Jefferson Parish Office of Inspector General

Personnel Hiring Practices Evaluation

Final Evaluation Report 2022-0020

January 13, 2026

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The Jefferson Parish Office of Inspector General (JPOIG) conducted an evaluation of the Jefferson Parish Personnel Department to assess the timeliness, and efficiency and effectiveness of the Parish's hiring process. The scope period of this evaluation included employees hired from 10/1/2022 through 09/30/2023; and employee survey responses related to the hiring process which were received from 01/09/2025 to 02/03/2025.

Pursuant to the **Jefferson Parish Home Rule Charter, Section 4.03, Personnel Administration**, it is the policy of the Parish to employ the most qualified individuals and to foster an effective career service in Parish employment. All appointments and promotions must be based on merit and fitness, determined insofar as practicable by competitive testing. The responsibility for Personnel Administration rests jointly with the **Personnel Department** and the **Personnel Board**, which oversees classification, pay, and personnel rules. In 2025, the Personnel Department had a budget of **$2.2 million**.

The Personnel Department consists of **21 classified employees**. The Department is functionally divided into four primary areas—Recruitment, Testing and Examination, Certification, and Classification. As of 01/09/2025, Jefferson Parish employed approximately **3,333 individuals**, of whom **2,200 (66%)** were classified employees subject to competitive hiring processes.

Pursuant to the Home Rule Charter, Section 4.03, *Personnel Administration,*

> All appointments and promotions in the service of the parish and of each of its departments, offices, agencies, and special districts **shall be made on the basis of merit and fitness, which shall be determined, insofar as practicable, by competitive test**....[1]

To evaluate how the competitive testing process is applied in practice, the JPOIG judgmentally selected a sample of 75 employees who were hired through the competitive process.

Summary of Findings and Recommendations
The JPOIG reached three findings:

1. **The Personnel Department's current hiring process does not support the efficient and timely hire of employees.**

The JPOIG found that the Personnel Department lacks formal performance metrics or benchmarks to measure the timeliness and efficiency of hiring. The Recruitment Division Policy and Procedure

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[1] "The following shall not be subject to the provisions of Section 4.03 regarding appointment, promotion, and dismissal: (1) The Parish President; (2) The directors of departments and heads of principle offices provided that the procedures prescribed in Section 4.03E(2) shall apply to the appointment of the Personnel Director; (3) The Parish Clerk; (4) Members of advisory boards and other unpaid bodies who are not parish employees; (5) Organizations and their employees and other persons who are engaged by the parish on a contractual basis; (6) The Parish Attorney and his legal assistants; (7) The Inspector General and his assistants; (8) At-will employees hired to work directly in the office of the Parish President or a Parish Council member." Jefferson Parish Home Rule Charter Section 4.03(A).

Manual provides procedural guidance but omits performance standards necessary to track and improve outcomes.

To assess hiring performance, the JPOIG applied benchmarks from the **U.S. Office of Personnel Management (OPM) End-to-End Hiring Initiative**, which identifies an 81-day model for efficient hiring. Based on a sample of 75 hires, the JPOIG determined that the **average time-to-hire was 341 days**, exceeding the OPM standard by 260 days. The most significant delays occurred in validating vacancies, posting announcements, and conducting interviews.

A survey of Parish department directors revealed widespread dissatisfaction with the hiring process. Directors cited limited candidate pools, frustration with the NEOGOV platform, and inadequate communication or training from the Personnel Department. **Sixty-seven percent (67%)** of respondents expressed dissatisfaction with the Personnel Department's role, and **79%** reported that delayed hiring negatively affected departmental operations.

The JPOIG made several recommendations to include developing and implementing reasonable Time-to-Hire goals that generally account for each of the hiring process steps similar to the OPM Hiring Process Analysis Tool.

2. The Personnel Department's practice of conducting job studies is "reactive" by design and may prevent the Parish from hiring the best candidates.

The JPOIG found that the Personnel Department's current practice of conducting job studies is reactive by design and does not include a formal process for performing job analyses prior to posting job announcements. This reactive approach may hinder the Parish's ability to attract and hire the most qualified candidates.

The JPOIG reviewed the Personnel Department's Recruitment Division Policy and Procedure Manual and found no provision requiring a job analysis before initiating recruitment. In contrast, best practices established by the U.S. Office of Personnel Management (OPM), including the Hiring Process Analysis Tool and the Delegated Examining Operations Handbook (DOEH), emphasize that a job analysis is a critical step before advertising a position. According to the DOEH, a valid job analysis systematically identifies the duties, knowledge, skills, and abilities (KSAs) required for successful job performance and forms the foundation for developing accurate job descriptions, effective assessments, and fair selection processes.

Under current practice, the Personnel Department conducts "job studies" only upon request by a department, employee, or on its own initiative—typically to review pay or classification issues for existing employees. These studies are not tied to recruitment efforts and are often initiated after operational or compensation concerns arise. Consequently, position descriptions may not be routinely updated to reflect evolving duties, organizational changes, or new skill requirements before recruitment occurs.

The absence of a proactive job analysis process increases the risk that job postings do not accurately reflect current operational needs, resulting in misaligned qualifications, outdated requirements, and potential hiring inefficiencies. This approach may also lead to repeated post-

hire position adjustments through job studies, which consume administrative resources and delay broader workforce modernization.

The JPOIG recommended the Personnel Department develop and implement a formal policy requiring a job analysis and position description review prior to posting any job announcement. The policy should specify timelines, responsible parties, and procedural steps to ensure that each position description accurately reflects current duties, responsibilities, qualifications, and operational requirements.

3. **The Personnel Department's testing methods are not effectively aligned with position descriptions and requisitions to ensure recommended candidates possess critical competencies and desired knowledge, skills, and abilities (KSAs).**

The JPOIG's review of 75 sampled hires revealed that 41 employees were tested using 16 assembled examinations developed internally by Personnel staff. The average age of these tests was 10.5 years, with some last revised as far back as 2004. The content of the tests generally assessed basic clerical or technical aptitude but did not consistently measure the broader or more current competencies reflected in position descriptions. Similarly, T&E evaluations were found to emphasize education and years of experience—indicators of proficiency—but not the specific KSAs essential to the job.

Best practices established by the U.S. Office of Personnel Management (OPM), including the *Delegated Examining Operations Handbook (DOEH)*, emphasize that valid assessment tools must be derived from a current job analysis and must reliably measure competencies that are critical and required at the time of entry into the position. Jefferson Parish's current reliance on outdated written tests and simplistic T&E scoring methods departs from these standards.

Additionally, feedback from Parish department directors reflected diminished confidence in the Personnel Department's evaluation process. When the JPOIG surveyed directors, several directors cited concerns that referred candidates often lacked necessary qualifications, suggesting that the current testing framework does not effectively identify the most suitable applicants.

The JPOIG made several recommendations to include developing and implementing policies and procedures requiring periodic review and revision of all assembled tests to ensure continued reliability, validity, and relevance to current job functions. The JPOIG also recommended revising Training and Experience (T&E) evaluation process to assess actual job-related competencies and abilities, rather than relying solely on rating education and years of work experience.

Summary of Responses

In accordance with JPCO §2-155.10, the report was provided to the Jefferson Parish Personnel Department, through its director, and the Jefferson Parish Personnel Board, through its members, for response. The JPOIG received response to the report from John Dumas, Personnel Department Director.

While the response did not specifically agree or disagree with any findings, the response acknowledged the findings and proposed future action:

- The Personnel Department does not own the process for filling vacant positions in its entirety. Parish departments must decide when and if they are going to fill vacant positions. Departments do not immediately submit a requisitions when a vacancy occurs. But, the Personnel Department understands that it's important to track "time to fill" vacant positions from an efficiency standpoint ensuring that parish resources are used effectively. Moving forward, the **Personnel Department will begin utilizing metrics to track "time to fill" positions at the point in which a requisition has been approved by all departments including the Parish Presidents Office**. The Personnel Department will work more closely with the departments to ensure they are working through the hiring/selection process to interview and ultimately extend hiring offers from the certification/eligibility list provided by the Personnel Department.

- The Personnel Department beginning in 2026 will require all Parish departments to update all position descriptions in their respective departments. The Parish wide initiative was last conducted approximately 10 years ago and it's understandable that this exercise should be performed on a more frequent basis. Moving forward, this process will be conducted between every 3-5 years. Once the completed updated position descriptions have been received by the Personnel Department, Personnel Analysts will analyze and review the description pertaining to the job and to meet the minimum qualification requirements. Jobs change after a period of time particularly as it pertains to the job functions, education experience, and knowledge, skills and abilities needed to perform essential functions of the job. Therefore, moving forward, the Personnel Department will prioritize the job analysis process of updating and analyzing position descriptions.

- The Personnel Department will develop processes/procedures to ensure that tests are updated on a more frequent basis. These will be reviewed every 3-5 years to ensure relevance and to ensure the test content accurately measures knowledge, skills, and abilities needed to perform the work associated with the position(s) the test is used for. Using the job analysis information derived from updated position descriptions, tests will be updated and developed to ensure they accurately measure the pertinent information when assessing candidates' qualifications. Additionally, tests will be developed and updated to include certain factors which are important for good test instruments.

- As it pertains to the survey referenced in the report which revealed dissatisfaction with the hiring process, beginning in 2026, the Personnel Director along with key Personnel Department employees will meet with each Parish department director. The purpose of the meetings will be to completely understand the specific concerns directors may have as it pertains to the hiring process.

I - BACKGROUND

Jefferson Parish Personnel Administration

Pursuant to the Home Rule Charter, Section 4.03, *Personnel Administration,*

> It shall be the policy of the parish to employ those persons best qualified to perform the functions of the parish and to foster effective career service in parish employment.[2]

As of 01/9/2025, there were 3,333 active Jefferson Parish government employees. Of this total, 2,200 employees worked in over 600 classified positions. Classified employees represent 66% of all Parish employees.[3]

The personnel administration is the responsibility of the Personnel Department and Personnel Board. Section 4.03 of the Home Rule Charter provides:

> There shall be a personnel department consisting of a Personnel Director, who shall be the executive head of the department, and a Personnel Board, which shall be policy making and quasi-judicial in nature.[4]

The **Personnel Board** is composed of three electors of Jefferson Parish, each appointed by the Parish President to a six-year term. One appointment is made with the approval of the Parish Council, while the remaining two are selected from lists of three nominees submitted by the Presidents of Tulane University and Loyola University, respectively. The duties of the Personnel Board include, but are not limited to, reviewing the classification plan, the pay plan, and Personnel rules.[5,6]

The **Personnel Director** is appointed by the Personnel Board and is responsible to the Personnel Board for the administration of the personnel system for the Parish, including all Parish departments, offices, agencies, and special districts.[7] The duties of the Personal Director include, but are not limited to, developing and administering a position classification plan, a salary plan,

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[2] Jefferson Parish Home Rule Charter Section 4.03(A).

[3] Classified employees are all offices and positions of trust or employment in the Parish service, except those placed in the unclassified service by Section 4.03A et seq. of the Jefferson Parish Home Rule Charter. Unclassified employees are those not subject to the provisions of Section 4.03 regarding appointment, promotion, and dismissal including: "(1) The Parish President; (2) The directors of departments and heads of principle offices provided that the procedures prescribed in Section 4.03E(2) shall apply to the appointment of the Personnel Director; (3) The Parish Clerk; (4) Members of advisory boards and other unpaid bodies who are not parish employees; (5) Organizations and their employees and other persons who are engaged by the parish on a contractual basis; (6) The Parish Attorney and his legal assistants; (7) The Inspector General and his assistants; (8) At-will employees hired to work directly in the office of the Parish President or a Parish Council member." Jefferson Parish Home Rule Charter Section 4.03(A).

[4] Jefferson Parish Home Rule Charter Section 4.03(C).

[5] Jefferson Parish Home Rule Charter Section 4.03(E).

[6] The classification plan contains all the classes of positions (e.g. administrative assistant, sewerage lift station inspector, etc.) for inclusion in the classified service. The pay plan consists "of all the scales or rates of pay prescribed under the provisions of the Law [Section 4.03 of the Home Rule Charter] by the [Personnel] Board and approved by the Parish Council for classes of positions in the classified service." Jefferson Parish, Department of Personnel, Personnel Rules of the Classified Service, Rule I, Definitions #12 & 46.

[7] Jefferson Parish Home Rule Charter Section 4.03(C).

and personnel rules. Personnel rules shall provide "…methods for holding competitive tests to determine the merit and fitness of candidates for original appointment and promotion."[8]

The Personnel Rules of the Classified Service provides for the organization rules and procedures of the Personnel Board, classification of civil service employees, administration of the pay plan, procedures for employee recruitment and selection, establishing work hours, guidance for performance evaluations, and procedures for disciplinary actions. Personnel Rules are authorized and approved via Ordinance No. 4074 adopted by the Parish Council.

Personnel Department Organization

In 2025, the Personnel Department had an operating budget of $2,222,365.

The Personnel Department consists of twenty-one (21) classified employees including a Personnel Director, an Assistant Director-Personnel, an Administrative-Management Specialist I, an Executive Assistant, three (3) Personnel Assistants, one (1) Personnel Board Special Assistants, one (1) Personnel Technician I, five (5) Personnel Technician IIs, four (4) Personnel Technician IIIs, one (1) Office Support Specialist, and one (1) Secretary. The current staffing for Personnel is illustrated in Figure 1 below.

Figure 1: Personnel Organizational Chart as of 10/23/2025

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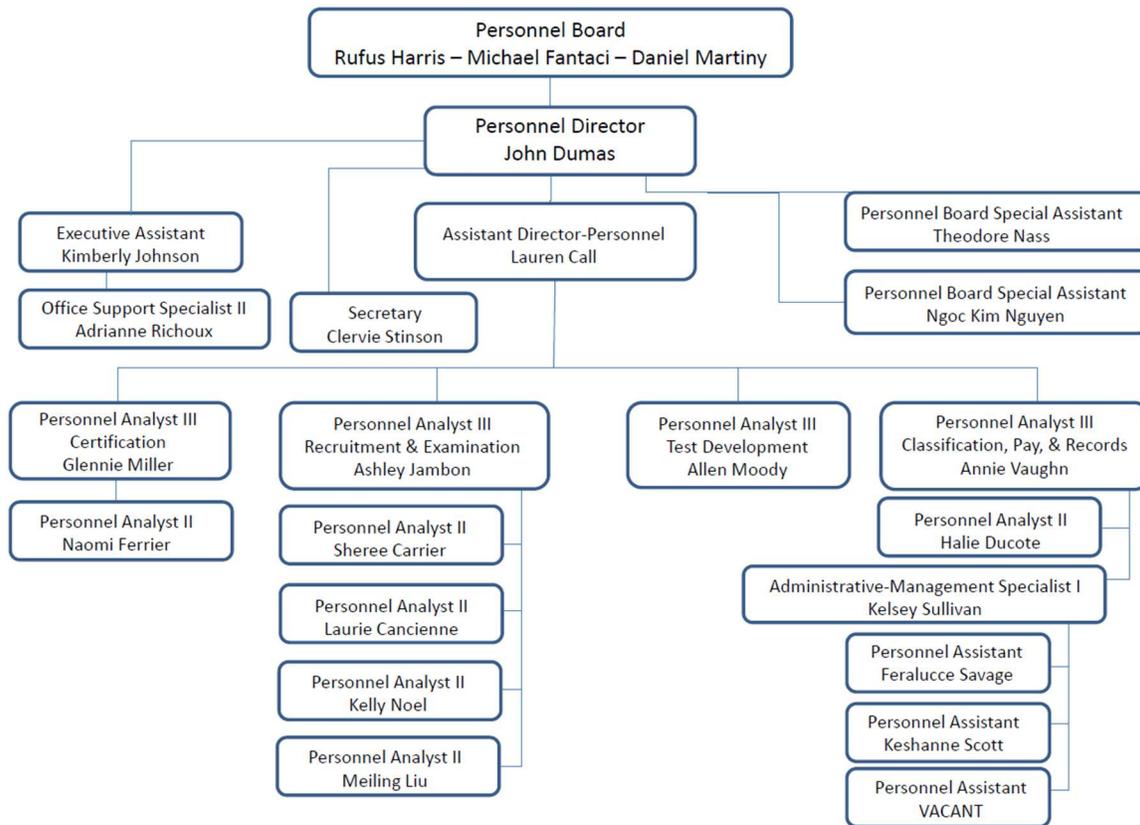
[8] Jefferson Parish Home Rule Charter Section 4.03(D)(3).

There are also four (4) functionally divided areas within the Personnel Department that are involved in the hiring process: Recruitment, Testing and Examination, Certification, and Classification.

- **Recruitment Division:** Opens and posts job positions on governmentjobs.com. Time for application is at least two weeks. Recruitment also oversees background checks and driver record checks at the time conditional employment is offered.
- **Testing and Examination Division:** Determines minimum qualification requirements (MQRs) for each position. Testing is based on MQRs. The Personnel Department uses assembled (written) tests, and/or ratings of training and experience (T&E) to evaluate applicants.
- **Certification Division:** Manages the eligibility lists for all job positions. The Certification staff determine which applicants qualify for and their final rankings on the eligibility lists. The Certification staff provide the hiring managers with a list of five (5) qualified candidates.
- **Classification Division:** Periodically reviews class titles in the pay plan and may recommend changes to pay plan for specific job classes. Changes to class titles and pay rates are approved by the Personnel Board. Major pay plan updates are approved by the Personnel Board and Parish Council.

Personnel Department Hiring Practices

1. Summary of Parish Hiring Process

In addition to the Personnel Department, the hiring process involves several other departments and stakeholders including:

- Hiring Department
- Parish President's office
- Budget Department
- Human Resources

The **Hiring Department** refers to the Parish department seeking to make a hire. The Hiring Department initiates the process by submitting a "Request to Fill Vacancy" form for an existing position, or both a request form and job description for a newly created position. This request is submitted to the **Parish President's Office** for initial review and approval. The **Personnel Department** also reviews and approves the request. Once both approvals are secured, the request is forwarded to the **Budget Department to check for funding and a position control number** and routed back to the Personnel Department to prepare the job posting.[9]

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[9] Each authorized position in a department's budget is assigned a position control number to ensure proper tracking, of personnel for budget development and monitoring, Position control numbers follow each employee and are not re-used.

If the request is for a new position, the **Budget Department** assigns a position control number. The Hiring Department then requests **Human Resources** to enter this control number into **NEOGOV**, the Parish's applicant tracking system.

The **Personnel Department** uses NEOGOV's "Insight" module to manage and track all phases of the hiring process, including posting job announcements, monitoring applicant status, capturing candidate data, and generating reports.[10] The hiring process includes the following steps:

- ➢ **Request to Fill Vacancy**

   The process begins when the Hiring Department completes a "Request to Fill Vacancy" form or uses the **eDOCS** system—Parish Administration's document management platform (also known as Hummingbird). eDOCS is used to facilitate necessary approvals for resolutions, contracts, ordinances, and personnel actions.

   Before recruitment can begin, Personnel must receive required approvals via eDOCS from **Human Resources**, **Parish Administration**, and **Budget**. Once approvals are obtained, the Hiring Department submits a requisition in NEOGOV for final review and approval by Personnel and Budget Departments.

   If there is an existing list of eligible candidates for the position, Personnel refers the top five candidates to the Hiring Department for interviews.

- ➢ **Job Posting**

   If there are less than five candidates to refer to the hiring department, or if the list of eligible applicants has expired, Personnel's recruitment staff will draft and send the job announcement back to the Hiring Department for review before posting via NEOGOV.

- ➢ **Receive Applications**

   All applicants must apply online via NEOGOV, accessible through the Personnel Department's employment page or GovernmentJobs.com. Job postings are typically open for **10 working days or two weeks**, although this may be extended depending on applicant response or changes in job duties or qualifications.

- ➢ **Evaluate Applicants**

   After the application period closes, the Personnel Department reviews all applications to ensure candidates meet the **Minimum Qualification Requirements (MQRs)** for the position. Evaluation criteria may include: years of experience, parish residency, education, and veterans' preference. Depending on the position, qualified applicants are invited to take a proctored exam and/or are rated by Personnel Analysts for **Training and Experience (T&E)**.

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[10] The Personnel Department has used NEOGOV for more than six years.

➢ **Notify Applicants**

Personnel notifies candidates of their exam results and eligibility via NEOGOV's automated email system, or by U.S. Mail if the applicant lacks electronic access. Personnel then refers the top five candidates, based on exam scores or T&E ratings, to the Hiring Department for interviews.

➢ **Tentative Job Offer**

Following interviews, the Hiring Department makes a tentative offer to the preferred candidate.

➢ **Pre-Employment and Security Checks**

Once a tentative offer is made, the Hiring Department requests a background check via email to the Personnel Department. Background checks may include:

- **Criminal Check**: Conducted for all entrance candidates as well as any current employees being hired, transferred, etc. to departments governed by the **Louisiana Child Protection Act** (Juvenile Services, Library, Head Start, and Parks & Recreation)

- **OMV Driving Check**: For positions requiring driving duties or a **Commercial Driver's License (CDL)**

- **Experience Check**: Conducted for all candidates being hired to a position which necessitates work experience in the minimum requirements. This includes entrance, promotions, reinstatements, and limited entrance appointments.

➢ **Start Date**

Once Personnel completes a successful background check, it notifies the Hiring Department via email. The Hiring Department then coordinates with the selected candidate to determine the official **start date**.

2. Determining Merit and Fitness

Pursuant to the Home Rule Charter, Section 4.03, *Personnel Administration,*

> All appointments and promotions in the service of the parish and of each of its departments, offices, agencies, and special districts **shall be made on the basis of merit and fitness, which shall be determined, insofar as practicable, by competitive test**…[11]

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[11] "The following shall not be subject to the provisions of Section 4.03 regarding appointment, promotion, and dismissal: (1) The Parish President; (2) The directors of departments and heads of principle offices provided that the procedures prescribed in Section 4.03E(2) shall apply to the appointment of the Personnel Director; (3) The Parish Clerk; (4) Members of advisory boards and other unpaid bodies who are not parish employees; (5) Organizations and their employees and other persons who are engaged by the parish on a contractual basis; (6) The Parish Attorney and his legal assistants; (7) The Inspector General and his assistants; (8) At-will employees hired to work directly in the office of the Parish President or a Parish Council member." Jefferson Parish Home Rule Charter Section 4.03(A).

It is the duty of the Personnel Director to establish policies and methods for administering competitive tests to determine the merit and fitness of candidates for original appointment and promotion.[12] Rule VI of the Personnel Rules for Classified Service uses the terms "test" and "examinations" interchangeably. "Testing" may refer to a written, also known as "assembled test" that is in either a hard copy or digital form. However, "testing" does not necessarily mean a written test. It may also refer broadly to the initial review of applications; a detailed process of rating **Training and Experience (T&E)**; and drug screening.

- **Written (Assembled) Test**: A proctored test, either in hard copy or digital offered to candidates who meet the minimum qualification requirements.

- **Rating Training & Experience (T&E):** A "testing" method in which Personnel reviews and scores applicants' qualifications. This "testing" method does not involve a written test. Instead, two (2) Personnel Analysts independently evaluate each applicant using a standardized rating scale that assigns points based on levels of experience, from minimum to substantial.

  Supplemental points may be awarded for relevant or related experience. Analysts are required to justify their scoring. If scores differ, both analysts meet to reconcile and agree upon a final rating for positions requiring a T&E rating.

Certain technical and supervisory positions may require both an assembled test and a rating of T&E. Other positions may only require a T&E rating.

Finally, Personnel may hold non-competitive and promotional examinations for positions in certain classes of work for which recruiting applicants is difficult because of technical, professional, or other qualifications (e.g. license or state certification).[13]

Sample Population

To evaluate how the competitive testing process is applied in practice, the JPOIG judgmentally selected a sample of employees who were hired through the competitive process. These employees represented three primary appointment types:

- **Entrance Appointment**: Refers to individuals appointed from an entrance employment list who were not previously employed as a civil service employee, or who were serving in non-permanent roles such as Special Non-Competitive Limited Term (SNCLT), transient, or original probationary positions.

- **Limited Entrance Appointment:** Used when a current employee applies for a position that is of equal or lower pay grade to their current position. Those candidates are considered limited entrance rather than entrance or promotional.

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[12] Original appointment (or entrance) candidates are those who meet the requirements for admission to the tests, regardless of prior employment in the classified service. These candidates are placed on a list for further consideration.
[13] Personnel Rules of the Classified Service, Rule VI, Section 9.1 Non-Competitive Examinations.

- **Promotional Appointment:** Refers to the appointment of a current civil service employee from a list to a position with a higher pay grade. Promotion is defined in Rule I of the Personnel Rules as "a change of an employee in the classified service from a position of one class to a position of another class for which a higher maximum rate of pay is provided in the pay plan."

The JPOIG limited the sample to competitive positions (Entrance, Limited Entrance and Promotional) which generally required candidates to pass through all steps of the hiring process and provide more complete time-to-hire information. It also represented a majority of the hires within the evaluation scope period and would have the fewest exceptions or deviations from the standard hiring process. For example, emergency appointments were excluded because they would not follow the standard process.

Acronyms
The JPOIG used the following acronyms in this report.

Board	Jefferson Parish Personnel Board	MQRs	Minimum Qualification Requirements
DEOH	Delegated Examining Operations Handbook	OPM	U.S. Office of Personnel Management
HRO	Human Resources Office	OSM	Objectives, Scope, & Methodology
HUD	US Dept of Housing and Urban Development	Parish	Jefferson Parish
JPOIG	Jefferson Parish Office of Inspector General	T&E	Rating of Training and Experience
KSAs	Knowledge, Skills, and Abilities		

FINDING #1: HIRING PROCESS WAS NOT OPERATING EFFICIENCTLY

Criteria:

The Personnel Department maintains a *Recruitment Division Policy and Procedure Manual*; however, the manual does not include performance metrics related to the **efficiency** or **timeliness** of hiring. To assess Jefferson Parish's hiring efficiency, the JPOIG utilized external benchmarks developed by the **U.S. Office of Personnel Management (OPM)**.

In 2017, OPM issued an "End-to-End Hiring Initiative" designed to offer a comprehensive, integrated approach to federal hiring.[14]

As part of this initiative, OPM introduced roadmaps covering five key components of the hiring process: **workforce planning**, **recruitment**, **hiring**, **security and suitability**, and **orientation**. The roadmap for the hiring phase included a recommended timeline, known as the **81-day hiring model**, intended to promote timely, high-quality recruitment.

Although the OPM model acknowledges that specific steps and sequences may vary by agency, it serves as a useful framework for mapping local hiring processes and identifying inefficiencies.[15]

The JPOIG applied OPM's **Hiring Process Analysis Tool**, which outlines **fourteen benchmarks** that are needed to meet the 81-day timeline, to evaluate Jefferson Parish's *time-to-hire* performance. These benchmarks are shown in Table 1 on the following page.

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[14] *End to End Hiring Initiative*, United States Office of Personnel Management, March 2017. This initiative was the product of the partnership between the Office of Personnel Management and the Chief Human Capital Officers Council Subcommittee for Hiring and Succession Planning.

[15] Refer to https://www.opm.gov/policy-data-oversight/human-capital-management/hiring-reform/hiring-process-analysis-tool for the OPM's model.

Table 1: OPM Hiring Process Analysis Tool Timeline

Step	Function/Actions	Owner	Day(s)
1	Validate Need	Hiring Manager	1
2	Request Personnel Action	Hiring Manager	1
3	Review Position Description	Hiring Manager & the Human Resources Office (HRO)	1
4	Confirm Job Analysis	HRO	5
5	Post Job Opportunity Announcement	HRO	2
6	Receive Applications and Notify Applicants	Hiring Manager & HRO	10
7	Close Job Opportunity Announcement	HRO	1
8	Evaluate applications	HRO	15
9	Issue Certificate and Notify Applicants	Hiring Manager	1
10	Interview and Selection	Hiring Manager	15
11	Tentative Job Offer and Acceptance	HRO	3
12	Initiate Investigation at the Appropriate Level for the Position to be Filled (Pre-employment and Security Checks)	Hiring Manager & HRO	10
13	Official Job Offer	Hiring Manager	2
14	Entrance on Duty	Hiring Manager & HRO	14
		Total Calendar Days	**81**

Each benchmark is more fully described below.

1. Validate Need (Days to complete: 1) – The manager validates the need against the workforce, staffing and recruiting plans. This step requires the manager to review the:

- workforce, succession, and staff acquisition plans;
- recruitment plan to identify the resources and sources for recruitment; and
- skills gap in the organization to understand what is needed.

2. Request Personnel Action (Days to complete: 1) – OPM has a specific Request for Personnel Action (RPA) form that a department manager must complete to fill a job vacancy. The department manager must submit the RPA to the HRO.

3. Review Position Description (Days to complete: 1) – The hiring manager and the HRO reviews the position description. Specifically, the hiring manager and HRO must:

- Review the position description to ensure it is current and accurately reflects the job responsibilities;
- Identify any changes to the position so that the description reflects the actual duties and responsibilities;

- Verify the risk level designation;[16] and
- Verify the sensitivity level/security clearance eligibility.

4. Confirm Job Analysis (Days to complete: 5) – The hiring manager and the HRO perform a three-step process.

- First, the Hiring Manager and HRO must confirm the job analysis by identifying critical duties, knowledge, skills and abilities (KSAs), and the factors important in evaluating candidates;

- Second, the Hiring Manager and HRO must identify an assessment tool based on the KSAs, grade level, validity of the assessment, expected number of applicants, resources, cost and time to develop the tool;

- Third, the Hiring Manager and HRO must determine the availability of an existing assessment tool or develop/procure a new tool. Tools could include interviews, written tests, work samples, and rating schedules.

5. Post Job Opportunity Announcement (Days to complete: 2) – The HRO creates and posts the job announcement. The HRO will identify the required items for the announcement (e.g. open and closing dates, KSAs, basis for rating, number of vacancies) and information for the applicant (e.g. duty location, how to apply, what documents to file, alternative work schedules, telework options and relocation incentives).

6. Receive Applications and Notify Applicants (Days to complete: 10) – The HRO receives applications using an automated staffing system (commonly known as USAJOBS).[17]

7. Close Job Opportunity Announcement (Days to complete: <1 day) – The HRO closes the Job Opportunity Announcement by automatically removing it from USAJOBS at midnight on the closing date.

8. Evaluate Applications (Days to complete: 15) – Once applications are received, the HRO will perform a minimum qualifications review, consider selective placement factors (e.g. competency/KSAs or special qualification without which a candidate could not perform the duties of a position in a satisfactory manner). The HRO applies selective factors in addition to minimum qualifications and quality ranking factors (e.g. knowledge, skills, and abilities/competencies that

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[16] OPM uses the Position Designation System tool to assesses the duties and responsibilities of a position to determine the degree of potential damage to the efficiency or integrity of the service from misconduct of an incumbent of a position. This establishes the risk level of that position. Refer to: https://www.opm.gov/suitability/suitability-executive-agent/position-designation-tool/#:~:text=The%20Position%20Designation%20System%20assesses,risk%20level%20of%20that%20position.

[17] OPM requires departments to provide reasonable accommodation for those with disabilities and/or without internet access, and to only accept applications with supporting documentation during the open period of the job announcement.

could be expected to significantly enhance performance in a position but are not essential for satisfactory performance), if any.[18]

9. Issue Certificate and Notify Applicants (Days to complete: 1) – The HRO issues a certificate of eligibles (a list of eligible candidates) to the selecting official. The HRO creates this certificate by rank ordering the eligible candidates. After the HRO issues the certificate to the selecting official, the HRO will notify applicants of the status of their applications.

10. Interview and Selection (Days to complete: 15) – OPM combines several processes in this step, including the review of applications, scheduling and conducting interviews, and checking references. Also, the Hiring Manager identifies the selected individual for the position and notifies HRO. These sub steps are performed by the Hiring Manager as follows:

- Reviews applications of eligible candidates on the certificate of eligibles issued by the HRO. When doing this, the Hiring Manager determines the best eligible candidate for the position based on a review of the applications/resumes and all appropriate documents.

- Schedules and conduct interviews. When scheduling and conducting interviews, the Hiring Manager must follow agency policy on interviewing eligible candidates; schedules and conducts interviews by the selecting official or a panel; develops interview questions specific to the position; trains individuals on interviewing techniques, including a supervisor or manager if a structured interview is being conducted as part of the assessment process.

- Identifies the best candidate(s) for the position based on the interviews; verifies the applicant's current and/or previous employment and conducts personal and professional reference checks.

11. Tentative Job Offer and Acceptance (Days to complete: 3) – The HRO and the Security Office issue the Tentative Job Offer to the candidate. The period allows the HRO to audit the certificate of eligibles for compliance with the laws and regulations and extends a tentative job offer to the selectee. The HRO will notify the remaining eligibles that a selection was made.

12. Initiate Investigation at the Appropriate Level for the Position to be Filled (Pre-employment and Security Checks) (Days to complete: 10) –The Security Office will review the candidate's declaration for Federal employment and determine if there is an ongoing background investigation being conducted on a candidate (i.e. if a candidate is applying for multiple jobs).[19] If there is an ongoing background investigation, the Security Office will wait for the outcome of the

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[18] OPM also requires consideration of applicants qualifying as eligible under specific federal programs (e.g. the Career Transition Assistance Program (CTAP), Interagency Career Transition Assistance Program (ICTAP) and Reemployment Priority List (RPL and other legal requirements such as veterans' preference, citizenship and age). Finally, the HRO will rate and rank applications based on the assessment tool created for the position.

[19] The Declaration for Federal Employment form is completed by the applicant and reviewed by OPM to determine acceptability for Federal and Federal contract employment and enrollment status in the Government's Life Insurance program.

background investigation. If not, the Security Office will initiate a background investigation, review fingerprint results, then make a final determination.

13. Official Job Offer (Days to complete: 2) – The HRO issues the offer to the selectee. This time period allows the selectee to accept or decline the job offer and make the necessary arrangements with his/her current employer.

14. Entrance on Duty (Days to complete: 14) – During this time period, the selectee returns to the HRO the necessary forms for entry on duty and any follow-up responses required as a result of the background investigation.

> Finding #1: The Personnel Department's current hiring process does not support the efficient and timely hire of employees.

The JPOIG obtained information for 873 employees hired during our scope period. The JPOIG limited the sample to competitive positions (Entrance, Limited Entrance, and Promotional) which generally required candidates to pass through all steps of the hiring process and provide more complete time-to-hire information. It also represented a majority of the hires within the evaluation scope period and would have the fewest exceptions or deviations from the standard hiring process. For example, emergency appointments were excluded because it would not follow the standard process. The JPOIG judgmentally sampled 75 employees hired.

The JPOIG calculated 341 days as the Personnel Department's average time-to-hire. For the sample hires in our scope period, the Personnel Department exceeded OPM's average time-to-hire goal of 81 days by 260 days. In the case of four positions in our sample, over 300 days passed before the Hiring Department-initiated requests to fill those vacancies.

The results of the evaluation show specific lag times at Step 1 (Validate Need), Step 5 (Post Job Opportunity Announcement), Step 6 (Receive Applications and Notify Applicants), and Step 10 (Interview and Selection). Refer to Table 2 on the following page.

Table 2: Testing Results

Description of Step	Number of Days per OPM	Number of Days per Personnel	Difference
1. Validate Need. (# days b/w a vacancy & creating a requisition)	1	76*	75
2. Request Personnel Action (# days b/w creating and approving a requisition)	1	5	3
3. Review Position Description (# days after requisition approval and before reviewing position description)	1		
4. Confirm Job Analysis (not performed)	5	0	-5
5. Post Job Opportunity Announcement (# days between reviewing position description and posting)	2	12	10
6. Receive Applications and Notify Applicants (# days between posting and closing of applications, if continuous, then date of interview for person selected)	10	105**	95
7. Close Job Opportunity Announcement (# days between closing of applications/interview date if continuous and date job opportunity announcement closed)	1	0	-1
8. Evaluate Applications (# days between job announcement closing and eligibility certification)	15	16	1
9. Issue Certificate and Notify Applicants (# days between eligibility certification and notifying the applicant)	1	5	4
10. Interview and Selection (# days from notifying applicant and interviewing)	15	88*	73
11. Tentative Job Offer and Acceptance (# days between interviewing and tentative job offer)	3	11	8
12. Initiate Investigation at the Appropriate Level for the Position to be Filled (Pre-employment and Security Checks) (# days between tentative job offer and completion of all checks)	10	7	-3
13. Official Job Offer (# days between completion of all checks and date employee must accept/reject offer	2	2	0
14. Entrance on Duty (# days from acceptance to entrance on duty)	14	14	0
Total Calendar Days	**81**	**341**	**260**

*Total days include time attributed to Hiring Department, e.g. action needed from Hiring Department.

**The Personnel Department does not maintain data related to the timely opening and closing of positions in a reliable manner to accurately calculate delays. Time is calculated based upon data available from the Personnel Department.

Cause:

1. **The hiring process is not properly designed or implemented.** The lack of proper design and implementation is evidenced by the following:

    - **Lack of formal written policies establishing benchmarks for hiring.**

The Personnel Department does not have formal written policies establishing benchmarks on the time to hire candidates. There are informal practices for processing requisitions and formal requirements for public posting of job opportunities. The lack of structure results in inconsistency and gaps which are contributing factors to hiring delays.

    - **The Personnel Department does not consistently require a single method of starting the process to fill vacancies and does not maintain records of EDOC requests.**

The JPOIG noted that 65 of the 75 recruitments (87%) in our sample did not have the "Request to Fill Vacancy" form in the physical or digital files. An average of 76 days elapsed between the vacancy date and the action by the Hiring Department to create a requisition to begin recruitment.[20]

    - Departments are allowed to use the EDOCs system as an alternative to the Vacancy Request form. The Personnel Department does not keep a record of EDOC requests. Emails are retained, but they do not include enough descriptive information to determine the related requisition number. The Assistant Personnel Director stated that the Parish President's Office keeps an approval document for each position approved to be filled. **Dates for job posting, opening and closing, are not maintained adequately to support reporting on performance.**

The Personnel Department does not have a goal time within which to post openings after a requisition for hire has been approved. However, the Personnel Department's window for accepting applications once a job is posted is typically 10 days, with exceptions for extension based on applicant response or necessary adjustments in job duties or qualifications.

OPM's Hiring Analysis Tool identifies a 2-day window for posting a job opening after the requisition to hire is approved and a 10-day window for receiving applications.

For employees in our sample, the Personnel Department posted 44 of the 75 employee jobs within two days of the requisitions and obtaining approval. However, the average time taken was twelve days, or on average 10 more days than OPM Hiring Analysis Tool suggested 2-day.

The Personnel Department does not maintain data related to opening and closing of positions in a reliable manner to accurately assess efficiency. The JPOIG calculated time based upon data available from the Personnel Department.[21] The data obtained from the Personnel Department by JPOIG to evaluate performance under a 10-day window showed a substantial deviation of 95

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[20] In the case of four positions, over 300 days passed before the hiring department-initiated requests to fill those vacancies. In consideration of the time period, filling these positions may have been impacted by COVID.

[21] The JPOIG identified ongoing job opportunity announcements. Ongoing job opportunity announcements may have posted before a specific requisition is approved and connected to a job post. Calculating the days between the posting date and closing date listed on the announcement produced chronologically inconsistent results.

days.[22] The substantial deviation may be attributed to the fact that Personnel does not maintain data relative to opening and closing to reliably assess performance under this metric.

- **Protracted time between referral to hiring department and interviewing candidates.**

The Personnel Department does not maintain data related to interview dates after candidates were referred to hiring departments.

OPM's Hiring Analysis Tool identifies 15-day window for interviewing applicants and selecting. This 15-day window includes reviewing applications, scheduling and conducting interviews and checking references.[23]

The JPOIG requested interview dates from hiring departments for the sampled employees.[24] Based upon information received, the JPOIG calculated an average time of 88 days between referral by the Personnel Department and the date of interview by the hiring department. This exceeded the 15-day OPM target by 73 days.

When surveyed by the JPOIG, sixteen directors, or 67% of department directors who responded, expressed dissatisfaction with the Personal Department providing only five candidates to interview, frustration with NEOGOV, and lack of input on a candidate's eligibility. **Directors desire to have greater influence in judging eligibility and determining the number of candidates to interview.**

2. **Hiring process is not operating effectively.** The failure to operate effectively is evidenced by the following:

- **Key documents to the related digital employee files from the physical files were not consistently attached creating risk of error and leaving information gaps**.

The Recruitment Policy and Procedure Manual Section II Policy 2.1 requires applications and related entries printed from NEOGOV to be placed in an applicant's physical file. However, the JPOIG's onsite review of the 75 physical files and remote review of the same NEOGOV digital employee files revealed the following inconsistencies:

1. The physical files did not contain a record of the request to fill the vacancy form or the EDOCs method and did not have a record of the date hiring authorities interviewed candidates.

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[22] JPOIG obtained and entered dates from the Comment section in NEOGOV Exam plan - Referred Candidate page that indicated the date the requisition was referred (connected) to the job opportunity announcement for applications for the Department.

[23] The hiring manager reviews the applications of eligible candidates listed on the certificate provided by the HRO. After completing interviews, the hiring manager will make a candidate selection and return a signed certificate to the HRO.

[24] To obtain interview dates, the JPOIG sent email requests to the hiring department directors for the 75 employees in our sample. After follow-up requests, only two employee interview dates were not available. In those two instances, the JPOIG entered the Offer Date from the DP10. The "DP10" is a green-colored requisition form that contains all required signatures finalizing the approval of an employee hire. The DP10 is stored in the physical employee file for each position held.

2. Digital files also did not consistently contain copies of requests to fill vacancy forms, follow-up email requests for additional application documentation, and original education, vocational, and certification documents.
3. Digital files did not have attached copies of previous employer release forms, requests, results, and supporting information for background checks.

- **Directors do not have a consistent level of understanding of how to use NEOGOV at the various steps in the hiring process**.

The JPOIG surveyed directors asking, "What part of the hiring process was most time consuming?" There were four responses indicating that they were unsure of the correct use of NEOGOV; other responses referred to the excessive time required to qualify an employee; and the time to receive results of candidate medical tests and related medical records.

The JPOIG surveyed directors also asking, "What training and guidance have your department received from Personnel?" Six directors, or 25% of respondents, stated their department did not receive any training and guidance from the Personnel Department. Several directors specifically expressed the need for more training on NEOGOV in their narrative response to survey question #8.

Why this Finding Matters:
1. **Damage to Employer Brand and Reputation**
When vacancies remain open for extended periods and employee dissatisfaction becomes more visible, it can negatively affect the Parish's reputation as a desirable place to work. This reputational harm can be further amplified by poor reviews on job platforms, word-of-mouth among professionals, and visible organizational strain. A weakened employer brand makes it more difficult to attract top-tier candidates, creating a cycle of staffing shortages and quality decline.

2. **Increased Risk of Losing High-Quality Employees**
Talented and experienced employees are more likely to seek opportunities elsewhere if they feel unsupported, overworked, or see no prospects for relief. As the work environment becomes more stressful due to persistent understaffing, employee engagement and morale can decline sharply, resulting in turnover. The loss of such individuals not only reduces operational effectiveness, but it also affects team cohesion and morale.

3. **Operational Pressure on Departments Due to Staffing Gaps**
Departments experiencing prolonged vacancies are forced to redistribute tasks among remaining staff. This leads to inefficiencies, delays in service delivery, and in some cases, reduced service quality. Over time, these pressures can erode internal processes and lower the organization's ability to meet community expectations or strategic goals.

4. **Increased Overtime and Associated Costs**

   To compensate for vacant positions, existing employees may be required to work additional hours, resulting in higher overtime costs. While this may offer a short-term solution to workload issues, it can lead to financial strain and decreased employee satisfaction.

5. **Loss of Institutional Knowledge and Expertise**

   When experienced employees leave, they take with them years of accumulated knowledge about systems, processes, relationships, and the unique needs of the community. This loss can not be easily replaced and may result in costly mistakes, slow onboarding of new hires, and interruptions in services. The absence of proper succession planning or knowledge transfer protocols further exacerbates this risk.

Many of these risks were identified by hiring managers who provided comments in our survey. These comments illustrated the negative impact of being unable to hire in a timely manner on workload, morale, productivity, and stakeholder relationships. When the JPOIG asked department directors about satisfaction with the timeliness of the hiring process, eight directors, or 33% of respondents, reported that they were somewhat or very dissatisfied with the timeliness of the hiring process.

Of the survey respondents, 18 directors, or 79% of respondents, indicated that their departments were negatively impacted by the inability to hire in a timely manner. When asked to identify how departments were impacted, we learned:

- Fourteen directors, or 58% of respondents, reported "increased workload for employees"
- Thirteen directors, or 54% of respondents, reported "decreased productivity"
- Ten directors, or 42% of respondents, reported "lack of continuity" referring to the negative effect on the department's "intellectual capital" or overall organizational knowledge.

Recommendation:

The JPOIG recommends that the Personnel Department:

1. Develop and implement reasonable Time-to-Hire goals that generally accounts for each hiring process step similar to the OPM Hiring Process Analysis Tool.

2. Require hiring departments to submit timely the "Request to Fill Vacancy" form and retain the approved form either in the employee physical file or digital form for each recruitment. Further, Personnel should coordinate with the Parish President's Office to agree on a single method for submitting vacancy requests.

3. Determine and retain a reliable date for when an approved requisition is assigned to an existing job posting to ensure accurate time to hire metrics.

4. Develop and share best practices with hiring departments on how hiring managers can decrease the length of the interview and selection step.

5. Develop and implement more focused training for hiring managers on the hiring process, specifically addressing NEOGOV as utilized by the Parish.

FINDING #2: HIRING PROCESS WAS NOT OPERTING EFFECTIVELY - LACK OF JOB ANALYSIS

Criteria:

The Personnel Department maintains a *Recruitment Division Policy and Procedure Manual*; however, the manual does not provide for job analysis prior to posting a job opportunity.

To assess Jefferson Parish's hiring efficiency, the JPOIG utilized external benchmarks developed by the U.S. Office of Personnel Management (OPM), to include the OPM Hiring Process Analysis Tool and the *Delegated Examining Operations Handbook (DOEH)*.[25]

The OPM Hiring Process Analysis Tool, discussed earlier, identifies fourteen benchmarks to the hiring process which includes a "Confirm Job Analysis" step. The OPM framework provides a window for "Confirm Job Analysis" step before posting a job announcement.

Within this step, the hiring manager and HRO must identify critical duties and responsibilities, including the knowledge, skills and abilities (KSAs) or competencies required, used in the assessment strategy, and the important factors in evaluating eligible employees. The hiring manager also must consider the appropriate and available assessment tool and choose a ranking method.

The *Delegated Examining Operations Handbook (DOEH)* provides guidance to agencies on specific operational procedures designed to ensure that examining programs comply with merit system laws and regulations. The DOEH Chapter Two is devoted to identifying the job and its assessments. Chapter 2, Section B is titled "Conduct a Job Analysis." A valid job analysis provides data that should be used to develop effective recruitment, qualification and assessment, and selection. A job analysis identifies the competencies or KSAs directly related to a job. It is a systematic procedure for gathering, documenting, and analyzing information about the content, context, and requirements on the job and competencies/KSAs required to perform the tasks.

Identifying critical duties, KSAs, and the factors important in evaluating candidates are part of a job analysis performed by the manager and HRO. For example, to assess competencies, a job analysis may identify oral communication, experience making presentations, and answering technical questions.

A job analysis is the key to any rational approach to qualifying, assessing, and selecting employees. By systematically examining what the job entails, you can identify the competencies/KSAs that are necessary for success on the job.

A new job analysis is not needed each time you seek to fill a job. Rather, a job analysis should be conducted depending on the recency of the existing job analysis and other related factors, e.g. difficulty recruiting for a particular position.

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[25] The *Delegated Operations Handbook (DOEH)* is designed to provide assistance to agencies with delegated examining authority. It applies to competitive examining only. *Delegated Examining Operations Handbook: A Guide for Federal Agency Examining Offices,* p. i.

The Personnel Department did not perform detailed job analyses for the recruitments in our sample.

Cause:

The Personnel Department hiring process does not include a formal process for a job analysis prior to posting a job announcement. For existing employees, the Personnel Department performs "job studies" as follows:

1. Personnel Department may conduct a job study when requested by the hiring department, an employee, or when self-initiated. In all instances, Personnel Department staff will conduct a market study to identify new job requirements and compare compensation levels for similar positions in other jurisdictions in the region. **Job studies are not routinely conducted as part of recruitment.** [26]

2. Personnel Technicians in the Classification, Pay and Records Division, complete the job studies and write the recommended action memos for the Personnel Board. There is no time limit for job studies in the Personnel Rules.

3. The Personnel Board discusses whether the job study supports adjustments in compensation, new and/or upgraded job requirements, budget and operational impacts.

4. If the job study was requested by an employee, and the employee disagrees with the results, the employee has the right to appeal to the Personnel Director and, thereafter if dissatisfied, to the Personnel Board.[27]

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[26] Personnel uses the Archer System as the assessment tool to determine whether adjustments in a job class is warranted. The Archer Factor-Analysis Compensation System includes three universal job function factors (information processing, people relationships and technology application); nine universal job skill factors (vocabulary skill, quantitative skill, procedural and process judgment skill, contingency judgment skill, physical adroitness skill, physical strength skill, job sensory skill, experience derived job skill, and academically derived job skill); three universal job responsibility factors (supervisory control, horizon planning and budgetary allocation) and one universal environment factor (working conditions). Each of the sixteen universal compensable factors just listed has eighteen levels or degrees of complexity associated with it. The selection of the appropriate level of complexity for each of the compensable factors associated with a particular job is essential to the determination of the relative worth of the particular job.

[27] "If the job study was requested by an employee, and the employee disagrees with the results, the employee shall have the right to appear to the Director if dissatisfied with the findings of the study within thirty (30) calendar days of the date notifying the employee of the findings. The Director or Personnel Board Special Assistant shall review the findings of the study and shall make his decision on the basis of written statements and forms presented by the employee and the facts brought out in the review. The employee shall have the right to appeal to the Board within fifteen (15) calendar days of the date notifying the employee of the Director's findings if dissatisfied with the action of the Director." Personnel Rules of the Classified Service, Rule III, Section 1.3.

The Personnel Department job studies are reactive because they do not consider factors relevant to recruiting best qualified candidates, but rather, alters critical aspects for existing employees, e.g. pay, requirements, and operational impact.

The JPOIG observed that job studies were regularly submitted to the Personnel Board for approval during our scope period. Board approvals included the creation of two new classes (Electrician Trainee and Head Start Services Coordinator), pay increases for six positions in the Automotive mechanic series, five positions in the Engineering series and four positions in the Buyer series.

Why this Finding Matters:

A more timely and comprehensive review of job descriptions may reduce the frequency of approving individual job studies.

Failure to conduct a job analysis before posting a position risks:

- Malalignment with current operational needs. Performing a job analysis causes stakeholders to critically assess the duties and responsibilities of a position to ensure they still match the department's priorities, structures, and needs.
- Attracting the wrong candidate. Without a clear understanding of required knowledge, skills, abilities, you may attract candidates who are either overqualified or underqualified.
- Imprecise or inaccurate job descriptions. Job analysis supports clear, accurate, and compelling job descriptions.

Recommendation:

The Personnel Department should develop and implement a formal policy requiring that a job analysis and review of the position description be conducted prior to posting any job announcement. The policy should establish clear procedures and specific processes to ensure that each position description accurately reflects current duties, responsibilities, required qualifications, and compliance with applicable employment laws and organizational objectives.

FINDING #3: HIRING PROCESS WAS NOT OPERATING EFFECTIVELY - TESTING

Criteria:

Personnel Department -Recruitment Policy and Procedural Manual, Section IV, Policy 4.6, *Rating of Training and Experience*:

> A Rating of Training and Experience (T&E) is a form of Civil Service testing used to assess applicants' previous education, training, and/or experience relevant to the classification to which they applied. T&Es are unassembled (i.e., the presence of applicants is not requested when conducting a T&E). Information regarding the use of a T&E is listed in the testing step of the Exam Plan in NEOGOV for the classification in-question.

Personnel Department -Recruitment Policy and Procedural Manual, Section IV, Policy 4.1-4.2, *Proctoring Written Examinations* and *Test Scheduling*, respectively, provides procedures for administering written tests.

However, the policy and procedure manual does not provide guidance on developing and reviewing written tests, developing and reviewing T&E tests, or choosing testing methodology.

To assess effectiveness of Jefferson Parish's testing, the JPOIG utilized external benchmarks developed by the U.S. Office of Personnel Management (OPM), to include the OPM Hiring Process Analysis Tool and the *Delegated Examining Operations Handbook (DOEH)*.[28]

The OPM Hiring Process Analysis Tool, discussed earlier, identifies fourteen benchmarks to the hiring process which includes a "Confirm Job Analysis" step. The OPM framework for the "Confirm Job Analysis" is a four-step process which anticipates testing candidates as follows:

1. The hiring manager and HRO must identify critical duties and responsibilities, including the KSAs or competencies required, used in the assessment strategy, and the important factors in evaluating eligible employees.

2. The hiring manager and HRO must identify **an assessment tool based** on items identified in #1, plus consideration for the grade level of the position, validity of the assessment, expected number of applicants, resources, development time, and cost.

3. The hiring manager and HRO must determine the availability of an existing assessment tool or develop/procure a new tool. **Tools can include interviews, written tests, assessment centers, work samples, and rating schedules**.

4. **The hiring manager and HRO must choose a ranking method**.

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[28] The *Delegated Operations Handbook (DOEH)* is designed to provide assistance to agencies with delegated examining authority. It applies to competitive examining only. *Delegated Examining Operations Handbook: A Guide for Federal Agency Examining Offices,* p. i.

The **_Delegated Examining Operations Handbook (DOEH)_** provides guidance to agencies on specific operational procedures designed to ensure that examining programs comply with merit system laws and regulations. The DOEH Chapter Two is devoted to identifying the job and its assessments.[29] The competencies/KSAs identified in the job analysis are the foundation for an assessment strategy which may rely upon one or more assessment tools. There are pros and cons to each assessment tool. Assessment tools recognized and used by DOEH include:

- _Structured interview_. An evaluation of the job-related competencies/KSAs using standard questions that are scored systematically using predetermined criteria or benchmarks for all interviews for a particular job.
- _Tests_. An evaluation of an applicant's job-related competencies/KSAs using a series of questions (e.g. true-false, fill-in-the-blank) or exercises that are administered in a paper-and-pencil or computer format.
- _Assessment center_. Evaluates an applicant's job-related competencies/KSAs using multiple raters and exercises to evaluate each competency. The exercise is scored systematically using predetermined criteria or benchmarks.
- _Work sample_. Evaluates an applicant's job-related competencies/KSAs based on a work specific activity or simulation of a work activity.
- _Occupational Questionnaire_. A systematic method used to assess previous experience, education, and training information provided by job applicants. These assessment factors are based on critical job requirements and competencies identified through a job analysis. Occupational questionnaires (also known as training & experience evaluations) generally ask candidates to self-report their level of training and experience in carrying out critical tasks.

The DOEH Chapter Five is devoted to assessing applicants and refers back to Chapter 2 for assessment tools. Competencies/KSAs used for selection under DOEH guidance should be two basic requirements:

- Deemed to be important for successful performance in the position, and
- Needed at the time of entry into the position.

Rating procedures include:

- ➢ Numerical rating procedures: Applicants are scored relative to qualifications based upon satisfaction of minimum qualifications and assessments.
- ➢ Category rating procedures: Applicants meeting minimum qualifications, including selective factors, are placed into quality categories, e.g. Best-Qualified, Well-Qualified, Qualified.[30]

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[29] Chapter 2, Section C is titled "Identify Assessment Tools."
[30] _Presidential Memorandum on Improving Federal Recruitment and Hiring Process,_ issued 05/11/2010, mandates use to category rating unless an agency requests and receives an exception.

Both procedures rely upon rating of competencies/KSAs and include identifying minimum qualifications as well as critical competencies. Identifying critical duties, KSAs, and the factors important in evaluating candidates are part of job analysis performed by the hiring manager and HRO. For example, a job analysis may identify "oral communication" as a competency, and experience making presentations and answering technical questions may be used to assess that competency.

> **Finding #3:** The Personnel Department's testing is not effectively aligned with position descriptions and requisitions to ensure recommended candidates possess critical competencies and desired knowledge, skills, and abilities.

Under the direction of the Personnel Director, Jefferson Parish relies upon two testing methods for determining whether a candidate may be referred to the hiring department for consideration. These are:

- **Written (Assembled) Test**: A proctored test, either in hard copy or digital offered to candidates who meet minimum requirements.

- **Rating Training & Experience (T&E):** A "testing" method in which Personnel reviews and scores applicants' qualifications. This "testing" method does not involve a written test.

The JPOIG judgmentally selected a sample of the 374 employees who were hired through the competitive process and reviewed 75 hires. Among the hires, we identified the following:

Assessment method	Number of Employees
Assembled (Written) test only	37
Training & Experience (T&E) only	18
Assembled test and T&E	4
No assessment required	16
Total	75

Jefferson Parish Personnel maintains the confidentiality of all tests and records that are prepared, administered, or scored by the Jefferson Parish Personnel Department except as may be released to the Personnel Board or for the purposes of administering a test.[31] The JPOIG was provided access to review written tests and T&Es through the Personnel Board.

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[31] La. R.S. 44:21.1.

Written Tests

The JPOIG determined that 41 of the 75 employees sampled were given 16 assembled tests all developed by Personnel staff.

We also determined that the average age of the assembled tests was 10.5 years, with some testing bearing revision dates as far back as 2004, or approximately 21 years ago. Overall, the assembled tests were developed and/or last revised between 2004 and 2022. Specifically, the JPOIG noted:

- Two (2) tests were revised in 2022.
- Four (4) tests were revised between 2016 and 2019.
- Ten (10) tests were revised more than 10 years ago (i.e. revised from 2004 through 2015).

The JPOIG reviewed the written tests. As noted above, the JPOIG was not provided copies of the assembled tests. Based upon a review of the available test content, the JPOIG observed that assembled tests generally assessed competencies in the following manner:

Clerical Skills:

- Alphabetical sorting.
- Reading a paragraph describing an office scenario to answer specific questions; name, time and dates.
- List comparisons.
- Reading comprehension of key information in memos.
- Recognizing computer hardware; proper email use.
- Understanding and creating department and other codes with instruction.
- Math reasoning.

Sewerage Treatment Plant Operator:

- Mathematical reasoning.
- Communication with coworkers.
- Reading comprehension and interpretation (scenarios specific to wastewater).
- Flow rate calculations; equipment systems operations and monitoring (reading displays and gauges);
- Knowledge of mechanical concepts; weights measures, hand tools; job safety.

According to the Department of Employment and Human Resources (DOEH), a test is defined as an evaluation of an applicant's job-related competencies through a series of structured questions or exercises administered in paper-and-pencil or computer format. DOEH guidance further emphasizes that an effective assessment tool must demonstrate both **reliability**—the degree of consistency or stability across time, situations, and raters—and **validity**—the extent to which the test accurately measures a job-related competency.

Given that many of the assembled tests were developed or last revised up to two decades ago, **the JPOIG questions whether these instruments remain valid and reflective of current job requirements**, particularly in light of **modernization of workplace tools, and evolving work environments**. Outdated test content may fail to adequately measure the competencies required for contemporary job performance, thereby diminishing the reliability and validity of the assessment process.

Training & Experience (T&E)

The JPOIG determined that 22 of the 75 employees sampled tested on T&E. The JPOIG determined that Personnel used multiple formats that varied by job class for the T&E forms. The JPOIG determined that Personnel utilized four methods of scoring depending on the job class. Scoring methods included;

- Straight points for education and experience. The rating form may contain one or two sections with a increasing point value for educational levels obtained and increasing points for years of work experience. Bonus points may be awarded for specific certificates or directly applicable experience. Points are then totaled. The maximum possible score is then scaled to 100%.

- Grouped categories with numerical points. The rating form contains two or more groups that award a set number of points for combinations of education credentials and employment experience (time on the job and levels of responsibility) The maximum point value was 100.

- Grouped categories by percentages. The rating form contains more than three groups awarding a set declining percentage for each group for varying combinations of educational levels, certifications, direct and indirect work experience.

- Points awarded per year of experience in specific categories for "the best 10 years". This rating form was used for a promotional candidate and instructed the raters to consider only the best ten years of experience in five categories (including work at current level, above current level, related work in other departments, outside related and unrelated work).

The procedure for completing applicant ratings of training and experience is prescribed in the policy statement in Personnel's Recruitment Policy and Procedural Manual. The T&E forms were completed by Personnel Analyst IIs for the 21 employees that the JPOIG inspected:[32]

1. Personnel Analysts serve as raters (aka evaluators) for T&Es. The instructions for rating applicants are provided on each individual T&E.

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[32] Personnel did not provide a T&E form for one of the 22 employees the JPOIG requested due to a waiver approved for the examination process.

2. Two raters independently review the application and supplementary materials received from each applicant and score each applicant on the T&E for the classification to which the applicant applied.[33]

3. When a discrepancy arises in the scores between two raters, the raters discuss the applicant's T&E and come to a consensus on the score.

4. The appropriate supervisory review and opinion may be solicited during this process.

5. T&Es are housed and accessible from an electronic folder on the Personnel Department's shared network drive. Each individual T&E file is password-protected. A password-protected Excel spreadsheet contains all T&E titles and their passwords. The password to this spreadsheet may be obtained from the Recruitment Division supervisor.

6. T&E scores are input to NEOGOV by the Personnel Analyst responsible for recruitment to the classification in-question (or by the Recruitment Division supervisor).

7. Completed T&Es are placed in an envelope which is kept in the applicant's Personnel file. Applicant T&Es are not provided with public records requests, as they are deemed to be confidential test material in accordance with applicable Personnel Rules and Louisiana Revised Statute.

The JPOIG reviewed the hiring process for positions in our sample beginning with the Requisition and Job Announcement through related T&E. The review of two positions are described below.

Position: Family Service Specialist.	

Requisition	The requisition outlined minimum qualifications, essential functions of the job as well as necessary "Knowledge, Skills, Abilities or Other Qualifications."
	
	 • Minimum qualifications for position required:
	      o Master's degree in Sociology, Psychology, Social Work, or a related behavioral science OR
	      o Bachelor's degree of a like form and two years of experience counseling of families and individuals
	      o Associate's degree of like form and four years of experience counseling of families and individuals.

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[33] The JPOIG determined that Personnel's rating methodology is similar to the OPM rating procedures that allows four numerical rating procedures for applicants. However, the DEOH cautions that if using category rating procedures, it is necessary to establish a minimum of two categories; and the categories must be written to reflect the requirements to perform the job successfully and to distinguish differences in the quality of candidates' job-related competencies/KSAs. The four rating procedures listed in the DEOH are:
- Rate Using Numerical Test Scores
- Rate Using A-C-E (Quality level Rating)
- Rate Using Education/Training and Experience (including Generic Rating)
- Rate Using Job Element Examining for Wage Grade Positions

- Essential Functions and Knowledge, Skills, Abilities and Other Qualifications. There were over 16 essential functions and nine stated KSAs listed. By way of example, the requisition identified the following KSAs:
  - Knowledge of local requirements and national standards and guidelines for childcare centers
  - Knowledge of Jeff CAP HS B-5
  - Ability to work with children with challenging behaviors and children and parents with special needs
  - Ability to work with educational resources, functional oral and written communication skills
  - Proficient with various business technologies, such as Word, Outlook, and Excel and a proven ability to learn and effectively utilize position-specific technologies
  - Ability to read, analyze, and interpret federal and local regulations.

Announcement	The job announcement summarized minimum qualifications.
T&E "Test"	The T&E scored and rated only level of education and years of employment.

Position: Accountant II – Central Finance

Requisition	The requisition outlined minimum qualifications, essential functions of the job as well as necessary "Knowledge, Skills, Abilities or Other Qualifications."

- Minimum qualifications for position required:
  - Current employment with Jefferson Parish and permanent civil service status
  - Bachelor's degree in Accounting with two years of full-time, paid work experience
  - Bachelor's degree with at least 18 semesters of Accounting and three years of full-time paid work experience
  - Master's degree in Accounting, Business Administration, Public Administration, or related field with at least 18 semester hours of Accounting and one year of full-time paid experience
  - Master's degree in Accounting, Business Administration, Public Administration, or related field with at least 30 semester hours of Accounting.
- Essential Functions and Knowledge, Skills, Abilities and Other Qualifications There were over 12 essential functions and nine stated KSAs listed. By way of example, the requisition identified the following KSAs:

	o Thorough knowledge of generally accepted accounting principles and procedures with respect to governmental accounting o Knowledge of addition, subtraction, multiplication, division, and calculating decimals and percentages. o Ability to review and analyze a wide variety of forms, statements, reports, and documentation to verify accuracy and compliance with applicable regulatory and accounting standards
Announcement	The job announcement summarized the minimum qualifications.
T&E "Test"	The T&E scored and rated only level of education and years of employment.

A high-quality assessment process will provide information about a person's proficiency level on the assessed competencies/KSAs. Examples of proficiency include:

- Agency certification program
- Education
- Experience
- Professional activity

Still, an indicator of proficiency is not an assessment. Indicators of proficiency should be incorporated into the assessment tool and is a source of evidence that the applicant possesses job-related competencies/KSAs.

Across T&Es reviewed, JPOIG observed that T&Es "tested" or rated applicants **only for education and years of work experience**. While T&Es tested for indicators of proficiency, the examination process did not test for KSAs and other qualifications to identify applicants with specific KSAs important for the successful performance in the position and needed at the time of entry.

Cause:
- The Personnel Department uses Assembled Tests which are not reviewed and revised to ensure tests measure skills currently needed to satisfy essential functions identified by Hiring Department.
- The Personnel Department uses T&E forms which do not test needed knowledge, skills and abilities to satisfy essential functions identified by Hiring Department.
- The Personnel Department hiring process precludes valid forms of assessments, such as structured interview, work sample, and occupational questionnaires, and relies solely upon two forms of assessment – Assembled/written tests and rating of Training & Experience (T&E). This precludes consideration of valid assessment methods which may better identify quality candidates.

The JPOIG surveyed directors asking, "If you were dissatisfied with the quality of referred candidates, what issue did you have with those candidates?" Of those directors responding, 3, or 13% answered that the applicants were not qualified and 3, or 13%, responded "incorrect T&E rating". Comments from open-ended questions suggested a lack of confidence in the Personnel Department's evaluation processes. Those directors expressing dissatisfaction cited all the reasons listed in the survey. However, the most cited reason (29%) was the lack of qualified applicants. At least one director commented that the Personnel Department should not be the ones to determine if someone qualifies to be interviewed – the Hiring Department should be able to review all applications not just the top 5 that the Personnel Department identifies. Also, the Personnel Department should allow the Hiring Department to take people off of the interview list if the Hiring Department has attempted in the past to have applicant interview and applicant fails to appear. Once interviews do occur, the Personnel Department does not allow the Hiring Department to strike the applicant off of the hiring list if they meet the minimum qualification regardless of how bad the applicant performs during the interview.

Why this Finding Matters:

Civil service testing plays a critical role in ensuring that hiring decisions are based on objective, job-related criteria. When assessment tools are outdated or not periodically validated, there is an increased risk that test content no longer reflects current knowledge, skills, abilities, and technologies required for successful job performance.

Tests that do not align with present-day job functions may:

- **Undermine fairness and equity** in the selection process by disadvantaging applicants with relevant modern skills not captured by the test;

- **Reduce the predictive accuracy** of testing outcomes, leading to less qualified or poorly matched hires;

- **Expose the Parish to potential legal or compliance risks**, including challenges to hiring decisions based on invalid or obsolete assessment instruments; and

- **Erode confidence** in the integrity and professionalism of the Parish's merit-based employment system.

Recommendation:

1. The Personnel Department should also consider including other assessment tools (such as those used by OPM) to evaluate KSAs/competencies.

2. Establish a policy and schedule requiring that all assembled employment tests be reviewed, validated, and, if necessary, revised on a recurring basis.

3. Establish a policy and procedure for testing applicants based upon needed KSAs rather than rating upon merely proficiency based upon education and experience.

Objectives, Scope, & Methodology

The Jefferson Parish Office of Inspector General (JPOIG) conducted an evaluation of the Jefferson Parish Personnel Department to assess the timeliness, and efficiency and effectiveness of the Parish's hiring process. The scope period of this evaluation included employees hired from 10/1/2022 through 09/30/2023; and employee survey responses related to the hiring process which were received from 01/09/2025 to 02/03/2025.

The evaluation judgmentally included 75 employees hired as entrance, limited entrance and promotional appointment categories during that period.

1. Conducted interviews and walkthroughs with Personnel management and staff; surveyed hiring department directors to understand the functions of testing and examinations; recruitment, certification, classification and pay and the controls within those processes.
2. Reviewed Personnel Board agendas with attached "Hire by Date" reports that contained details of all employees hired within the scope period.
3. Obtained a list of all employees hired during the scope period to vouch for the employee data contained in the Personnel Board agendas.
4. Selected a judgmental sample of 75 employees hired from the employee list.
5. Used the 14 benchmarks from the U.S. Office of Personnel Management (OPM) Hiring Process Analysis Tool as best practice criteria to test the employee sample.
6. Obtained access to the Personnel Department's primary application tool (NEOGOV) to vouch dates in the physical and digital employee files.
7. Calculated the days Personnel required to complete each the benchmark step for employees in the sample.
8. Calculated the overall time-to-hire for the employee sample for comparison to the U.S. Office of Personnel Management (OPM) Hiring Process Analysis Tool.
9. Conducted a survey of Parish department directors referred to in this report as the hiring practices survey, to obtain hiring managers perspectives on the hiring process.

Data Reliability

The JPOIG assessed the reliability of the NEOGOV data by (1) interviewing officials knowledgeable about the data, (2) comparing data to source documents for reliability, and (3) reviewing selected system controls. Evaluators determined that the data was sufficiently reliable for the purposes of this report.

Evaluation Standards

The JPOIG conducted this evaluation in accordance with the Principles and Standards for Offices of Inspector General.[34]

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[34] "Quality Standards for Audits by Offices of Inspector General," *Principles and Standards for Offices of Inspector General* (Association of Inspectors General, 2014).

Evaluation Criteria

Auditors used the following criteria for this evaluation:

- Jefferson Parish Personnel Rules for the Classified Service;
- Personnel Department Recruitment Policy and Procedure Manual;
- US Office of Personnel Management Hiring Process Analysis Tool;
- NEOGOV Time-to-Hire Report; and
- Federal Delegated Examining Operations Handbook.

Limitations

The Directors' survey results were self-reported by department hiring managers, and the JPOIG did not validate the results for accuracy. Because survey responses were voluntary, there is a potential for voluntary response bias. Therefore, the resulting responses could tend to overrepresent those individuals who have strong opinions. As described in Attachment B, 24 of 33 possible hiring manager survey recipients responded, resulting in a 73 percent response rate. Additionally, since Personnel neither has time to hire goals nor supporting metrics similar to Federal agencies and departments, the JPOIG was unable to replicate or validate hiring metrics developed for this evaluation.

Legal Authority

The authority to perform this evaluation is established in Jefferson Parish Code §2-155.10 and La. R.S. 33:9613.

RESPONSES: PARISH & NON-PARISH ENTITY COMMENTS

Pursuant to the Jefferson Parish Code of Ordinances JPCO §2-155.10 (9)(b)/(c).

> Prior to concluding a report or recommendation, including early communications or letters, which contains findings as to the person or entity being reported or who is the subject of the recommendation, the inspector general shall provide the affected person or entity an opportunity to respond by providing a copy of the report or recommendation in compliance with subsection (c) herein…. Such person or entity above shall have thirty (30) working days to submit a written explanation or rebuttal of the findings before the report or recommendation is finalized, and such timely submitted written explanation or rebuttal shall be attached to the finalized report or recommendation….[35]

On 11/05/2025, the JPOIG distributed a Draft Report to the Jefferson Parish Personnel Department, through its Director, and the Jefferson Parish Personnel Board, through its members, who were the subject of the evaluation so they would have an opportunity to comment on the report prior to the public release of this Final Report. The JPOIG received those comments on 12/22/2025.

The comments are attached and follow.

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[35] JPCO §2-155.10 (9)(b)/(c).

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December 22, 2025

Kim Raines Chatelain
Jefferson Parish Office of Inspector General
990 N. Corporate Dr., Suite 300
Jefferson, LA 70123

RE: JPOIG #2022-0020 Personnel Hiring Practices Evaluation Draft Report

Ms. Chatelain:

Pursuant to the Jefferson Parish Office of Inspector General's (JPOIG) Confidential Draft Report, titled *Personnel Hiring Practices Evaluation*, we are responding to the findings cited in the report which includes: 1. The Personnel Department's current hiring process does not support the efficient and timely hire of employees. 2. The Personnel Department's practice of conducting job studies is "reactive" by design and may prevent the Parish from hiring the best candidates. 3. The Personnel Department's testing methods are not effectively aligned with position descriptions and requisitions to ensure recommended candidates possess critical competencies and desired knowledge, skills, and abilities (KSAs).

The Jefferson Parish Personnel Department is established and operates under the provisions set forth in the Jefferson Parish Home Rule Charter, Section 4.03, Personnel Administration. Section 4.03(A) states: *It shall be the policy of the parish to employ those persons best qualified to perform the functions of the parish and to foster effective career service in parish employment. All appointments and promotions in the service of the parish and of each of its departments, offices, agencies, and special districts shall be made on the basis of merit and fitness, which shall be determined, insofar as practicable, by competitive test.* Section 4.03 of the Charter further describes establishment of the Personnel Board and its duties and responsibilities including the appointment of the Personnel Director. The duties of the Personnel Director are described in detail and include the following: *To develop and, upon adoption, to administer a position classification plan which shall provide for the classification of all positions on the basis of the duties and responsibilities of each position. The classification plan shall be submitted to the Personnel Board, and it shall become effective upon approval by the Personnel Board after public hearing. To develop and, upon adoption, to administer a salary plan for all positions in the parish service. Such salary plan shall be submitted to the Personnel Board, which, after public hearing, shall submit it, together with such amendments as it deems necessary, to the Council through the Parish President. The plan shall*

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become effective upon approval by the Council. To prepare personnel rules to carry out the provisions of this section. These rules shall be submitted to the Personnel Board which, after public hearing, shall make such amendments as it deems necessary and shall submit the proposed rules to the Council through the Parish President. These rules shall become effective upon approval by the Council. Such rules shall apply to all parish departments, offices, agencies, and special districts.

Section 4.03, Subsection E, of the Jefferson Parish Home Rule Charter describes additional duties of the Personnel Board to include the following: *Hold hearings on dismissals, demotions, and other disciplinary matters as may be provided in the rules. The decisions of the Personnel Board in these matters shall be final. Examine candidates and select a qualified person for the position of Personnel Director whenever there is a vacancy in the position. Make any investigation it deems desirable concerning personnel management in the parish service and report its findings to the Council through the Parish President. Perform such other policy making or quasi-judicial duties as may be required under the rules developed pursuant to this section.* See the attached Section 4.03. Personnel Administration.

Section 4.03 of the Jefferson Parish Home Rule Charter as described, defines how the Personnel Department is structured ensuring the required personnel functions are carried out and defines how the Personnel Department operates. The Personnel Department is comprised of four separate divisions, including Certification, Classification, Recruitment, and Test Development; and there are 21 employees employed by the Personnel Department. The Personnel Department's budget for 2025 is $2,231,615.

The Recruitment Division of the Personnel Department is responsible for advertising, recruiting/sourcing qualified candidates and vetting candidates to ensure they meet the minimum qualification requirements to fill Parish jobs. Recruitment is responsible for test administration including the processing of test scores. Notably, the recruitment process can be lengthy. Once a position requisition has been approved by all necessary departments and administration officials, the position is open for applications for a period of two calendar weeks. There are times when the application period is extended based on the level of interest in the position. If we have not received much interest in the position where qualified individuals have not applied, the application period may be extended. As Recruitment Analysts are reviewing applications to determine if an applicant meets the minimum requirements, they may ask for additional information pertaining to gaps in employee history, explanation/details of work experience related to the minimum qualification requirements, additional information about self-reported convictions and/or dismissals, and educational documents (diplomas, transcripts, or certification of class/skills training completed). Applicants are given one week to submit requested information with two weeks to submit diplomas, transcripts, or certifications.

A very big challenge/impediment to filling vacant parish jobs is advertising. Parish vacancies are typically advertised in-house and on the Parish website at www.governmentjobs.com/careers/jeffparish. The Personnel Department's budget for advertising has been $5,000, which has been used to advertise more of the "hard to fill" Parish jobs. Understanding that our budget for advertising jobs is very

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minimal, the Parish Council approved $20,000 for the advertisement of Parish jobs for 2025. Upon receiving the funds, the funds were used in the third and fourth quarters of the year to advertise via transit buses, bus benches, and bus shelters across Jefferson Parish. Additionally, the funds were used to advertise through the use of billboards along highly trafficked thoroughfares in Jefferson Parish. Advertising Parish jobs allows for marketing jobs and simply getting the word out that Jefferson Parish is hiring for specific jobs.

It's very important to understand the Personnel Department does not own the process for filling vacant positions in its entirety. This is the paramount reason why "time to fill" metrics have not been tracked historically by the Personnel Department. When a vacancy occurs in any Parish department, it must be determined if the department will in fact fill the position. The decision is based on assessing affordability/budgetary needs and determining if it's efficient to replace the position with another type of job. Once it has been determined that the vacant position will be filled or replaced with another position, a requisition is created. The e-docs routing system is no longer being used for submitting and approving vacancies. This was a process implemented by a previous Parish President administration. The process was never created or maintained by the Personnel Department. The Personnel Department only served as an approver in the routing of requisitions. Personnel worked with the current Administration to eliminate e-docs by incorporating the Administration into the NEOGOV approval route which is more efficient. The requisitions are reviewed and approved by various departments, including Budget/Finance, Personnel, Human Resource Management, and the Parish Presidents Office. At any point in this process, any of the reviewing departments may hold-up or reject the routing requisition for various reasons such as, additional information is needed or the information submitted is incorrect. The Personnel Department specifically reviews requisitions to ensure the job class and pay grade are correct and the job description is appropriate for the job class, specifically reviewing the essential functions of the position, KSAs, ergonomic work conditions, vehicle operated, licenses required, and minimum qualifications. Therefore, the department seeking to fill the vacancy is responsible for reviewing and accurately updating the job description before submitting to the Personnel Department.

Once the requisition has been approved by all departments, the Personnel Department begins the advertising process. Typically, this includes creating a job announcement, which is reviewed with the department that has the vacancy. The information on the job announcement is taken from the requisition(s) and class specifications for the position. The job announcement is then sent to the Department to verify the accuracy of the information or request changes to be made to the kind of work description or the minimum qualification requirements. As indicated, vacant positions are posted on the Personnel Department's web page via the Parish's website. The positions are opened for applications for two calendar weeks and depending on the level of interest, the application period may be extended. When there is low interest in a vacancy, the position is typically advertised via Nola.com, Worknola.com, Handshake, LAworks.net or on websites associated with relevant professional associations. A big impediment for low applicant interest in vacant Parish jobs has been attributed to low starting salary

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rates. Starting salaries for Parish positions are relatively low compared to salaries offered by employers in the Metropolitan region, both public and private sectors. With the approval and implementation of the new Pay Plan, which became effective in January 2025, the Parish should become more competitive with other employers within the region to fill vacant positions. In addition to adjusted salary ranges, the new Pay Plan provides for a $750 compression adjustment for all Classified employees who have been employed continuously for at least two (2) years at the time of implementation. All Classified employees with salaries remaining below the new minimum salary for their classification following the compression adjustment shall have their salary adjusted to the new minimum salary rate. Additionally, the minimum hourly starting rate was adjusted to $14.25 per hour for a 40-hour position and $14.03 per hour for a 35-hour position. Since the implementation of the new Pay Plan, we have seen increases in the number of applications on a monthly basis. See the attached Total Applications Received for 2025 Report. As indicated in the report, averaging 687 applications per month helps to achieve pre-covid application numbers which ultimately leads to more qualified candidates for hiring consideration and lessening the time to hire.

The Jefferson Parish Office of Inspector General Report-Personnel Hiring Practices Evaluation refers to hiring benchmarks from the U.S. Office of Personnel Management (OPM) End to End Hiring Initiative. The report cites an 81-day time frame model for efficient hiring. The U.S. Office of Personnel Management recruits, tests, and analyzes the qualifications of applicants applying for employment in the Federal Service for Federal Government Agencies and the U.S. Office of Personnel Management has approximately 2,877 employees with an annual budget of 1.3 billion dollars. According to a 2024 study of the Federal Government Service by the University of Buffalo, the Federal government employed just over 3 million workers. The figure does not include the approximately 1.3 million active-duty military personnel. The study indicates that the Federal government is the nation's largest employer with more workers than Walmart, Amazon or McDonalds. Additionally, the average annual salary across the entire Federal workforce is $106,382, according to the U.S. Office of Personnel Management. By comparison, the Jefferson Parish Government has approximately 2,162 Classified employees. The average salary of Classified Parish employees is $55,870. This is a stark difference between the Federal Service and the Jefferson Parish Classified Service. With over 3 million employees, this offers an obvious pool of internal applicant for filling vacant positions. Each department/agency in the Federal Government has a professional Human Resource Staff person, which is not the case in Jefferson Parish.

The Jefferson Parish Office of Inspector General Report-Personnel Hiring Practices does not make an applicable/fair comparison by citing operations of the U.S. Office of Personnel Management to that of the Jefferson Parish Personnel Department. The report does not reference any comparisons to other local jurisdictions within the State of Louisiana. There are no comparisons to the Louisiana State Civil Service Department. Specifically, there are no comparisons made to the City of New Orleans Department of Civil Service. A comparison to the City of New Orleans Civil Department would have been a comparable comparison given that the city has approximately 4,150 Classified employees. The

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State of Louisiana Civil Service Department has approximately 39,080 employees in the Classified Service. Both, the State of Louisiana and the City of New Orleans, operate under defined Civil Service/Personnel Rules which is similar to the Jefferson Parish Personnel Department which makes them very comparable in comparison to the Jefferson Parish Personnel Department. The State of Louisiana Civil Service Department and the City of New Orleans Civil Service Department do not track "time to fill" vacancies from the point in which a position becomes vacant. Once requisitions are received by the Civil Service Department for both jurisdictions, the positions are advertised for applications for a two-week period. For some classes of work, positions are advertised on a continuous basis because there is a continual need to fill certain positions based on natural attrition. Once the application period has ended, the Civil Service Departments of both jurisdictions certify names of candidates that have met the minimum requirements and has received a satisfactory score on the requisite test(s) given. The assumption is that there will be a sufficient number of qualified applicants that meet the minimum requirements and a sufficient number of applicants that will receive a satisfactory score on any applicable test(s). If there is not a sufficient number of qualified applicants that have applied, the process takes longer and there will be definite delays in certifying names to the department that have vacancies. State Civil Service and the City of New Orleans Civil Service both track days to fill vacancies once departments receive certified names of candidates. This is similar to what the Jefferson Parish Personnel Department does. In accordance with Personnel Rule VII, Section 3.2 "Within *twenty (20) working days after the eligibles are certified, the appointing authority shall appoint one of the eligibles to each vacancy he is to fill.*" When it is determined that a department is not interviewing, making conditional job offers, or scheduling candidates for pre-employment drug/physical testing, the requisitions can be cancelled. Understanding the need to closely track and monitor "time to fill" vacant positions, the Personnel Department will analyze a practical way to appropriately develop an efficient manner to track "time to fill" vacant positions. This will aid Parish Departments as well as the Personnel Department in making the hiring process effective.

The Jefferson Parish Office of the Inspector General's report also found that the Personnel Department's current practice of conducting job studies is reactive by design and does not include a formal process for performing job analyses prior to posting job announcements. The Personnel Department conducts job studies when an employee believes his/her position has been improperly allocated. In accordance with Personnel Rule III, Section 1.3, the employee can request a position allocation study. Additionally, if an Appointing Authority believes that a position in his/her department is not correctly allocated, a job study can be requested. Also, the Personnel Department can initiate job studies if a position is believed to be inaccurately classified. It typically takes approximately 8 weeks to conclude a job study. This is a very formal process designed in particular to identify and analyze the essential functions of a position, as well as other generalize job functions. The process begins with the completion of the Comprehensive Position Questionnaire (CPQ). Information including Planning and Scheduling, Financial Accountability, Data and Information Utilization, Interaction with Others, Equipment Utilization, Computer Software Utilization, Verbal/Language Requirements, Math Requirements, Decision Making and Reasoning,

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Minimum Physical Requirements, Environmental Hazards, and Sensory Requirements are analyzed. Typically, the incumbent employee(s) completes the CPQ. The Appointing Authority reviews the completed CPQ for accuracy. He/she may add or change information in the CPQ. The CPQ is signed by the Appointing Authority and submitted to the Personnel Department. The department is given four weeks to complete and submit the CPQ. The CPQ is assigned to a Personnel Analyst in the Personnel Department to review, analyze, and complete the job study. Before completing the report, the Personnel Analyst would conduct an analysis in the Archer job evaluation software to determine the appropriate class/pay grade. This information is inputted in the Archer Evaluation System and chart section. The Archer Job Evaluation System is a tool used to evaluate jobs. Once the report is finalized, the Personnel Department's Classification Division supervisor and the Assistant Director of the Personnel Department reviews for errors and/or formatting issues and reviews all relevant information to determine if concurrence is warranted with the provided recommendation and then signs off on the report detailing the findings. The results are sent to the employee and his/her Appointing Authority advising if the job study is approved or denied and includes any applicable action that must be taken. Depending on the number/volume of CPQs the Personnel Department has received, determines how quickly the job study will be processed and completed.

Prior to advertising/posting a job announcement once a requisition has been approved by all necessary departments and received by the Personnel Department, the Classification Division reviews the job description of the vacant position. The review includes analyzing essential functions and non-essential functions to ensure the work is appropriate for the class. The Classification Division also reviews the vehicle information (including trailers and equipment), driver's license requirements, location, minimum qualification requirements, KSA (Knowledge, Skills and Abilities), ergonomic conditions (physical, environmental, and sensory), safety sensitive status, essential duty status, supervisory status, type of appointment, and any additional comments. The process for reviewing, analyzing, and completing job studies is very detailed and time consuming. It is a process the Personnel Department addresses very seriously because of impacts that it may have for legal implications and employee grievances for accurate job descriptions where measured performance factors do not appear on job descriptions. Accurate job descriptions also are vital for workforce planning and succession planning for any employer. The Society of Human Resource Management (SHRM) acknowledges the importance of up to date and accurate job descriptions in an article titled *"How do I conduct a job analysis to ensure the job description matches the duties performed by the employee in the job"*. See the attached. The article defines critical steps to ensure that job studies/analysis are complete and accurate. The steps include:

- Have employees complete a job analysis questionnaire
- Interview employees, asking them specific questions about their job duties and responsibilities

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- Obtain log sheet from employees with information about each of their tasks and the time spent on each task for at least one full week
- Complete desk audits where you observe employee doing their jobs at different times of the day and days of the week and track what they do and for how long
- Interview supervisors and managers, and others employees, clients and customers the employee may interact with while performing the job
- Compare the job to other jobs in the department as well as the job grade or job family to show where it falls on the pay scale.

This process is consistent with how the Personnel Department conducts job studies and as it has been previously mentioned, the process is lengthy and detailed. It would not be cost effective, efficient or practical to conduct job studies/job analysis every time a position becomes available for advertisement/posting in the same manner that job studies are currently conducted. As previously indicated, the Classification Division of the Personnel Department reviews and analyzes job descriptions and requisitions before a vacant position is advertised/posted for application. This includes analyzing the essential functions, non-essential functions, and KSAs to ensure the information is accurate and up to date.

Referenced is made to the Jefferson Parish Office of Inspector General's third finding which states, the "Personnel Department's testing methods are not effectively aligned with position descriptions and requisitions to ensure recommended candidates possess critical competencies and desired knowledge, skills, and abilities (KSAs)". The purpose for conducting pre-employment testing by the Personnel Department is identified in the Jefferson Parish Charter, Section 4.03 (A) which states, *"All appointments and promotions in the service of the parish and each of its departments, offices, agencies, and special districts shall be made on the basis of merit and fitness, which shall be determined, insofar as practicable, by competitive test"*. The testing methods employed by the Personnel Department to develop tests are based on job related knowledge, skills, and abilities needed to perform a particular job. Tests are developed using content valid measures where the subject matter in the test is related to the skills needed to perform the job. For example, tests for the position of Accountant II would specifically ask questions directly related to accounting problems, procedures, and principles at the journey level. The test items would consist of questions related to accounting, budgetary, or finance matters. Questions pertaining to behavior traits or personality traits associated with what's perceived as being behavior/personality traits associated with a good accountant are not included in the testing. The importance of content valid test measures ensures critical factors such as:

- Driving Accurate Measurement: Content validity helps in ensuring assessment tool is measuring what it's intended to measure. This is important for drawing meaningful conclusions and making informed decisions based on test results.
- Enhances Credibility: When an assessment measure has high content validity, it enhances the credibility and trustworthiness of the findings.

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- Reduces Bias: Using assessment items that are not content valid can introduce bias and inaccuracies into test results. By maintaining content validity, you reduce the risk of skewed or unreliable data.
- Improves Decision-Making: Employers often rely on assessments to make important decisions, such as hiring employees, and designing educational curricula. Content valid assessments provide a solid foundation for making these decisions.

The aforementioned factors are those the Personnel Department strive for in the use of the tests that are employed.

Additionally, the Personnel Department employs the use of Ratings of Training & Experience (T&Es) as part of the testing program. The Rating of Training & Experience test is a commonly used testing tool the Personnel Department uses in the selection process for competitive job classes. The main reasons for this are that the Rating of Training and Experience test are relatively quick to develop compared to other types of tests and quick to implement and score, based on their unassembled format (i.e., they don't require scheduling applicants for testing at a centralized location on a particular date and time; rather, they're performed by Personnel staff in-house). Rating of Training & Experience tests are used to assess the applicant's experience, education, and training relevant to the job in question. The Rating of Training & Experience test scores are based on information candidates supply during the application process. Several different types of Rating of Training & Experience tests exist. Each Rating of Training & Experience test is created on a case-by-case basis for a particular classification. Most commonly, the Personnel Department designs the scoring so candidates who just meet the Minimum Qualification Requirements receive a minimally qualifying score, and scores increase with more relevant experience, education, and/or training of value beyond the minimum requirements for the job.

Another relevant feature of the Rating of Training & Experience tests is that adverse impact is extremely unlikely to occur. We can actually say with certainty, the Personnel Department's Rating of Training & Experience tests, which are created based on the Minimum Qualification Requirements matching the minimum score, are free of adverse impact. Additionally, Rating of Training & Experience tests are particularly valuable for jobs that tend to recruit a relatively low number of candidates. The Personnel Department understands the testing process, including the use of up-to-date test instruments should be reviewed on a regular basis. Moving forward, the Personnel Department will implement a policy to guide that process to ensure that testing is efficient and accurately measured for knowledge, skills, and ability needed to perform Parish jobs while also assessing the experience, education, and training need from the prospective of minimum qualification requirements.

Moving forward, as it relates to each of the findings, the Personnel Department will implement the following changes to better support the hiring process.

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Referencing the Jefferson Parish Office of Inspector General finding number one, "The Personnel Department's current process does not support the efficient and timely hire of employees". The Jefferson Parish Office of Inspector General found that the Personnel Department lacks formal performance metrics or benchmarks to measure the timeliness and efficiency of hiring. As previously referenced, the Personnel Department does not own the process for filling vacant positions in its entirety. Parish departments must decide when and if they are going to fill a vacant position. The Personnel Department does not have any authority concerning the decision. However, the Personnel Department consults with departments to provide guidance in determining if the vacant position can be traded off to fill another type of position. This is fairly common and it's a strategic decision departments consider before submitting a requisition to fill a vacant position. Additionally, departments do not immediately submit a requisition when a vacancy occurs. Based on affordability and budgetary reasons, a department may decide to hold off before submitting a requisition to fill the vacant position. This adds time to how long it takes to fill a vacant position. As stated, the Personnel Department does not have oversight concerning those decisions. They are solely up to the department that has the vacancy. Once a requisition has been submitted, it goes through the administrative approval process which includes approval by the Budget/Finance, Personnel, Human Resource Management, and the Parish Presidents Office. At any point in this process, the department reviewing the requisition may hold-up or reject the requisition for various reasons particularly if additional information is needed, or if the information on the requisition is incorrect. This adds to the time to fill a vacant position and is not controlled by the Personnel Department.

The Personnel Department understands that it's important to track "time to fill" vacant positions from an efficiency standpoint ensuring that parish resources are used effectively. The process to track "time to fill" vacancies must be fair and practical. Therefore, moving forward, the Personnel Department will begin utilizing metrics to track "time to fill" positions at the point in which a requisition has been approved by all departments including the Parish Presidents Office. The requisition itself is the definitive official request to fill a position, and the requisition details all of the pertinent descriptive information needed to advertise and recruit for the position. Time to fill a vacant position will begin when the Personnel Department has received the approved requisition through the time in which a full certification of at least five names have been submitted to the Appointing Authority or when a job offer has been accepted by a candidate. In addition, in accordance with Personnel Rule III, Section 3.2 which states: "Within twenty (20) working days after the eligible are certified, the appointing authority shall appoint one of the eligible to each vacancy he is to fill." , the Personnel Department will work more closely with the departments to ensure they are working through the hiring/selection process to interview and ultimately extend hiring offers from the certification/eligibility list provided by the Personnel Department. Additionally, in reviewing the seventy-five positions the Jefferson Parish Office of Inspector General referenced in the report that took an average time to hire of 341 days, by using the starting point of when the requisition is received by the Personnel Department the "time to fill" is much

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lower. See the attached "time to fill" report. In fact, the report determined the average days to fill the positions referenced in the report was only 54.2 days.

Also, as it pertains to the survey referenced in the report which revealed dissatisfaction with the hiring process, beginning in 2026, the Personnel Director along with key Personnel Department employees will meet with each Parish department director. The purpose of the meetings will be to completely understand the specific concerns directors may have as it pertains to the hiring process. We will work to resolve the issues and streamline the process as much as possible.

As it relates to the second finding cited in the Jefferson Parish Office of Inspector General report which states: "The Personnel Department's practice of conducting job studies is "reactive" by design and may prevent the Parish from hiring the best candidates", In addition to conducting job studies in accordance to Personnel Rule III, Section 1.3 where employees can request a position allocation study, and request from an Appointing Authority, the Personnel Department beginning in 2026 will require all Parish departments to update all position descriptions in their respective departments. This Parish wide initiative was last conducted approximately 10 years ago and it's understandable that this exercise should be performed on a more frequent basis. Moving forward, this process will be conducted between every 3-5 years. Once the completed updated position descriptions have been received by the Personnel Department, Personnel Analysts will analyze and review the descriptions pertaining to the essential duties' functions, educational, experience, knowledge, skills, and abilities needed to perform the job and to meet the minimum qualification requirements. Jobs change after a period of time particularly as it pertains to the job functions, education, experience, and knowledge, skills, and abilities needed to perform the essential functions of the job. Therefore, moving forward, the Personnel Department will prioritize the job analysis process of updating and analyzing position descriptions regarding the Jefferson Parish Office Inspector General third finding which states: The Personnel Department's testing methods are not effectively aligned with position descriptions and requisitions to ensure recommended candidates posses' critical competencies and desired knowledge, skills, and abilities; the Personnel Department will develop process/procedures to ensure tests are updated on a more frequent basis. Tests will be reviewed every 3-5 years to ensure relevance and to ensure the test content accurately measures knowledge, skills, and abilities needed to perform the work associated with the position(s) the test is used for. Using the job analysis information and information derived from updated position descriptions, tests will be updated and developed to ensure they accurately measure the pertinent information when assessing candidates' qualifications.

Additionally, tests will be developed and updated to include certain factors which are important for good test instruments. The factors general includes answering the following questions:

- The test is relevant to the job role in question. Make certain the test considers what the job entails and what is needed to succeed in the job role.

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- The test should measure the factors it claims to. For example, a test design to measure quantitative skills will consist of questions/problems to measure a job candidate's arithmetic and numerical skills.
- The test measures factors reliably. It is not enough just to measure what it says it will measure. The test must do that reliably. Results should be consistent enough that if a person took the test twice, the outcome should be roughly the same.
- The test should assist in making the best hiring decisions. For example, a test of problem-solving skills should be used to determine good candidates for a job that requires problem solving skills.

In an effort to ensure our testing methods are up to date and efficient, a testing manual was developed in 2024. The manual provides instruction on all components of the test process that's used by the Personnel Department. This includes instructions for evaluating active tests for continual use. The instructions include the following:

- Considering all job classes that take a test, has a sufficient amount of test data has been collected within the past five to seven years to review the test characteristics of a test?
- Update the competency model (CM) for classes in question, as needed.
- Review content of test for overlap with the CM for each class, if multiple classes take the test.
- Review the TO Test or Not Test decision tool to determine whether test refinement or development is appropriate.
- Based on the step to review content of test for overlap with CM, does the test measure any potentially relevant competencies?
- Within the past five years, has the overall performance on the test changed, either increased or decreased substantially?
- If yes, consider and explain potential reasons for this change, including: (1) change in the industry from which the test content comes, resulting in the content becoming easier. More difficult, or obsolete to test-takers; (20 changes in the minimum qualifications for the title which have changed the pool of test takers.
- Has the test reliability changed substantially within the last five to seven years?
- Based on the data, does significant evidence of adverse impact exist?
- If yes, which groups are impacted? Provide explanation of the data.
  See the attached questionnaire in its entirety use to evaluating active test for continued use. In addition to the questionnaire, the Personnel Department Test Development Division developed the Core Functions and Practices manual for test development. Among other aspects of testing, the manual goes into detail regarding Databases & Records, Competency Modeling as a Content Validation Strategy, The Types of Tests, Minimum Qualification Resources, Test scoring, Test Validation, Setting Cutoff Scores, Test Item Challenge, and Active Test Analysis. The manual provides the process/procedures that will be used to update tests that are used by the Personnel Department. See the attached manual.

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In conclusion, the Personnel Department will initiate a process for tracking "time to fill" job vacancies. The process in terms of tracking will begin when the Personnel Department has received fully approved requisitions. Additionally, the Personnel Department will update position descriptions on a more frequent basis to include updating the essential job functions, minimum qualification requirements, and updated information regarding the needed knowledge, skills, and abilities associated with positions.

The Personnel Director will also meet individually with all Parish Department Directors to review and understand their concerns as it pertains to working with the Personnel Department. Tests will be updated on a more frequent basis to ensure they are aligned with position descriptions, capturing the critical competencies and knowledge, skills, and abilities needed.

Sincerely,

John G. Dumas, MPA, SPHR, SHRM-SCP
Personnel Director

cc: Rufus Harris III, Board Chair
Michael Fantaci, Board Member
Daniel Martiny, Board Member

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Parish Hiring Survey Results

Survey Methodology:

The JPOIG conducted a survey of Parish department directors to obtain hiring manager perspectives of the hiring process and determine how the process impacts department operations.

We used an Adobe Acrobat template to create a fillable survey. We then compiled a list of all directors' email addresses and distributed the survey to 33 department directors by email as blind cc's. Of the 33 possible respondents who received the survey, 24 responded at a rate of 73%.

Survey Questions and Responses:

The survey included 22 questions. We did not require all respondents to answer every question. Five survey questions used a Likert scale to measure respondents' satisfaction or dissatisfaction with a statement. We allowed a neutral option. Four survey questions were closed-ended ("Yes" or "No".) Four questions were open-ended to allow respondents to provide additional detail and opinions of the hiring process.

1. How long have you been the director for this department?	1-6 months 13%	6 months - 1 year 4%	1-3 years 38%	3-5 years 17%	5+ years 29%
2. Did you have a need to fill vacancies between 2022 and 2023?	Yes 92%	No 8%			
3. Between 2022 and 2023, how many employees would you estimate you hired?	0 - Attempted but was not successful 8%	1-2 21%	3-5 17%	5-9 8%	10+ 46%
4. Did you attempt to hire someone this past year?	Yes 92%	No 8%			
5. How satisfied or dissatisfied are you with the overall hiring process?	Very satisfied 13%	Somewhat satisfied 33%	Neither satisfied nor dissatisfied 13%	Somewhat dissatisfied 29%	Very dissatisfied 8%
6. Starting from your need to fill a vacancy to the employees starting date, how satisfied or dissatisfied are you with the timeliness of the hiring process?	Very satisfied 13%	Somewhat satisfied 29%	Neither satisfied nor dissatisfied 21%	Somewhat dissatisfied 25%	Very dissatisfied 8%

7. If you were dissatisfied with the timeliness of the hiring process, was your department negatively affected by the inability to complete the process in a timely manner?	Yes 38%	No 33%	No Response 29%		
8. What part of the hiring process was the most time consuming?	Response 79%	No response 21%			
9. How was your department impacted by the inability to hire employees in a timely manner? (Select all that apply)[36]	Increased workload of employees 58%	Lower morale 33%	Decreased productivity 54%	Lack of continuity 42%	Strained relationships 21%
10. How satisfied or dissatisfied are you with the quality of candidates referred to you by Personnel?	Very satisfied 17%	Somewhat satisfied 21%	Neither satisfied nor dissatisfied 21%	Somewhat dissatisfied 29%	Very dissatisfied 8%
11. If you were dissatisfied with the quality of referred candidates, what issue did you have with those candidates?	Applicants were not qualified 13%	Incorrect T&E rating 13%	Too few applicants 29%	Other 29%	No response 38%
12. How satisfied or dissatisfied were you with your interactions with Personnel during the hiring process?	Very satisfied 42%	Somewhat satisfied 29%	Neither satisfied nor dissatisfied 13%	Somewhat dissatisfied 13%	Very dissatisfied 0%
13. If dissatisfied with your interactions with Personnel, please explain why below.	Open-ended response 17%	No response 83%			
14. Did you ever have to request Personnel to re-post a job because you were unable to hire a candidate?	Yes 71%	No 29%			
15. Why were you unable to hire?	Candidate(s) lacked desired qualifications 13%	Candidate(s) declined job offer 29%	Candidate(s) failed background check 8%	Other 38%	

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[36] 25% of the Directors did not respond.

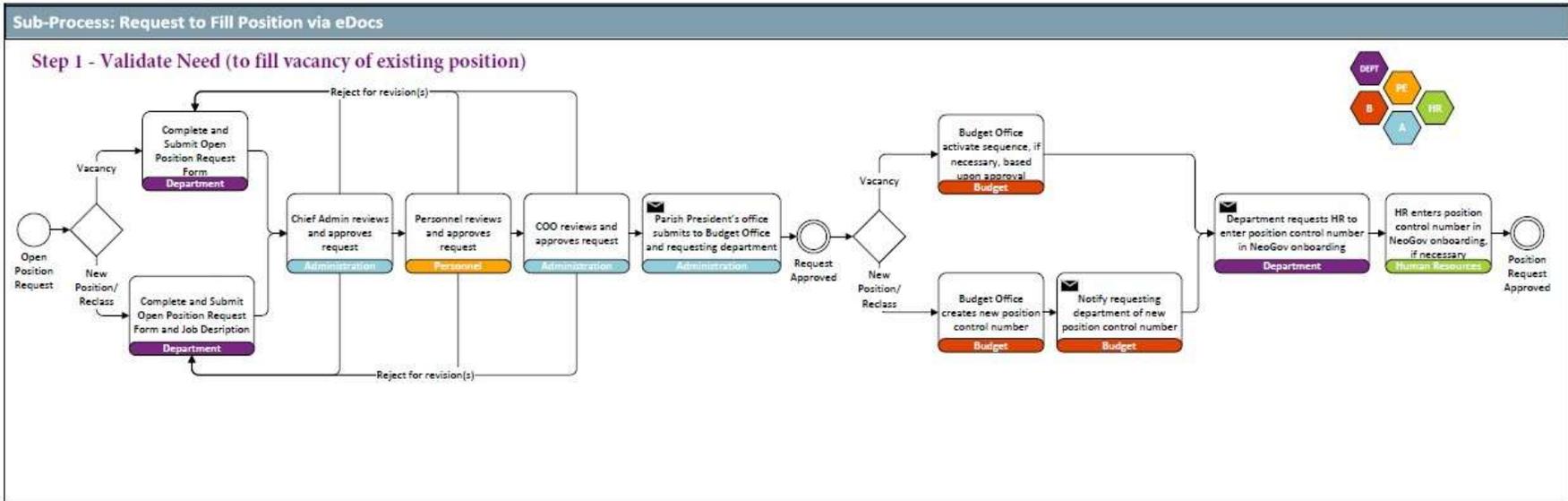| 16. If you have questions about the hiring process, do you know who to contact for answers?	Yes	Sometimes	No	I don't have questions	
	75%	13%	4%	4%	
17. Did your department request Personnel to perform job studies for any positions during 2022 and 2023?	Yes	No			
	54%	46%			
18. How satisfied or dissatisfied were you with the results of those job studies?	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied
	33%	25%	13%	0%	4%
19. If dissatisfied with the results of one or more job studies, please explain why below.	Open-ended response	No response			
	4%	96%			
20. What training and guidance have your department received from Personnel?	In-Person	On-line	Handbooks	None	
	29%	21%	25%	25%	
21. What aspects of the hiring process need improvement?	Open-ended response	No response			
	67%	33%			
22. Please include additional comments below regarding Personnel that you believe were not addressed in this survey.	Open-ended response	No response			
	33%	67%			

Note: Due to rounding, not all percentages sum to 100.

* Percentages do not sum to 100 as respondents could select more than one answer or did not provide a response.

Flowchart of the
Parish Hiring
Process

Sub-Process: Create New Class Title

Step 1 Validate Need (to create new position)

Step 4 Job Analysis and Approval for New Position
(Includes variation on Steps 2 & 3)

Sub-Process: Request to Fill Position via eDocs

Step 1 - Validate Need (to fill vacancy of existing position)
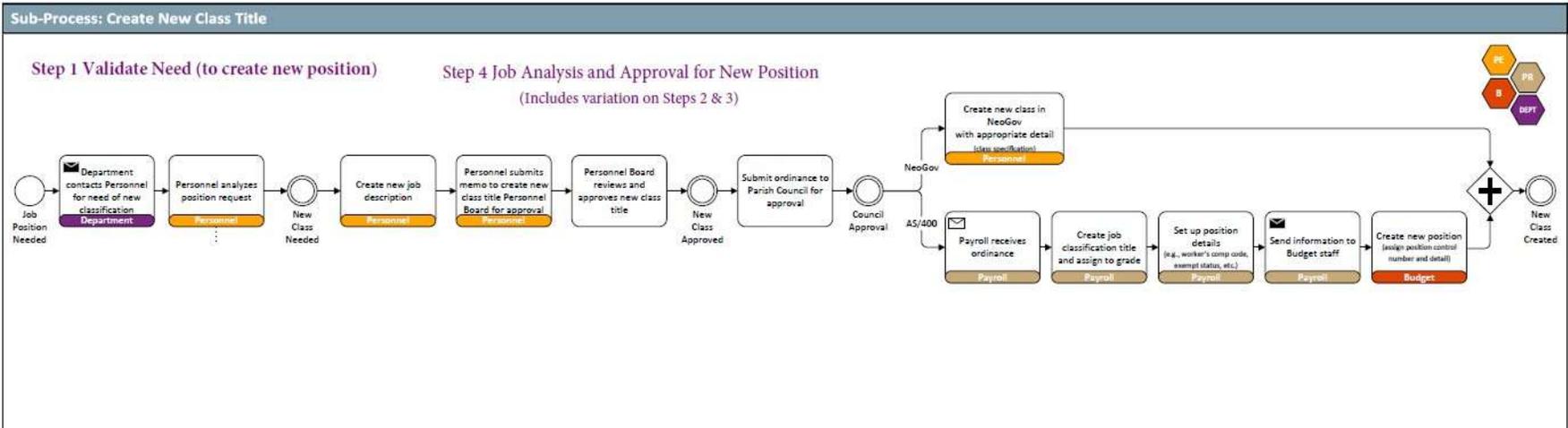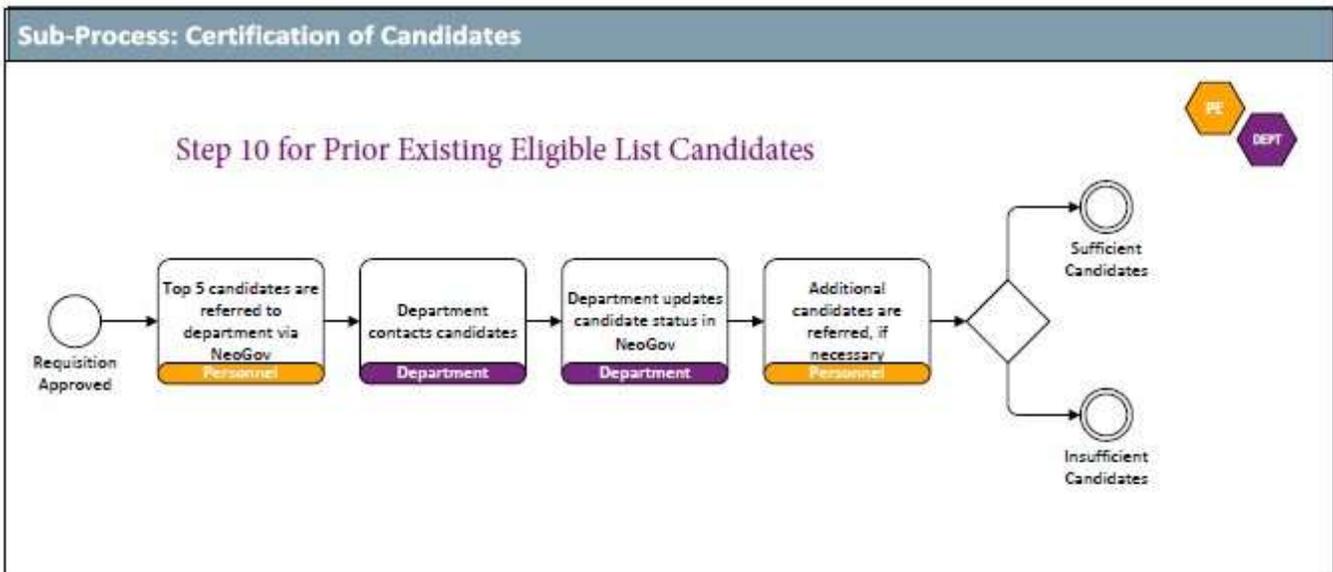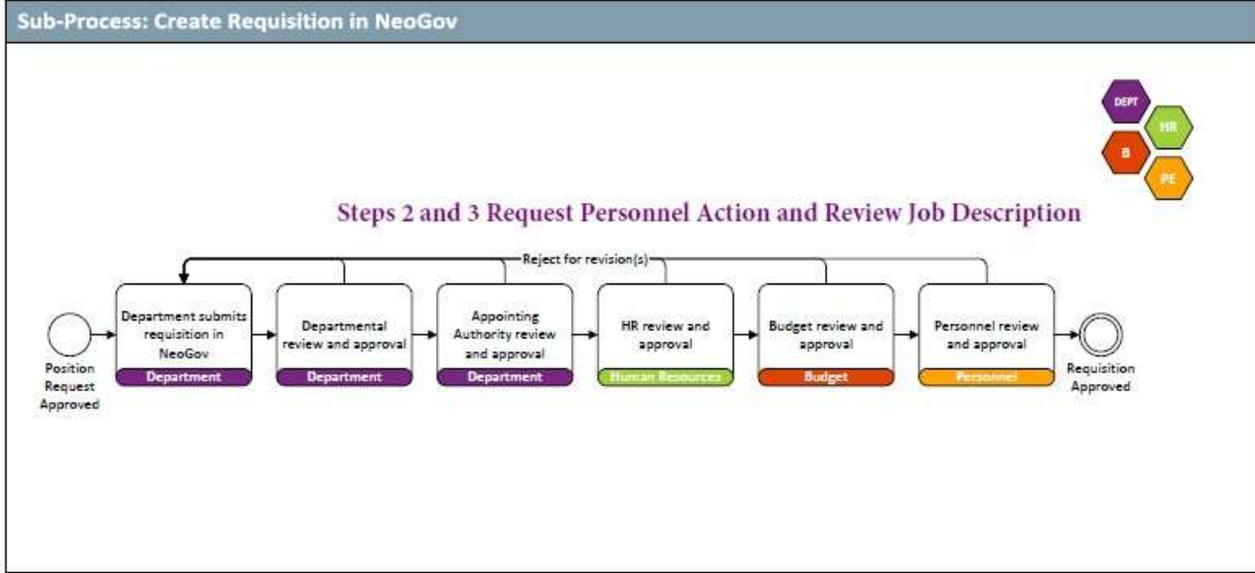
Sub-Process: Recruit and Review Applicants

Step 5 Post Job Announcement

Step 6 Receive & Notify Applicants

Steps 7 and 8 Close Announcement and Evaluate Applicants

Step 9 Issue Certificate of Eligibility after Examination
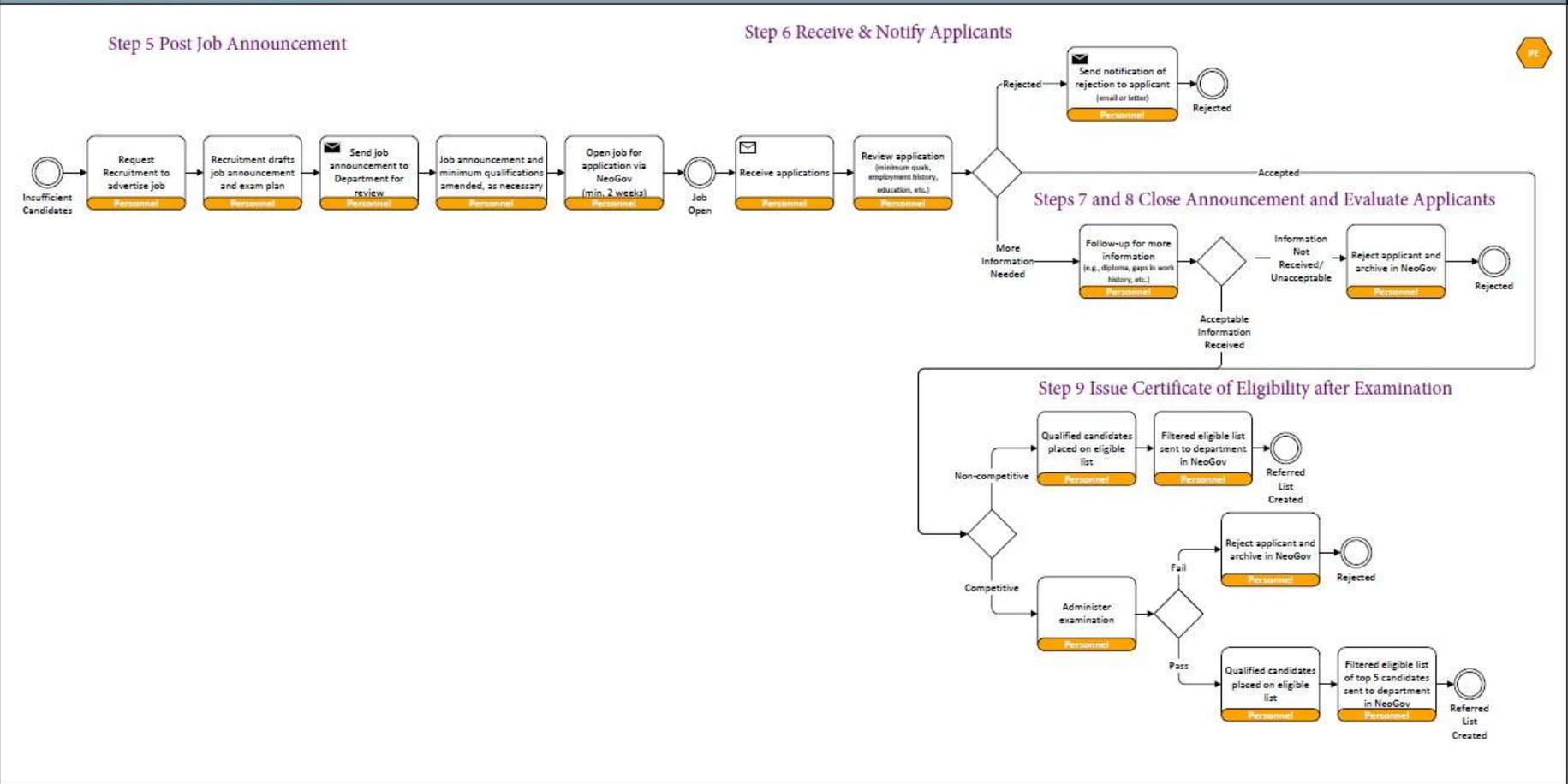
Sub-Process: Screen Qualified Candidates

Step 10 Interview and Select for Referred Candidates

Step 11 Job Offer & Acceptance

Step 12
Pre-Employment
Background Checks

Steps 13 &14
Official Job Offer and Start Date

Referred List Created → Review applications (Department) → Contact candidates to confirm interest (Department) → Update candidate status (schedule for interview, not interested, considered) (Department) → Schedule interviews (some use NeoGov, others coordinate externally) (Department) → Conduct interviews (Department) → Update candidate status (offered, considered) (Department) → [decision] — Rejected → Rejected

[decision] — Offered → Email Personnel to conduct background check (criminal, driving, employment) (Department) → Passed → Initiate pre-boarding and set up physical (Department) → Passed → Initiate onboarding (Department) → Candidate Hired

[decision] — Need Additional Names → Request additional candidates from Personnel (Department) → Additional names delivered or open recruitment (Personnel)

Additional names

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Call our tip line at (504) 528-4444

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IN PERSON:
Contact us at (504) 736-8962 to schedule an appointment

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