



JPOIG Overview

Personnel Hiring Practices #2022-0020

January 13, 2026

Why We Did This Evaluation

The purpose of the evaluation was to assess the timeliness, 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. The Evaluation included employee survey responses related to the hiring process which were received from 01/09/2025 to 02/03/2025.

What We Recommend

The Personnel Department should:

- Develop and implement reasonable Time-to-Hire goals; share best practices with hiring departments to reduce the time for candidate interview and selection; and provide focused training for hiring managers, specifically for the use of the Parish's applicant tracking system.
- Develop and implement a formal policy that a job analysis and review of the position description be conducted prior to posting any job announcement.
- Consider including other assessment tools to evaluate candidate competencies. Establish a policy and schedule for review and validation of all assembled tests. Develop policies and procedures to assess applicants based on required knowledge, skills, and abilities rather than solely on education and experience.

What We Found

The Personnel Department has twenty-one (21) classified employees and a \$2,222,365 operating budget for 2025. There are four (4) functionally divided areas that are involved in the hiring process: Recruitment, Testing and Examination, Certification, and Classification.

To assess Jefferson Parish's hiring efficiency, the JPOIG utilized external benchmarks developed by the U.S. Office of Personnel Management (OPM). The JPOIG also applied OPM's Hiring Process Analysis Tool, which outlines fourteen benchmarks that are needed to meet an 81-day time-to-hire timeline.

The JPOIG found that:

- ❖ The Personnel Department's current hiring process does not support the efficient and timely hire of employees. **The JPOIG calculated 341 days as the Department's average time-to-hire.** Directors responding to survey indicated that their departments were negatively impacted by the inability to hire timely.
- ❖ The Personnel Department's practice of conducting job studies is "reactive" by design and may prevent the Parish from hiring the best candidates. The Department did not perform job analyses prior to recruiting individuals in our sample to confirm the knowledge, skills, and abilities needed for the position.
- ❖ The Personnel Department's testing methods (Written/Assembled Tests and Rating Training & Experience) are not effectively aligned with position descriptions and requisitions to ensure recommended candidates possess critical competencies and desired knowledge, skills, and abilities. **The JPOIG's found 41 of the 75 sampled hires were tested using 16 assembled (written) examinations. The average age of the tests was 10.5 years, with some last revised as far back as 2004.** The JPOIG also found that Rating Training & Experience only tested minimum qualifications and did not test knowledge, skills, and abilities necessary to perform the job duties. Directors responding to the survey indicated dissatisfaction with the hiring process because Personnel referred unqualified applicants.

Response

The Personnel Director responded to the report and stated that the Personnel Department "does not own the process for filling vacancies in its entirety" and disputed metrics used to benchmark performance. Personnel also responded that it would require departments to update position descriptions and develop processes/procedures to ensure that tests are updated on more frequent basis. These will be reviewed to ensure test content measures knowledge, skills, and abilities accurately.

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