

**CityNet (Lawson e-Recruiting) Follow-Up Audit
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CityNet (Lawson e-Recruiting) Follow Up Audit



Office of the City Auditor

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Executive Summary

***Five of eight
recommendations fully
implemented***

Fully Implemented

- ***Test environment***
- ***Job posting ending dates***
- ***Applicant Coding***
- ***Review of e-Recruiting setup***
- ***Documentation of test results***

Partially Implemented

- ***System-generated reports reconciled to source data***

Not Implemented

- ***Lawson Interface***
- ***Masking applicant social security numbers***

The City Auditor's Office has completed a follow-up to the January 2009 CityNet (Lawson e-Recruiting) audit. The follow-up audit was conducted in accordance with generally accepted government auditing standards, except for peer review. 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. The objective of the follow-up was to determine the implementation status of prior audit recommendations.

Management concurred with eight of the ten recommendations presented in the initial CityNet (Lawson e-Recruiting) Audit. The City Auditor's Office noted that five of the eight recommendations were fully implemented, one was partially implemented and two were not implemented.

Management fully implemented recommendations related to establishing an e-Recruiting test environment, recording job posting ending dates, and coding applicants upon termination of job postings. Management has also implemented the recommendations to analyze the software to ensure compliance to vendor specifications and to document system testing. The recommendation to reconcile reports to source data has been partially implemented.

Workforce Services staff was unable to implement audit recommendations regarding encryption of social security numbers and the interface to Lawson, due to vendor and technical limitations.

Audit Scope and Methodology

The City Auditor's Office reviewed activity related to e-Recruiting between June 1, 2009 and August 30, 2010. The following methodology was used.

- Interviewed Information Technology (IT) staff regarding e-Recruiting changes and the test environment
- Interviewed Workforce Services staff regarding the use of e-Recruiting
- Interviewed Workforce Services IT Analyst on enhancements to e-Recruiting since the initial audit
- Generated multiple reports on open and closed positions for all Workforce Services Consultants
- Validated data to ensure accuracy
- Accessed production and test Lawson e-Recruiting systems
- Reviewed new reports set up in the Lawson Business Intelligence (LBI) menu. LBI is Lawson's organization-wide reporting suite, and includes a single point of navigation and administration for all Lawson standard reports and customer-developed Crystal Reports.

Status of Prior Recommendations

Recommendation:

The Chief Information Officer, in conjunction with the Workforce Services Director, should consult with the NCTCOG to establish a test environment.

Management's Response:

Concur. A formal [Lawson] eRecruiting TEST environment was established, configured, and deployed by Velocity Technology Solutions, the City's Lawson host provider, during the October-November 2008 timeframe and was made available to the City for use beginning November 25th, 2008.

Target Date: Completed - November 2008

Responsibility: Information Technology (IT)

Implementation Status:

Fully Implemented. Velocity Technology Solutions has established the e-Recruiting test environment, which requires separate log in credentials from the production environment.

Recommendation:

The Workforce Services Director should consider an automated or manual control to ensure a posting end date is entered in each job requisition.

Management's Response:

Concur. This change was recently implemented by Workforce Services staff as a standard operating practice.

Target Date: Completed – November 2008

Responsibility: Workforce Services Operations Manager

Implementation Status:

Fully Implemented. The City Auditor's Office noted that job posting end dates were entered for a sample of e-Recruiting job postings in 2009 and 2010, subsequent to the initial audit report release date.

Recommendation:

The Workforce Services Director should ensure that applicants are coded appropriately, to reflect consideration for posted positions.

Management's Response:

Concur. Letters of rejection that are sent to job applicants will be simplified in order to reflect a more generic response, with the specific reasons for rejection to be held by the specific hiring managers. This approach is being taken due to the [Lawson] eRecruiting software's inability to list more than one reason for rejection in the response letter.

Target Date: March 1, 2009

Responsibility: Workforce Services Operations Manager

Implementation Status:

Fully Implemented. A sample of closed positions posted in e-Recruiting in 2009 and 2010, subsequent to the initial audit report release date, consisted of appropriate coding for applicants not selected for the position.

Recommendation:

The Workforce Services Director, in coordination with the Chief Information Officer, should conduct an analysis to determine if Lawson e-Recruiting is set up to vendor specifications and to determine its scalability to future processing volumes.

Management's Response:

Concur. In November 2008, Information Technology partnered with Workforce Services to begin a complete evaluation of the [Lawson] eRecruiting software. As part of the evaluation process, the original system configuration will be reviewed and compared with current business requirements to determine if changes to business processes and/or the software itself are needed. Additionally, the City will consult with the other partner cities in the Shared Services initiative, as well as with other Lawson eRecruiting customers, to review their use of the product in order to identify possible opportunities for improvement to our use of the software.

Target Date: September 30, 2009

*Responsibility: Workforce Services Operations Manager
Information Technology (IT) Manager*

Implementation Status:

Fully Implemented. The City Auditor's Office noted that that the Information Technology Department has conducted business process analysis on the e-Recruiting system and has benchmarked with other e-Recruiting users in the metroplex to optimize system setup.

Recommendation:

The Chief Information Officer and the Workforce Services Director should ensure that system user acceptance test results are documented in detail and retained.

Management's Response:

Concur. An IT Project Management Office (PMO) was formally established in the fall of 2007. The PMO is responsible for the documentation and retention of software test results at all stages of the formal testing process (unit, system/integration, and user acceptance testing).

Target Date: Completed - Spring 2008

Responsibility: Information Technology PMO Manager

Implementation Status:

Fully Implemented. The City Auditor's Office examined samples of e-Recruiting test scripts provided by the Information Technology Department. Documentation included test objective, pass/fail information and information on the party conducting the testing. No exceptions were noted.

Recommendation:

The Workforce Services Director should ensure testing is conducted to assess accuracy of the system-generated reports by reconciling back to source data. The vendor should be required to amend Lawson e-Recruiting, based on test results, in order to produce accurate system-generated reports.

Management's Response:

Concur. Custom reports will be created and executed, comparing the results with those of the [Lawson] eRecruiting system-generated reports. Discrepancies will [be] identified and reviewed to determine if they are the result of initial report set-up or if they are, in fact, the result of logic problems within the reports themselves. Any issues that are identified as system problems will be reported to Velocity/Lawson for investigation and remediation.

Target Date: October 1, 2009

Responsibility: Workforce Services Operations Manager

Implementation Status:

Partially Implemented. Workforce Services staff, with assistance from the Information Technology Department, has created five e-Recruiting reports that are used frequently in LBI. However, the report data has not been reconciled to source data within e-Recruiting, in order to validate the reports. The City Auditor's Office performed a limited reconciliation of the "Applicants by Requisition" report and found no exceptions. The new reports are intended to provide applicant EEO information for each advertised position and to list job openings by posted date.

Recommendation:

The Chief Information Officer should require Lawson to provide a reliable, operational interface between Lawson e-Recruiting and the Lawson human resources module.

Management's Response:

Concur. The City's IT Department is currently working with Velocity Technology Solutions to install an updated version of the [Lawson] eRecruiting/Lawson interface, recently made available by Lawson, into the City's eRecruiting TEST environment. Testing of this updated interface should be able to commence within the late January or early February 2009 timeframe.

Target Date: September 30, 2009

Responsibility: Information Technology (IT) Manager

Implementation Status:

Not Implemented. A two-way interface between Lawson e-Recruiting and the Lawson human resources module has not been implemented due to limitations imposed by the vendor. Lawson has discontinued its support of the two-way interface.

Recommendation:

The Workforce Services Director should ensure that applicant social security numbers are masked.

Management's Response:

Concur. Detailed analysis of the [Lawson] eRecruiting set-up will be performed, as it is presently unclear as to whether or not social security numbers can be encrypted or masked. Until such time as the software's ability to perform this function is verified, the [Lawson] eRecruiting software set-up will be modified to remove the SSN field so that an applicant cannot enter that particular piece of information into the system themselves.

Target Date: March 31, 2009

Responsibility: Workforce Services Operations Manager

Implementation Status:

Not Implemented. Velocity Technology Solutions, the vendor that services Lawson applications for the City of Arlington, informed City staff that the social security number data field cannot be encrypted. Velocity states that Lawson does not support encryption in the Oracle 9i database.

Information Technology staff was not able to modify the e-Recruiting set-up to remove the social security number field from the application. However, Workforce Services staff has begun to exclude social security numbers from applications that are sent to hiring managers. Applicant social security numbers remain subject to exposure, in the event of a data breach in Lawson.