

SUMMARY

The Office of the Auditor General has conducted a performance audit of the Department of Personnel Management (DPM). The purpose of the audit is to evaluate the function of the classification and recruitment sections and the reliability of the DPM database.

FINDING I: DPM processing of PCQs takes too long

The Classification Section is taking an unreasonable amount of time to process position classification questionnaire (PCQ) request. The delays in processing PCQs caused programs to not expend funds budgeted for personnel. We noted the following issues in processing PCQs:

- DPM does not consistently pre-screen PCQs for a more efficient review process. It took DPM between 2 to 236 working days to return 337 incomplete PCQs. The delays in returning incomplete PCQs caused programs to lose approximately \$700,000 in personnel funds.
- DPM took more than 10 working days to process complete PCQs. It took DPM between 11 to 189 working days to process 198 complete PCQs. The delays in processing PCQs caused programs to lose approximately \$600,000 in personnel funds.
- DPM maintains PCQs in pending status for long periods of time without communicating with the programs the status of their request. There were 51 PCQs pending between 39 to 361 working days. The pending PCQs caused the programs to lose approximately \$600,000 in personnel funds.

FINDING II: DPM recruitment process is untimely

DPM recruitment process is not always completed in a timely manner which contributes to the positions being vacant and the loss of millions of dollars in unexpended program funds budgeted for personnel. We noted the following issues in the recruitment process:

- DPM cannot advertise positions without programs initiating the process. It took departments 2 to 2,134 working days to submit the job vacancy announcements (JVA) for 1,409 vacant positions. The delays contributed to millions in personnel lapsed or reverted funds.
- DPM did not advertise vacant positions in a timely manner. It took DPM between 11 to 277 working days to process 1,163 JVAs. The delays caused the programs to lose approximately \$2.6 million in personnel funds.
- DPM did not refer applications to programs in a timely manner. It took DPM 11 to 272 working days to refer 4,796 job applications for 459 advertisements. The untimely referral caused programs to lose approximately \$1.3 million in personnel funds.

FINDING III: DPM assessment of applicant qualifications needs to be strengthened

There is no consistency in the evaluation of applicant qualifications. In addition, the equivalency clause complicates the evaluation of applicant qualifications.

- There are no guidelines for evaluating the qualification of job applicants.
- There is no consistency in the criteria used to assess appealed applications.
- JVAs with an equivalency clause of work experience in lieu of education complicate assessments of applicant qualifications.

FINDING IV: DPM personnel database is unreliable

DPM personnel database has a number of errors that make the database unreliable.

- DPM database contains blank fields that make incomplete and confusing information.
- Dates entered to the personnel database are inaccurate.