

**UNIVERSITY OF CALIFORNIA, DAVIS
AUDIT AND MANAGEMENT ADVISORY SERVICES**

**UC Davis
Human Resources – Recruitment and Compensation
Audit & Management Advisory Services Project #20-11**

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**Human Resources – Recruitment and Compensation
AMAS Project #20-11**

MANAGEMENT SUMMARY

Background

As part of the fiscal year (FY) 2020 audit plan, Audit and Management Advisory Services (AMAS) reviewed performance metrics associated with talent acquisition functions.

UC Davis talent acquisition functions are managed by the Talent Acquisition unit within Central Human Resources (Central HR), in partnership with human resource business partners (HRBPs) across campus¹. Talent Acquisition provides services designed to help departments attract, recruit, and retain quality and diverse employees.

Talent acquisition data is housed within the Talent Acquisition Management (TAM) module of UCPath. TAM is the current system used to recruit and hire staff, staff physicians, residents, fellows, and student UC Davis Health staff positions. UC Davis was the first UC campus to implement TAM in October 2019.

Purpose and Scope

Initially we planned to complete a full review of the university's recruitment and compensation activities. However, we subsequently learned that performance metrics were available that suggested some of the potential opportunities for process improvements may have already been addressed. So we modified our project scope to instead focus on validating the performance metrics. The metrics included within the scope of our review were:

- New job orders (requisitions);
- Applications received;
- Positions filled (new hires); and
- Internal/external hiring rate (expressed in percentages).

In order to accomplish our review, we gathered and assessed current talent acquisition metrics produced by Central HR, interviewed relevant Central HR staff (including program and data staff), and obtained an understanding of current data challenges associated with TAM implementation impacting the engagement. The timeframe under review was October 2019 through May 2021.

At this time, HRBPs can identify and track their own talent acquisition metrics using Cognos reporting tools, but these metrics are not provided to, nor are they reviewed by, Central HR. We did not test any HRBP-created talent acquisition metrics, as this was outside the project scope.

Conclusion

Our review found that TAM performance metrics which incorporate new hire data (e.g., positions filled and internal/external hiring rate) are unreliable because of a system issue within UC Path that sometimes causes new hires to be deleted from TAM. The current process for ensuring the deleted new hires are added back to UC Path bypasses TAM, thereby causing new hires to be underreported within TAM.

¹ HRBPs are human resources generalists employed throughout the university that provide consultation to campus units and serve as a channel to Central HR.

UC Davis does not have the ability to single-handedly direct changes to TAM. Instead, agreement is needed amongst all University of California (UC) locations using TAM in order to engage UC system resources to resolve issues such as the intermittent dropping of new hires from TAM. Pending resolution of the issue, AMAS recommends that Central HR develop a plan to implement a dashboard, locally, that will provide these talent acquisition metrics to HRBPs and other stakeholders. As part of this plan, AMAS recommends that Central HR develop a best practice/model procedure for new hire data entry using TAM, to include a directive to stop using the process workaround.

We are unable to conclude on the validity of TAM metrics for new job orders and applications received. While we have no reason to believe there are issues similar to those noted above for positions filled/new hires, we could not confirm the data for new job orders and applications received to an independent source. However, as stated above, Central HR plans to implement a dashboard that will provide data regarding these two metrics that will allow for future data validation against hiring department records if desired.

Observations

A. Completeness and accuracy of talent acquisition metrics

1. TAM data regarding positions filled/new hires is incomplete, which produces inaccurate talent acquisition metrics when this data is utilized.

The TAM module of UCPath is the official repository for information regarding positions filled/new hires. Since its implementation, however, Central HR staff have observed that TAM data related to new hires is deleted without warning. Staff informed us that these data issues are identified only when problems occur. For example, when new hire data is deleted, Central HR may be made aware of this issue via complaints of unpaid staff wages.

When a new hire is deleted, duplicate data entry is required. However, instead of re-entering this new hire data into TAM, staff use the “template-based hire method” to enter this data directly into UCPath². Using this method bypasses TAM so that the data is no longer subject to possible deletion. However, no Central HR staff has access to template-based hire data housed in UCPath, although Central HR anticipates access to this data in 2021³. Thus, there is no method currently available to obtain these (re-entered) new hire figures via UCPath queries or Data Distribution Operational Data Store, the UCPath data warehouse (DDODS). As a result, manual reconciliation is required to calculate the total number of new staff hires at UC Davis each month. The internal/external hiring rate, based solely on incomplete TAM data, is calculated, but is currently inaccurate.

² The template-based hire process is used when recruiting for positions outside of UCPath; i.e., for academic positions, academic students, Senior Management Group, and other groups. It is not designed to be used for staff positions covered by the TAM module, but is currently used for this purpose nonetheless.

³ Per HR staff, UCOP will grant access to template-based hire data via its new reporting capability, currently under development. UCOP has a pending request to provide Central HR with this missing data, but as of June 2021, the data has not yet been provided.

2. TAM data regarding new job orders and applications received could not be independently validated.

New job orders and applications received do not appear to be subject to the TAM limitations discussed in Observation A.1 above, and we attempted to validate the data supporting these metrics. Although we confirmed Central HR's summary reporting to its detailed system data, we cannot draw conclusions regarding its overall validity. HRBPs can currently access data regarding new job orders and applications received using their own Cognos queries, but these queries are not the same as those used by Central HR to measure these two metrics. Because unique metrics for new job orders and applications received are currently captured only internally by Central HR, there is no third party access to this exact dataset, which prevents HRBPs from reviewing and verifying its completeness and accuracy for their areas of responsibility.

To address this lack of visibility, Central HR plans to implement a dashboard that will provide data regarding these two metrics.

TAM continues to undergo system improvements. The following recommendations support the immediate need for valid and reliable metrics.

Recommendations

To ensure accurate talent acquisition metrics are provided to HRBPs and other stakeholders, Central HR should develop a plan to implement a dashboard, locally, that will provide these talent acquisition metrics to HRBPs and other stakeholders. As part of this plan, Central HR should develop a best practice/model procedure for new hire data entry using TAM, to include a directive to stop using the process workaround.

Management Corrective Actions

1. By January 15, 2022, Central HR will develop a best practice/model procedure for departments to use when entering new hire data using the TAM module. This guidance will include a directive to stop using the template-based method (unless currently approved for use).
2. By April 1, 2022, Central HR will develop a plan to implement a dashboard that will provide HR metrics, including current talent acquisition metrics, to HRBPs and other stakeholders. Suggested plan elements will include, but are not limited to, the following elements: platform used/technical specifications; identification of metrics, including definitions; roles and responsibilities of all stakeholders; best practices/model procedures; implementation timeline; rollout/outreach efforts; reporting tools; system maintenance plan; and quality assurance efforts, to include at a minimum procedures used to restore deleted TAM data, if any, to ensure the accuracy of new hire metrics.