



April 27, 2022

Performance Audit

**CITYWIDE VETERANS
HIRING INITIATIVE**

Human Resources Department

22-114



Source: militaryhire.com

*City of Albuquerque - Office of Internal Audit**CITYWIDE VETERANS HIRING INTIATIVE*

Performance Audit

April 27, 2022

Audit #22-114

Executive Summary

The Office of Internal Audit (OIA) conducted a performance audit of the City of Albuquerque's (City) Human Resources Department's (HRD) Veterans Hiring Initiative practices. The initiative provides persons who served, applicants currently serving in active duty military service in the National Guard or Reserve, and their spouses the advantage of guaranteeing interview consideration for vacant advertised City positions for which they apply and are qualified. But, it does not guarantee that they will be offered the job.

The audit scope covered the City's duties and responsibilities with regards to veteran preferences for the period of July 11, 2019 through December 31, 2021. The audit objectives were to determine whether the hiring of veteran candidates complies with applicable City policies and Administrative Instructions and to evaluate the effectiveness of the City's Veterans Hiring Initiative.

The audit found that the City lacks quantifiable performance metrics and does not track veteran applicant data in order to be able to measure and assess the program's effectiveness in meeting its intended purpose. The audit was unable to determine whether all qualified veteran applicants, received or were offered an interview as required by the City's Administrative Instructions. This is because it is unclear whether veteran hiring preferences apply to unclassified positions and because documentation evidencing whether an interview was offered is not always maintained.

Further, while various training guidance exists, there are no overarching policies that define where and what interview documentation should be maintained and where such information should be retained. Lastly, the audit found that many applicants that self-identified as veterans, failed to attach the required documentation evidencing their military status and as a result, did not receive interviews. The applicant's failure to attach the required documentation could be a result of the lack of detailed information on the City's career website and application workflow.

*Recommendations***HRD should:**

- Work with City Administration to establish quantifiable goals and formalize monitoring activities in order to measure and evaluate the impact of the City's Veterans Hiring Initiative.
- Define in the Administrative Instruction (AI) whether the Veterans Hiring Initiative is applicable to both classified and unclassified positions.
- Continue its efforts to develop citywide policies that define where and what interview documentation should be maintained and retained.
- Implement a routine review of applicants to ensure Veterans Hiring Initiative requirements have been adhered to.
- Add standard language to City job postings stating that supporting documents must be attached to each application submitted.
- Determine if it is feasible to include a hyperlink to the AI from the veteran/military spouse question asked in the supplemental questions.
- Determine whether the City's career website can be modified to include labels that refer to document types within the AI and whether the workflow can be enhanced so the "Attachments" section is after the "Questions" portion.
- Require that for those who answer in the affirmative to the veteran/military spouse question asked in the Citywide supplemental questions, that an attachment be uploaded prior to moving forward in the application workflow.

HRD concurs or partially concurs with all recommendations made. The response of the department is attached as an appendix. OIA will work with the department on the status of the open recommendations made in this report.

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City of Albuquerque

Office of Internal Audit

April 27, 2022
Accountability in Government Oversight Committee
P.O. Box 1293
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Audit: Citywide Veterans Hiring Initiative – Performance Audit
Audit No. 21-114

INTRODUCTION

The Office of Internal Audit (OIA) conducted a performance audit of the City of Albuquerque’s (City) Human Resources Department’s (HRD) Veterans Hiring Initiative practices. The audit scope covered the City’s duties and responsibilities with regards to veteran preferences for the period of July 11, 2019 through December 31, 2021. The audit objectives were to:

- Determine whether the hiring of veteran candidates complies with applicable City policies and Administrative Instructions.
- Evaluate the effectiveness of the City’s Veterans Hiring Initiative.

The audit was not included in OIA’s work plan for fiscal year 2022 and was conducted as a result of a referral from the City’s Office of the Inspector General¹. Further information pertaining to the audit objectives, scope, and methodology can be found in Appendix A.

¹ The report titled *21-0081-C Investigative Report Military Veteran’s Hiring Initiative* is located at <https://www.cabq.gov/inspectorgeneral/documents/21-0081-c-investigative-report-military-veterans-hiring-initiative.pdf/view>

BACKGROUND

According to the U.S. Office of Personnel Management², “Veterans' preference recognizes the economic loss suffered by citizens who have served their country in uniform, restores veterans to a favorable competitive position for Government employment, and acknowledges the larger obligation owed to disabled veterans.” The City also acknowledges this service and in 2012, under the administration of Mayor Richard Berry, implemented the Veteran’s Preference program. The program’s intent was to increase the number of veterans employed in the City³ and guaranteed those who indicated their “military” status on their application, an interview, so long as they met the minimum job requirements.

In 2019, under the administration of Mayor Tim Keller, the program was codified into City policy as Administrative Instruction 7-57 *Military Veterans Hiring Initiative* (AI 7-57). The initiative provides persons who served, applicants currently serving in active duty military service in the National Guard or Reserve, and their spouses the advantage of guaranteeing interview consideration for vacant advertised positions for which they apply and are qualified. In order to be eligible, the applicant must meet the minimum qualifications for the position of interest, provide documentation evidencing their eligibility, and submit a completed application through the City’s applicant tracking system.⁴ AI 7-57 also requires that an applicant must “answer the required Supplemental Application Questions⁵ to demonstrate his/her relevant experience for the position and eligibility for the hiring initiative”. While the preference stipulates that a qualifying veteran⁶ be offered an interview, it does not guarantee that they will be offered the job.

Once the applicant submits their application, the application process follows the standard hiring practices overseen by the City’s Human Resource Department (HRD). HRD is responsible for developing and deploying hiring guidance and practices on behalf of the City. Qualified candidates for the positions are determined by HRD’s Human Resource Coordinators (HRCs), who are responsible for assisting departments with human resource functions. For qualified candidates who indicated that they are eligible for the veteran’s hiring preference, the HRC verifies that the applicant has included the appropriate supporting documentation with their application. Qualified candidates’ applications are then routed to the department hiring manager, who determines which candidates to interview, with the exception of veteran’s hiring preference

² The U.S. Office of Personnel Management is responsible for administers entitlement to veterans' preference in employment under title 5, United States Code, and oversees other statutory employment requirements in titles 5 and 38. (Title 38 also governs Veterans' entitlement to benefits administered by the Department of Veterans Affairs (VA).)

³ McKay, Dan. “Qualified Veterans Get Boost for City Jobs.” Albuquerque Journal, June 9, 2012, page D-1.

⁴ The website is located at www.governmentjobs.com/career/cabq, which is facilitated by the NeoGov system and is a cloud-based software the City uses for its recruiting and hiring process.

⁵ Supplemental Application Questions are a set of general questions associated with each application. The question regarding veteran status currently states “Have you or your spouse served?” Which was changed in February 2020 from “Are you a military veteran?”

⁶ When used in relation to the City’s AI, the term “veteran” will be used to include individuals who served or serve in the United States Armed Forces, the National Guard, the Reserve and their spouses.

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applicants, which are guaranteed an interview. During the course of the year, the Mayor’s Liaison and Coordinator of Veterans Services⁷ then works with others to identify current employees who are veterans by utilizing application data and the PeopleSoft employee database. In this effort, the City provides the employees with “coins” which recognize and honors employees who served in the military.

Another initiative underway is to qualify the City for the federal government’s Honoring Improvements in Recruiting and Employing (HIRE) Vets Medallion Award program which “recognizes employers who hire and retain veterans, including their efforts to establish development programs and veteran specific benefits to improve retention.”⁸ In order to meet the criteria, the City must comply with nine different requirements that include, but are not limited to focusing on the percentage of new hires who are veterans, veterans retained in a 12-month period, enhancing veteran employee leadership skills, and providing tuition assistance. The City is currently working on qualifying for the HIRE Vets Medallion Award program in the upcoming year.

⁷ Other responsibilities include maintaining several websites, sitting on boards, and participating in activities as the City’s liaison for veterans’ affairs and mental health.

⁸ HIRE Vets Medallion Program. “Fact Sheet.” March 2022

FINDINGS

1. OPPORTUNITIES EXIST TO FURTHER IMPROVE THE VETERANS HIRING INITIATIVE PROGRAM BY ESTABLISHING EFFECTIVE MONITORING ACTIVITIES.

The City does not track veteran applicants and hiring data to be able to measure and assess whether the Veterans Hiring Initiative program is effective in meeting its intended purpose. Specifically, the City lacks quantifiable performance metrics for management to determine the success of the policy since it became formalized in 2019.

During the audit period, there were 5,025 applications where the individual self-identified as a veteran by answering “yes”⁹ to the military status question. While 290 of these applicants were hired (5.8 percent), the audit was unable to determine how many qualifying veterans¹⁰ were offered and received an interview. This is because HRD does not track data on applicants who have indicated they are veterans through to whether they were interviewed or offered an interview and subsequently hired. Rather, the City only tracks the number of self-identified veterans who are hired.

OIA inquired of HRD management about how program success is defined and measured, but they indicated that currently, no high-level aggregate data is generated to determine if the intent of the program is being met. As detailed above, the program was designed to increase the number of veterans employed by the City; however, the measure of success of the program has yet to be defined or monitored.

According to *Performance Measurement and Evaluation: Definitions and Relationships*¹¹ issued by the United States Government Accountability Office (GAO), “Performance measurement is the ongoing monitoring and reporting of program accomplishments, particularly progress toward preestablished goals.” In line with *Best Practices for Deploying Veteran Talent in the Workplace*¹², issued by the Society for Human Resource Management (SHRM), veteran hiring initiatives should be grounded in best practices that yield measurable results. To this point, establishing a quantifiable goal and tracking the progress towards meeting the goal, enables the City to evaluate efforts towards targets and goals.

⁹ Not all applicants that self-identified as a veteran provided the required documentation evidencing their military status.

¹⁰ The term qualifying veteran is used to mean applicants that self-identified themselves as a veteran, attached supporting documentation, and met minimum qualifications for the position for which they applied.

¹¹ United States Government Accountability Office. “Performance Measurement and Evaluation: Definitions and Relationships.” May, 2011.

¹² Bradboard, D. and J. Schmeling. “The Recruitment, Hiring, Retention & Engagement of Military Veterans.” SHRM Foundation. March, 2022.

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RECOMMENDATION:

1. The Human Resources Department should work with City Administration to establish quantifiable goals and formalize monitoring activities in order to measure and evaluate the impact of the City’s Veterans Hiring Initiative. These efforts should include tracking the number of qualified veterans that applied for positions, were interviewed, and were offered and accepted the position.
2. DOCUMENTATION AS TO WHETHER INTERVIEWS OF QUALIFIED VETERANS ARE REQUIRED OR OCCURRED, IS NOT CONSISTENTLY MAINTAINED.

The audit was unable to determine whether all qualified veteran applicants included in the sample, received or were offered an interview as required by AI 7-57. This is because it is unclear whether veteran hiring preferences apply to unclassified positions and because supporting documentation related to the interview process could not always be provided.

Out of a sample of 31 applicants that applied for various City positions, OIA verified that 10 were qualified veterans – meaning they met the position’s minimum requirements and provided support evidencing their military status. Of these 10, two had applied for unclassified positions and eight for classified positions. Unclassified positions are at will and serve at the discretion of the Chief Administrative Officer (CAO). They have no property interest in continued unclassified employment and may be dismissed for any or no reason. Whereas, classified positions have a property interest in continued employment and are entitled to the rights of disciplinary actions, the grievance resolution procedure, appeals and layoff.¹³ However, AI 7-57 does not currently distinguish between unclassified and classified positions and in fact, simply guarantees “interview consideration for vacant advertised position for which they apply and are qualified.” As a result, the two qualified veterans that applied for unclassified positions were not granted interviews.

According to HRD management, there is no policy that states whether classified or unclassified are subject to AI 7-57 as “unclassified positions are not required to go through a competitive bid process and interviews are not required to be conducted as they can be appointed.” By defining whether both classified and unclassified positions have preferential treatment in hiring, the City can make it clear to applicants whether their veteran status will provide them a preference in hiring for the position.

Regarding the remaining eight qualified veterans that applied for classified positions, according

¹³ City Ordinance § 3-1-6 The Classified and Unclassified Service.

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to the HRCs, all eight were offered interviews, but two subsequently declined to be interviewed. HRCs were able to provide documentation that four applicants were offered interviews and OIA was able to observe notes in the NeoGov system that referenced two other applicants being offered interviews. However, no other documentation could be provided to evidence that interviews were offered for the remaining two qualified veteran applicants.

According to the *Records Retention for Human Resources* guidance, “all interview packets, salary determinations, salary material” are “permanent until further notice.” Per the *HR Coordinator Training – Online Hiring Center (OHC)* guidance states an “HR Coordinator must enter interview committee in the text box” and that candidates selected for interview should be indicated by the “Move to Interview” action in NeoGov’s workflow. The guidance also requires that all interview packets must be saved at the Department Level with the HRC. While various training guidance exists, there is no overarching HRD policy that details these requirements in one place for ease of reference and formalization. Without overarching formal policies and procedures, there is an increased risk that proper procedures will not be consistently applied when staff process veteran applications.

Further, a central repository for hiring records is not maintained. Record storage is the responsibility of the HRC and they can either upload the documentation to NeoGov or store it within their own records resulting in a lack of consistency in what documents are uploaded and/or retained when HRCs changed positions. Finally, it does not appear that periodic, routine inspection of applicants is performed that would provide feedback to HRCs on complying with veterans hiring practices.

According to management, HRD is currently in the process of creating a hiring policy in the form of an Administrative Instruction which will document the hiring process in its entirety and require maintaining interview documentation. According to management, once in place, HRCs will receive training regarding the policy.

RECOMMENDATIONS

The Human Resources Department should:

2. Define whether the Veterans Hiring Initiative is applicable to both classified and unclassified positions in Administrative Instruction 7-57 *Military Veterans Hiring Initiative* and other related policies and guidance.
3. Continue its efforts to develop and implement overarching, citywide policies that encapsulate, the guidance provided to Human Resource Coordinators and defines where and what interview documentation should be maintained and retained.

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4. Implement a periodic, routine review of applicants to ensure Veterans Hiring Initiative requirements have been adhered to. Evaluate the process from application through hiring and determine that necessary documentation is recorded.

3. OPPORTUNITIES EXIST TO IMPROVE BOTH THE APPLICATION PROCESS AND QUALIFICATION PROCESS OF THE VETERAN HIRING INITIATIVE PROGRAM.

Of the sample of 31 applications examined, 16 applicants that self-identified as a veteran, failed to attach the required documentation evidencing their military status. Of these 16 applicants, nine met the position's minimum qualifications. Of these nine, six were offered interviews and three were not. By not uploading the required supporting documentation with their application, these applicants were not guaranteed interviews under AI 7-57.

According to AI 7-57, a qualified applicant must attach any of the following applicable eligibility documents to each application submitted:

- DD Form 214 Certificate of Release or Discharge from Active Duty (DD-214);
- Current orders of assignment; or
- For the spousal benefit, a copy of a current marriage license to a veteran, Active Service Member or National Guard or Reserve member and a copy of current orders of assignment or the veteran's DD-214 form.

The applicant's failure to attach the required documentation could be a result of the lack of detailed information on the City's career website and application workflow. Prior to starting the application, applicants may fail to click on the hyperlink and fully realize the requirements in attaching their supporting documentation to the application. Additionally, applicants may also fail to understand that each application is unique and documentation must be attached for each application submitted.

The "Attachments" section of the application has system controls that require the applicant to attach documentation, but the dropdown that has "Attachment Type" does not include any labels that align with records referenced within AI 7-57. Finally, the fact that the Citywide supplemental questions are after the "Attachments" section of the application may create an oversight on the part of the applicant as they are not reminded to upload the documents to be eligible for veteran's hiring preference.

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When accessing the City’s career homepage¹⁴, there is section towards the tops with general information regarding applying to City positions. However, an individual must click on the “Show More” button in order to view more content which details the veteran’s hiring preference. Within that section is a hyperlink to AI 7-57, which details the requirements for an individual to be eligible for the hiring preference. The applicant can then select a position to apply for. Applicants complete basic information such as contact details, work history, educational background, and references. There is then an “Attachments” section where documentation to support work experience and education can be uploaded with dropdowns to select what type of documentation is being attached. This portion has system controls that require attachments be uploaded prior to being allowed to move forward to the next part of the application. However, the Supplemental Application Questions portion of the application, where applicants answer the veteran/military-spouse question, does not. The application then has general Citywide questions that are the same for all positions, one of which indicates whether they are eligible for the veteran’s hiring preference. Applicants can then review and certify that their application is correct. However, without system controls, veterans can proceed with submitting applications without being prompted to upload the required documentation necessary to be qualified for the position.

According to management, HRD is in the process of updating AI 7-57 to add more detailed instructions for applicants to view when they click on the hyperlink. Improving guidance regarding veterans’ hiring preference requirements throughout the application process may improve the likelihood that veterans appropriately qualify themselves for preference eligibility. This will also facilitate selection for interviews by the HRCs when they are determining whether candidates are appropriately qualified. Collectively, these enhancements can maximize opportunities veterans and/or their spouses have for employment with the City.

RECOMMENDATIONS

The Human Resources Department should:

5. Add standard language to City job postings stating that supporting documents must be attached to each application submitted.
6. Determine if it is feasible to include a hyperlink to Administrative Instruction 7-57 *Military Veterans Hiring Initiative* from the veteran/military spouse question asked in the Citywide supplemental questions.
7. Determine whether the dropdown in the “Attachments” section of the City’s career website can be modified to include labels that refer to document types within Administrative

¹⁴ The website is located at www.governmentjobs.com/career/cabq.

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Instruction 7-57 *Military Veterans Hiring Initiative* and whether the workflow can be modified so the “Attachments” section is after the “Questions” portion of the application.

8. Require that for those who answer in the affirmative to the veteran/military spouse question asked in the Citywide supplemental questions, that an attachment be uploaded prior to moving forward in the application workflow.


CONCLUSION

By implementing the recommendations detailed in this report, the City can improve its ability to effectively administer, manage, and monitor veterans’ hiring practices. HRD’s response to the recommendations made is included in APPENDIX B of the report. We greatly appreciate the assistance of HRD throughout this audit as they made both their staff and requested documents readily available, as well as the involvement and cooperation of the various Departments and Divisions within the City.

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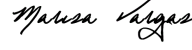
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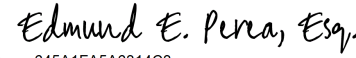
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Accountability in Government
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APPENDIX A

OBJECTIVES

The audit objectives were to:

- Determine whether the hiring of veteran candidates complies with applicable City policies and Administrative Instructions.
- Evaluate the effectiveness of the City’s Veterans Hiring Initiative.

SCOPE AND LIMITATIONS

The audit scope covered the City’s duties and responsibilities with regards to veteran preferences for the period of July 11, 2019 through December 31, 2021.

This report and its conclusions are based on information taken from a sample of hiring records, systems, and users and does not represent an examination of all related hiring records, systems, and users. The audit report is based on our examination of functions and activities through the completion of fieldwork in March 2022, and does not reflect events after that date. City management is responsible for establishing and maintaining effective internal control and complying with laws and regulations.

In performance audits, a deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct (1) impairments of effectiveness or efficiency of operations, (2) misstatements in financial or performance information, or (3) noncompliance with applicable laws, regulations, standards, guidelines, and/or best practices. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective is not met. In the performance audit requirements, the term significant is comparable to the term material as used in the context of financial statement engagements. A deficiency in operation exists when a properly designed control does not operate as designed, or when the person performing the control does not possess the necessary authority or qualifications to perform the control effectively.

Our consideration of internal control was for the limited purpose described in our audit objectives and was not designed to identify all deficiencies in internal control. Therefore, unidentified efficiencies may exist. Accordingly, we do not express an opinion on the effectiveness of the City’s internal control.

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As part of the performance audit, we tested the City’s compliance with applicable laws, requirements, and regulations. Noncompliance with these requirements could directly and significantly affect the objectives of our audit. However, opining on compliance with all provisions was not an objective of our performance audit, and accordingly, we do not express an opinion.

We conducted this performance audit in accordance with generally accepted government auditing standards for performance audits, as prescribed in *Government Auditing Standards*, issued by the Controller General of the United States. 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.

METHODOLOGY

Methodologies used to accomplish the audit objectives include but are not limited to the following:

- Interviewed management regarding hiring procedures and processes;
- Reviewed and analyzed applicable City policies, procedures, and regulations;
- From a population of 5,025 all applicants who applied to a City job posting between July 11, 2019 through December 31, 2021 and indicated they were a veteran or were married to a spouse who served, randomly selected a sample of thirty (31) applications and performed the following:
 - Verified that the veteran/military spouse Citywide Supplemental Application Question was answered by the applicant,
 - Determined whether additional supplemental veteran/military spouse application questions were answered by the applicant,
 - Ensured that documentation supporting proof of veteran/military spouse status were uploaded by the applicant,
 - Verified HRCs maintain documentation regarding the requisition the applicant applied for, specifically interviews,
 - Verified that applicants who were qualified according to AI 7-57 requirements were interviewed;
- Summarized all findings and provided the auditee with recommendations that will help to strengthen internal control, cost savings, and operating efficiency and effectiveness.

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Recommendations and Responses

APPENDIX B

For each recommendation, the responsible agency should indicate in the column labeled Department Response whether it concurs, does not concur, or partially concurs and provide a brief explanation. If it concurs with the recommendation, it should indicate the expected implementation date and implementation plan. If the responsible agency does not concur or partially concurs, it should provide an explanation and an alternate plan of action to address the identified issue.

Recommendations	Responsible Department	Department Response	<u>OIA Use Only</u> Status Determination
<p>The Human Resources Department should:</p> <p>1. Work with City Administration to establish quantifiable goals and formalize monitoring activities in order to measure and evaluate the impact of the City’s Veterans Hiring Initiative. These efforts should include tracking the number of qualified veterans that applied for positions, were interviewed, were offered and accepted the position.</p>	The Human Resources Department	<p><input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur</p> <p>HRD will develop a checklist for HRC’s to prepare when qualifying applicants. This will be included in A/I as it relates to the hiring process.</p> <p><u>ESTIMATED COMPLETION DATES</u></p> <p>HRD estimates a completion date of June 30th, 2022.</p>	<p><input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested</p>
<p>2. Define whether the Veterans Hiring Initiative is applicable to both classified and unclassified positions in Administrative Instruction 7-57 <i>Military Veterans Hiring Initiative</i> and other related policies and guidance.</p>	The Human Resources Department	<p><input type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input checked="" type="checkbox"/> Partially Concur</p> <p>Preference to Military Veterans has been applied to Classified positions since the inception of AI 7-57.</p>	<p><input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested</p>

Recommendations	Responsible Department	Department Response	<u>OIA Use Only</u> Status Determination
		<p>HRD understands that it is not clear on applying the preference to Unclassified positions, however, during the time the application is completed by the applicant, all Unclassified positions provide an acknowledgment stating: <i>“I acknowledge that I am applying for an unclassified at-will position. Interviews may or may not be conducted as unclassified positions can be appointed.”</i></p> <p>HRD will evaluate and amend AI 7-57 and related policies to define when the Veterans Hiring initiative will apply.</p> <p><u>ESTIMATED COMPLETION DATES</u></p> <p>HRD estimates a completion date of June 30th, 2022.</p>	
<p>3. Continue its efforts to develop and implement overarching, citywide policies that encapsulates the guidance provided to the Human Resource Coordinators (HRCs) and defines where and what interview documentation should be maintained and retained.</p>	<p>The Human Resources Department</p>	<p><input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur</p> <p>HRD is currently working on a hiring policy in the form of an Administrative Instruction (AI). This policy will document the hiring process in its entirety. In addition, HR will provide training to the department HRCs regarding the policy, and will define what interview documents to retain.</p> <p>In regards to documentation, the City of Albuquerque follows the New Mexico Administrative Code (NMAC) for records retention. The Office of the City Clerk provides guidance as needed; Legal also provides updates as needed.</p> <p><u>ESTIMATED COMPLETION DATES</u></p> <p>HRD estimates a completion date of October 31st, 2022.</p>	<p><input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested</p>

Recommendations	Responsible Department	Department Response	<u>OIA Use Only</u> Status Determination
4. Implement a periodic, routine review of applicants to ensure Veterans Hiring Initiative requirements have been adhered to. Evaluate the process from application through hiring and determine that necessary documentation is recorded.	The Human Resources Department	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur HRD will complete quarterly audits on Veteran applicants from the beginning to end of the recruitment. Upon findings, HRD will work with Department HRCs to resolve issues. <u>ESTIMATED COMPLETION DATES</u> HRD estimates a completion date of October 31st, 2022.	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested
5. Add standard language to City job postings stating that supporting documents must be attached to each application submitted.	The Human Resources Department	<input type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input checked="" type="checkbox"/> Partially Concur HRD can incorporate standard language on reminding applicants that supporting documentation must be attached, however the Job Posting would not be the most appropriate place to add the language. Currently applicants must attest to the Supplemental Question on the Application by answering either “YES” or “NO” to the question regarding veteran hiring preference. An applicant will not be eligible for the hiring preference if this question is not answered. HRD will continue to evaluate where the standard language should be listed during the application process. <u>ESTIMATED COMPLETION DATES</u> HRD estimates a completion date of June 30 th , 2022.	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested

Recommendations	Responsible Department	Department Response	<u>OIA Use Only</u> Status Determination
6. Determine if it is feasible to include a hyperlink to Administrative Instruction 7-57 <i>Military Veterans Hiring Initiative</i> from the veteran/military spouse question asked in the Citywide supplemental questions.	The Human Resources Department	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur HRD will determine if the hyperlink is feasible to include on the supplemental functions. HRD will also look at including the hyperlink within other areas of the recruiting pages and application. <u>ESTIMATED COMPLETION DATES</u> HRD estimates a completion date of June 30 th , 2022.	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested
7. Determine whether the dropdown in the “Attachments” section of the City’s career website can be modified to include labels that refer to document types within Administrative Instruction 7-57 <i>Military Veterans Hiring Initiative</i> and whether the workflow can be modified so the “Attachments” section is after the “Questions” portion of the application.	The Human Resources Department	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur HRD will work with NEOGOV to determine if labels can be updated/modified within the NEOGOV database and if the workflow can be modified to address the inconsistent flow of the application steps. <u>ESTIMATED COMPLETION DATES</u> HRD estimates a completion date of June 30 th , 2022.	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested
8. Require that for those who answer in the affirmative to the veteran/military spouse question asked in the Citywide supplemental questions, that an attachment be uploaded prior to moving forward in the application workflow.	The Human Resources Department	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur HRD will work with NEOGOV to address workflow specific to the veteran/military spouse question and to determine if there is a way to make the attaching the required documents a required field prior to moving through the rest of the application. <u>ESTIMATED COMPLETION DATES</u> HRD estimates a completion date of June 30 th , 2022.	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested