

**Table of Contents**

Executive Summary	2
I. Introduction and audit objectives	3
II. Audit Results	
II.A ODE management has adequately implemented commitments from the 2013 report	3
II.B Management has generally achieved a superior level of diversity in both recruiting and workforce	6
II.C The duration of the recruiting process has decreased for one stage in the process	11
II.D Other observations: Manager satisfaction; The Recruiting Team as a <i>learning organization</i> ; Comparable retention of employees from underrepresented groups	12
III. Project scope, methodology, limitations	13
Statement of compliance with Auditing Standards	14

Conclusion: ODE Management has fully implemented this commitment.

Comment: The Employee Services Unit may wish to consider whether certain boilerplate text, at the bottom of most ODE [www.governmentjobs.com](http://www.governmentjobs.com) job descriptions, may lead potential applicants to erroneously conclude that documents are required at the time of application. The text in question has been provided to the Recruiting Team for review.

Management response: Over the last six months, the recruitment team has identified deficiencies in the current job announcement template. A new job announcement format is currently being piloted and will slowly be rolled out over the next year. This update will include new agency language, condensed job duties, a position description attached to the job announcement, and an Additional Items section that is more clearly defined. The recruitment team developed a diversity and inclusion statement that is in support of the agency's mission to support and foster a diverse and collaborative environment for all staff. This statement will appear on all job announcements going forward. These changes should provide a more streamlined job announcement for candidates. Adding boiler plate language or changing existing boiler plate language at the bottom of job announcements is monitored by DAS and is out of ODE's control. The recruitment team will follow up with DAS recruitment to see what steps are required of us to change this language in job announcements.

Commitment 2: *The Employee Services Unit staff will recalculate the demographic profile of the agency at least quarterly to measure progress and share this information with the agency's Management Team.*

Current status: Per the Recruiting Team, in early 2015 ODE executive management no longer required this information, and requested that reporting be stopped. To monitor its performance, the Employee Services Unit does periodically calculate the demographic profile of the Agency.

Conclusion: ODE Management has made progress toward implementing this commitment. The Employee Services Unit continues to implement formal and quantified diversity measurement.

Management response: The Recruitment Team calculates demographic information for several categories which include the current agency demographics, recruitment pool demographics and agency hire demographics every quarter. At this time the recruitment team has not been asked by management to report out on these demographics.

Commitment 3: *The Employee Services Unit will measure effectiveness by reviewing data on the number of qualified applicants from underrepresented groups. The Employee Services Unit will review the data at least quarterly.*

Current status: Data is being gathered and reviewed to determine the effectiveness of diversity recruiting practices. Additionally, the Recruiting Team has a good awareness of diversity recruiting performance. The introduction of new data sources, and temporary limitations in Employee Services Unit staffing levels, have impacted implementation of a structured, formal, and data-driven performance analysis function.