Table of Contents

Veterans' Preferences

February, 2012

	Page Number
BACKGROUND	**2**
OBJECTIVE, SCOPE AND METHODOLOGY	**2**
FINDINGS	**2-3**
RECOMMENDATIONS	**3**

BACKGROUND

Florida Statutes, Chapter 295, establishes veterans' preferences in Florida. The Orange County School Board is subject to FS Chapter 295, and has adopted School Board Policy GBAC, Veterans' Preference Policy to implement it. The statute and the policy give eligible veterans and certain spouses of veterans preference in appointment, retention, and promotion over other applicants.

OBJECTIVE

To determine whether the Human Resources Department is in compliance with Florida Statutes and School Board Policy GBAC in the hiring, promotion, and retention of eligible veterans

SCOPE

The scope is limited to positions posted since the re-implementation of E-Recruit in March of 2011, to the time of this audit.

METHODOLOGY

Our audit was conducted in conformance with the *International Standards for the Professional Practice of Internal Auditing* of the Institute of internal Auditors and included such procedures as deemed necessary to accomplish the audit objective.

We reviewed the procedures followed by the Human Resources Department and related supporting documentation to determine compliance with procedures for a sample of job postings during the audit period. We also requested supporting documentation from hiring managers at work locations via email and fax in order to determine compliance with procedures.

FINDINGS

Of the sixty job postings tested, ten had veterans among the applicants. Two of the veterans were hired, two were granted an interview, and another two did not meet the minimum qualifications for the position. The remaining four should have been interviewed and, if not advanced through the hiring process, had that decision reviewed by a higher level manager in the Human Resources department in accordance with School Board policy as noted below.

For one of the hired veterans, the required eligibility documentation for veteran's preference was not on file.

School Board Policy GBAC, Veterans' Preference Policy, states in part that:

> "Preference in appointment and employment requires that a preferred applicant be given special consideration at each step of the employment selection process but does not require the employment of a preferred applicant over a non-preferred applicant who is the most qualified applicant for the position. Granting of an interview is one example of the type of special consideration which may be given to a preferred applicant. If, at any stage of the hiring process, a preference-eligible veteran meets the minimum qualifications for an open position, then he or she will advance to the next step in the public employer's selection process. If, at any step in the selection process, a

> determination is made that the veteran is not qualified to advance to a subsequent step in the selection process, such determination will receive a review at a higher level of management having authority to overturn the initial determination, to ensure whether the determination was correct." (Underline added.)

The requirement to have a higher level of management review was not met during the audit period. Since that time, the Human Resources department has implemented a review procedure to comply with School Board policy.

RECOMMENDATIONS

We recommend that eligibility documentation for veterans' preference be obtained to ensure compliance with regulations and policy. We recommend that School Board Policy GBAC continue to be complied with in its entirety. We also recommend the department integrate notes and attachments in E-Recruit with SAP to monitor veterans applying and being hired for district positions and to reduce manual or paper entries after the E-Recruit files are created.

We wish to thank the staff of the Human Resources Department for their cooperation and assistance with this audit.

Pringle Simmons, Auditor

DEPARTMENT/SCHOOL:	Human Resources
ADMINISTRATOR/PRINCIPAL:	Ronald Pilgrim, Director of Employment Services
DEPARTMENT HEAD/AREA SUPERINTENDENT:	Carol Kindt, Senior Executive Director of Human Resources
	Kathy Palmer, Chief of Staff

Exception Noted	Management Response	Responsible Person	Outcome Timeline
What is? What should be?	What needs to be done?	Who needs to do it?	When will the action be completed? What is the evidence of completion?
1. Eligibility documentation for veteran's preference should be obtained to ensure compliance with regulations and policy.	**1. Currently our online application system requires applicants that claim veteran's preference to attach supporting documentation. Human Resources will continue to conduct trainings for Hiring Authorities to ensure that proper documentation is on file for applicants.**	**1. Senior Managers will work with their assigned work locations to ensure that Hiring Authorities have the skills and knowledge to confirm documentation is on file.**	**1. This is currently in process and will be ongoing. The Senior Managers recently presented to Hiring Authorities to ensure understanding of the policy and procedures that must be followed in regard to veteran's preference.**
2. School Board Policy GBAC should be complied with and veterans that meet the minimum qualifications are provided preference and, if preference is not given, then that decision is reviewed by a higher level authority.	**2. Our online application system clearly identifies applicants that have claimed veteran's preference. Human Resources will continue to monitor and train district Hiring Authorities on policies and guidelines. Human Resources, in collaboration with the**	**2. Hiring Authorities and the Senior Executive Director of Human Resources**	**2. This is currently in process and will be ongoing. Human Resources will continue to monitor to ensure policies and procedures are being followed.**

	School Board General Counsel's office, has instituted a review process for instructional and classified site-based hiring. When a Hiring Authority does not afford preference to a veteran that decision will now be reviewed by the Senior Executive Director of Human Resources.		
3. The department should consider integrating notes and attachments in E-Recruit with SAP to monitor veterans applying and being hired for district positions.	**3. Current systems do not support the flow of notes and attachments from e-Recruiting into SAP. This data is currently captured manually when the employee attends PREO. This also allows Human Resources to verify documentation for veteran's preference is accurate and placed on the employment record.**	**3. Director of Human Resources, Sr. HR BPS, Director of Employment Services**	**3. This is currently in process and will be ongoing. Human Resources will continue to work to eliminate manual/paper processes and insure accuracy of documentation.**