • 31 – 60 days: one (1) new teacher hire • 61 – 90 days: one (1) new teacher hire • Over 90 days: one (1) new teacher hire 	9/22	41%

These observations indicate a weakness with EBC verification controls procedures. Based on discussions with personnel in OHR, it is difficult for the EBC Unit to ensure the start of employment occurs only after EBC is completed because they rely on the compliance of hiring managers at the school/office. In addition, IA noted that there are no consequences for allowing an employee to start employment prior to their verification clearance, making it more difficult for OHR to enforce.

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Observations

Impact
<p>Lack of oversight and monitoring over the verification process may possibly lead to:</p> <ul style="list-style-type: none">➤ Unsafe environments for students and staff which may lead to workplace violence and employee turnovers.➤ Employees with a history of criminal activities working for the DOE.➤ Reputational exposure for the DOE.➤ Potential lawsuits which may lead to loss of funds to the DOE.
Recommendation
<p>Recommendations to address the lack of oversight and monitoring over the verification process include:</p> <ul style="list-style-type: none">➤ Management should provide stronger guidelines to the field to include deadlines for submissions to OHR to allow OHR enough time to verify a new hire before the planned first day of employment.➤ Management should enforce that all applicants must go through the EBC process prior to starting work.➤ Exceptions to this policy should be documented, and approved by Management.➤ Violation reports should be generated to document hiring offices that allow employees to start work prior to EBC verification and reviewed by Management.➤ Management should consider creating consequences for violations and enforcement to encourage compliance.➤ Management should clarify “employees who work in close proximity to children” by specifically defining the positions that require an EBC.
Management Plan
<p>The Office of Human Resources (OHR) will revise its “Interview and Selection Guidelines” authority that is posted on the DOE intranet to include instructions for the EBC process. This will include updating the instruction sheets (Steps for Teacher, EO, CSSP Interview Selection) to include the Employment Background Check (EBC) process for each recruitment unit. It will also include clear identification of the categories of positions subject to the full EBC process (e.g. including fingerprinting).</p> <p>OHR will also issue a memo to the field reminding hiring managers of the EBC requirements for all new salaried hires and will ensure its Personnel Regional Officers (PRO) are prepared to deliver guidance within their districts.</p> <p>OHR will review and revisit the current EBC requirements to determine whether any procedural changes are needed, identify possible control points and/or process improvements, and determine whether it is feasible to reasonably generate compliance reports.</p> <p><u>Contact Person:</u> Kerry Tom, Director, Personnel Management Branch</p> <p><u>Anticipated Completion Date:</u> January 2017</p>
Personnel Management Branch, OHR

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Observations

Observation Number: 2

Observation: Improvements needed for vacancy recruitment for EO subs and 89-day hires **Rating: Low**

When an EO position becomes vacant, the hiring office is allowed to hire an EO sub to work in the position until the position is filled. Similarly, when a CSSP position becomes vacant, the hiring office is allowed to hire an 89-day hire. Based on inquiries with personnel in EO and CSSP Recruitment, there are no defined guidelines on the hiring of EO subs and 89-day hires. There are also no guidelines for term limitations for these temporary positions. For vacant EO positions, EO Recruitment does ask that the hiring office advertise internally once a year. For vacant CSSP positions, continuous recruitment is required for vacant positions with 89-day hires.

As of fieldwork date, the DOE had 17 EO subs and 300 89-day hires. For EO subs, samples to perform detailed testing were selected and for three (3) out of six (6) EO subs selected for testing, one (1) position has been vacant for over half a year (11/2/15 - 6/30/16) and two (2) positions have been vacant for almost one (1) year (7/16/15 - 6/30/16 and 7/1/15 - 5/30/16). Each respective hiring office has recruited for the vacant position within the year but has not selected a person to hire.

The following table summarizes the breakdown of 89-day hires.

# of Positions	# of Days Vacant	# of Months Vacant	# of Consecutive Terms	% of 89-Day Hires
84 Positions	90 Days	3 Months	1	28%
55 Positions	180 Days	6 Months	2	18%
78 Positions	270 Days	9 Months	3	26%
14 Positions	360 Days	12 Months	4	5%
20 Positions	450 Days	15 Months	5	7%
16 Positions	540 Days	18 Months	6	5%
15 Positions	630 Days	21 Months	7	5%
18 Positions	720 Days or more	24 Months or more	8+	6%

For the 89-day hires, samples were taken to perform detailed testing. Of the 10 89-day hires that have been in the same position for at least eight (8) consecutive terms that were selected for testing, all 10 positions have current or continuous recruitment postings.

On May 5, 2016, a House Bill impacting 89-day hires was transmitted to the Governor. House Bill No. 2008 states that *“no department shall temporarily employ any person for more than two consecutive terms of eighty-nine days; provided that with the approval of the governor, a department may temporarily employ a person for four consecutive terms of eighty-nine days or for twenty-four consecutive months. Any position filled by a temporary employee hired for a term of eighty-nine days and filled by that employee for more than twenty-four consecutive months shall be automatically abolished.”*

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Impact
<p>Lack of improvements to vacancy recruitment for EO subs and 89-day hires may possibly lead to:</p> <ul style="list-style-type: none"> ➤ The risk of improper and inequitable hiring of applicants. ➤ Abuses of the hiring system to allow unqualified employees to substitute in a position until qualifications are met. ➤ Lack of the best pool of applicants to select from their job responsibilities. ➤ Loss of positions in the DOE which may lead to shortage of staff and overtime payments.
Recommendation
<p>Recommendations to address the lack of improvements to vacancy recruitment for EO subs and 89-day hires include:</p> <ul style="list-style-type: none"> ➤ Management should consider revising and updating recruitment policies so that vacant EO positions are recruited more frequently. ➤ Recruitment offices should continue to actively monitor vacant positions to ensure that positions are filled in a timely manner. ➤ Management should consider developing guidance on actions to be taken on a position vacancy that has been vacant for a defined period of time. ➤ If House Bill No. 2008 is passed, Management should create policies and procedures to limit the terms of 89-day hires. ➤ Communication should be given to the field on the revised policies regarding recruitment, term limitations, actions on positions vacant for a long period of time, etc.
Management Plan
<p>OHR will review and update procedures (where appropriate) for EO subs that are similar to those in effect for classified 89 day hires. The procedures may include such things as ensuring there is a Request to Fill (RTF) for the position and/or it must be under active recruitment to be eligible to hire an EO sub.</p> <p>In the event HB 2008 becomes law, OHR will be issuing a memo, which would include guidelines, instructions, and forms to ensure compliance with the law.</p> <p><u>Contact Person:</u> Kerry Tom, Director, Personnel Management Branch</p> <p><u>Anticipated Completion Date:</u> January 2017</p>
Responsible Offices
Personnel Management Branch, OHR

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Observations

Observation Number: 3	
Observation: Proper forms and supporting documents are not always kept on file	Rating: Low
<p>As part of EO Recruitment’s internal procedures, various forms and supporting documents are required to be completed and filed. The following table references the exceptions noted during our review, which indicated that proper forms and supporting documents are not always kept on file. Further details are provided in the ‘Summary of Observations Noted’ column.</p>	
Reference(s)	Summary of Observations Noted
Request to Fill	
<ul style="list-style-type: none"> ➤ Per the OHR EO flowchart, to start the recruitment process, the hiring office submits the “Request-to-Fill” form along with the approved Position Description (PD) to EO Recruitment by the posting deadline. 	<ul style="list-style-type: none"> ➤ The “Request to Fill” form was not on file for one (1) of the 25 new EO hires selected for testing.
No Application Information (Fax)	
<ul style="list-style-type: none"> ➤ Per Vacancy Announcements for Principal and Vice Principal positions, applications/resumes are not required. Only documentation of key information (i.e. name, present school/office, position and level, highest level of tenure as a school level EO, position applying for, and other contract information) is required. 	<ul style="list-style-type: none"> ➤ No application info (fax) was on file for five (5) of the 25 new EO hires selected for testing.
School Level Screening Worksheet	
<ul style="list-style-type: none"> ➤ EO Recruitment uses the "School Level Screening Worksheet" to assist with screening and prioritizing applicants. 	<ul style="list-style-type: none"> ➤ The "School Level Screening Worksheet" was not on file for five (5) of the 25 new EO hires selected for testing.
<p>Based on discussions with EO Recruitment personnel, recruitment documents for EO positions are manually kept in the EO Recruitment office. IA noted that recruitment documents are stored electronically in File Net or eHR for both Teacher Recruitment and CSSP Recruitment. However, due to union issues, EO Recruitment has not been able to utilize its online recruitment module for EO’s that would result in electronic retention.</p>	
Impact	
<p>Proper forms and supporting documents not always kept on file may possibly lead to:</p> <ul style="list-style-type: none"> ➤ The prevention of others from monitoring the EO recruitment process. ➤ Non-compliance of requirements for EO recruitment. ➤ The increased risk of improper hiring of applicants. ➤ Inconsistencies between practices and procedures. Such inconsistencies could result in wasted resources and financial loss to the DOE. 	

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Recommendation
Management should continue to work with the union to allow EO Recruitment to implement an electronic recruitment process in eHR, thereby resulting in electronic maintenance of all records in eHR.
Management Plan
<p>OHR met with the Hawaii Government Employees Association (HGEA) on Monday, July 11, 2016 to discuss the implementation and rollout of the online application process for Principal and Vice Principal Recruitment. The DOE responded to the HGEA's questions regarding the process and procedures, and informed the HGEA that the online recruitment process would commence on October 1, 2016. Once this process is implemented all forms and documents will be electronically maintained in eHR.</p> <p><u>Contact Person:</u> Kerry Tom, Director, Personnel Management Branch</p> <p><u>Anticipated Completion Date:</u> November 2016</p>
Responsible Offices
Personnel Management Branch, OHR

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Acknowledgements

We wish to express our appreciation for the cooperation and assistance afforded to the review team by Management and staff during the course of this review.