

# SUMMARY

The Office of the Auditor General (OAG) has conducted a performance audit of the Department of Personnel Management (DPM) within the Division of Human Resources. The audit was initiated by OAG in response to concerns expressed by programs during previous audits and as a follow up to the merger of the Legislative Branch and the Executive Branch personnel functions in Fiscal Year 1999.

## **Finding I: DPM Does Not Refer Job Applicants in a Timely Manner.**

Our audit results indicate that the DPM does not refer job applicants to programs in a timely manner. DPM averages 3.6 weeks after close of advertising to refer candidates to the programs seeking to fill a vacancy. Although a high workload and limited staff contribute to this delay, we also found that much of DPM's recruiting effort produces no result; only 40 percent of vacancies advertised during our review period were actually filled. DPM can reduce referral time by streamlining its processes, such as referring applications directly to programs. However, DPM also needs to work with programs to develop a more effective recruiting strategy that will increase the Nation's success rate in filling vacant positions.

## **Finding II: DPM Can Improve Performance Using Available Resources More Effectively.**

DPM can also improve its performance by using available data and work teams more effectively. DPM has established performance measures for key processes but does not effectively use available data to measure and report performance. Team leaders do not receive any reports on how well their teams are performing toward meeting DPM's objectives. In addition, the self directed work team concept has not been implemented. Team members report that they do not have the autonomy to adopt alternative approaches to their work. In addition, communication is poor. The lack of autonomy and communication limits the teams ability to function up to their potential.

## **Finding III: DPM Needs to Ensure Consistent Policy Implementation.**

DPM needs to ensure consistent policy implementation. Although personnel policies by DPM generally provide effective guidance, some policies appear inconsistent and should be clarified. For example, the personnel manual states that all vacancies must be advertised and that vacancies will be filled by promotion. Enforcement of the policies is sometime inconsistent and unclear to programs and DPM staff. In addition, DPM receive minimal training and, as a result, have not learned consistent procedures for classification and assessment process.

## **Finding IV: Programs Delay Recruiting Process.**

Not all recruiting delays occur at DPM. Programs often delay the recruiting process by failing to submit timely vacancy requests. We found that programs average about five weeks to initiate the recruiting process. DPM can eliminate this delay by automatically advertising positions when they become vacant rather than waiting for programs to make a request.