

# Human Resources Separation Timeliness Consultation

**City of Minneapolis  
Internal Audit Department**

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## HR Separation Process Timeliness Review

**Purpose:** To review the timeliness of disabling/removing user access from the City of Minneapolis network.

**Background:** The City of Minneapolis HR department instituted a new ServiceNow (SNOW) process to request, track and manage user off-boarding processes in November 2017. The intent of deploying this process was to minimize the time elapsed between an employee's last day working to when their network access is revoked.

**Analysis Summary:** Obtained raw SNOW data from HR and noted the following:

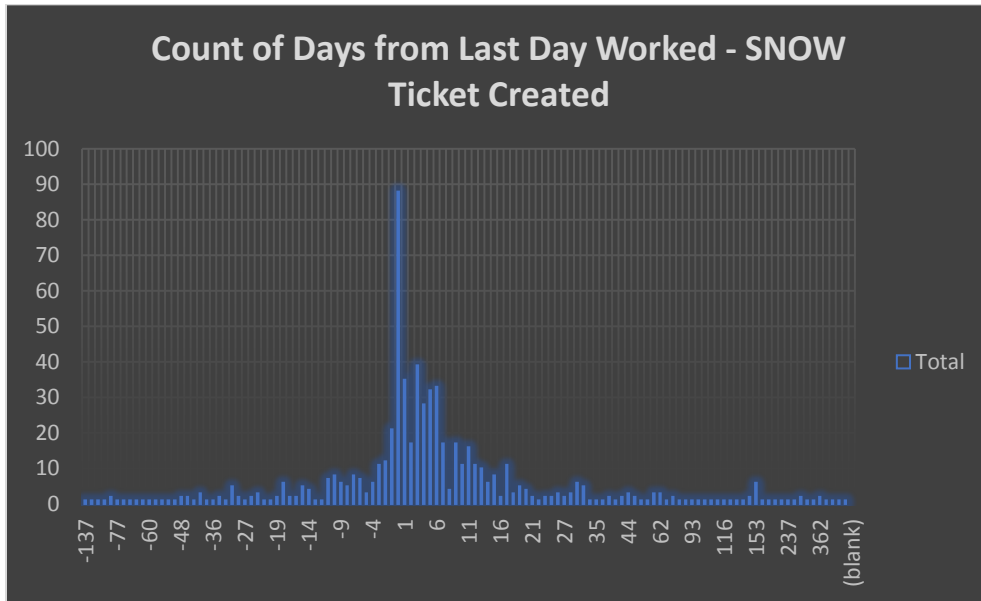
- Last Day Worked in SNOW does not equal term date in HR report potentially due to benefits expiration extending past last day worked.
  - E.g. Employee A last day worked noted as 12/29/2017 in SNOW but termination effective date is 1/24/2018 per HR files.
- Some tickets appear to be closed before they are opened.
  - 4 out of 643 tickets appear to be closed before being opened.
- Employee ID is not consistently noted in SNOW tickets.
  - 59 out of 643 tickets did not have Employee ID field entered.
- On average requests for removal of access is submitted 20.90 days after the last day worked
  - See **Appendix A** for the spread on the count of the number of days taken from last day working to when SNOW ticket was created.
- On average it takes 14.59 days from the time a ticket is created to when it is closed.
  - See **Appendix B** for the spread on the count of the number of days taken from date SNOW ticket is created to when it is closed.
  - See **Appendix C** for a month by month analysis of when tickets were closed
- Departments are not accurately entered in SNOW tickets.
  - E.g. Employee A noted as HR dept. rather than Internal Audit.
  - See **Appendix D** for an average time taken by Department between employees Last Day to when SNOW ticket was created.

**Conclusion:** It appears to take an average of 20.90 days from the employees last day to when their off-boarding SNOW ticket is created. In addition, it takes an average of 14.59 days to close a SNOW off-boarding ticket from the time it is created.

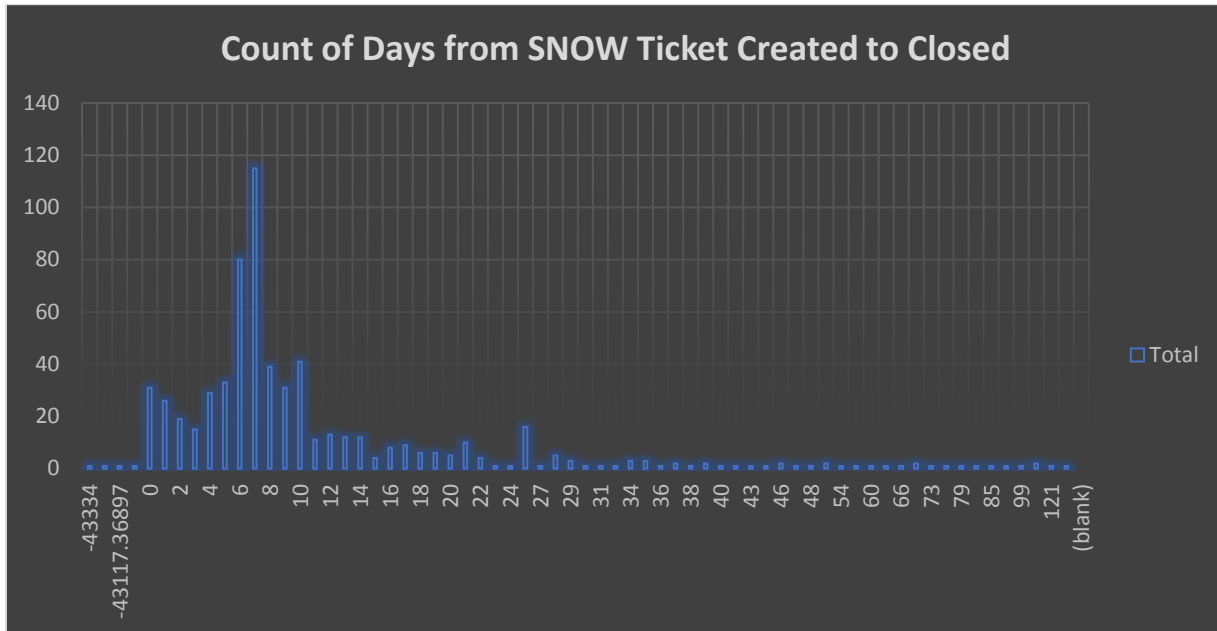
### Recommendations:

- Consider making the 'Employee ID' field as required in ServiceNow for off-boarding tickets.
- Implement data input Quality Checks or direct feed from HR files to SNOW to capture departments and other employee data accurately.

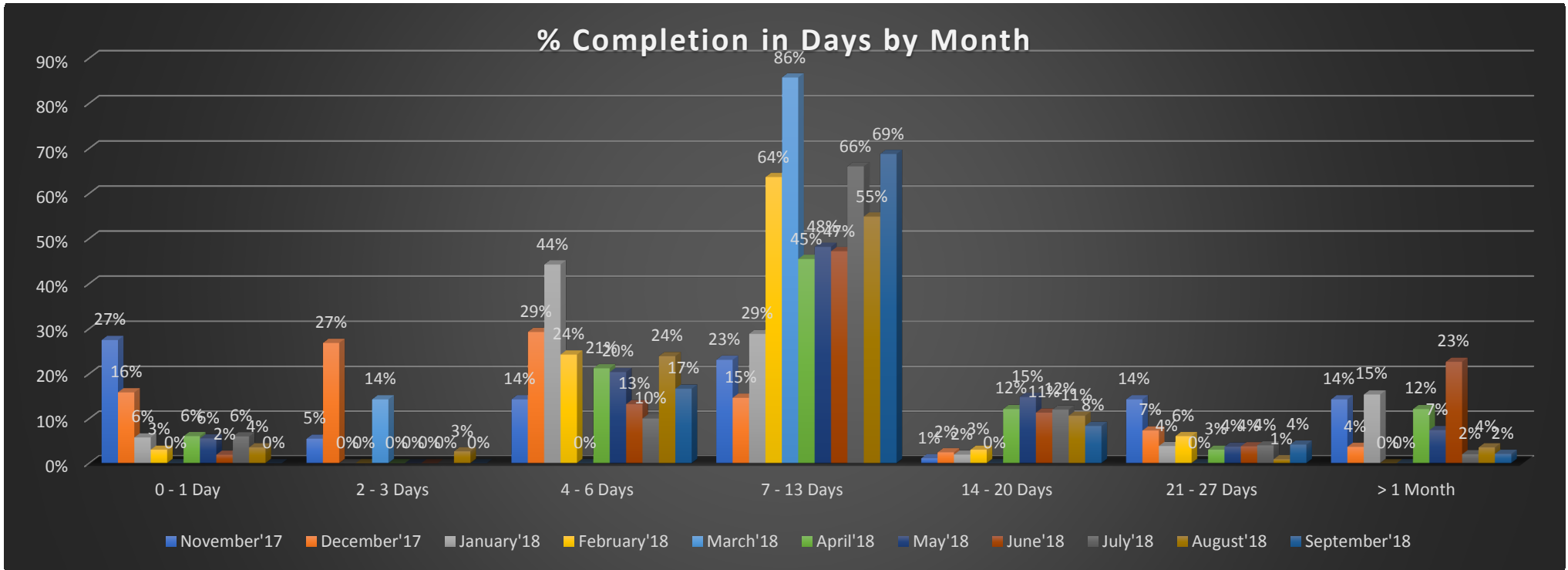
**Appendix A: Count from Last Day Worked to when ticket was created in SNOW**



**Appendix B: Count of Date Created – Date Closed**



**Appendix C: Percentage Completion in Days by Month (Nov'17-Sep'18)**



**Appendix D: Average between Last Day Worked and SNOW ticket created**

<b>Department</b>	<b>Average of Date Created - Last Day Worked</b>
Communications	121.50
CPED	109.00
PW-Fleet Services	101.70
Human Resources	46.27
311	40.00
Convention Center	38.39
PW-Solid Waste	34.83
PW-Trans Plan/Programming	33.50
Youth Coordinating Board	32.00
Fire Department	28.09
Grand Total	20.90
City Clerk	18.97
Neighborhood and Community Rel	18.00
Mayor	16.25
PW-Sanitary Sewer	15.00
Attorney	13.70
PW-Traffic & Parking Services	7.52
Capital Improvements	6.40
Civil Rights	4.22
Information Technology	0.93
PW- Administrative Services	0.67
Regulatory Services	0.57
Internal Audit	0.50
Assessor	0.00
City Coordinator	0.00
Intergovernmental Relatns	0.00
Police Department	-0.41
Minneapolis Health Department	-2.40
911	-2.57
Finance and Property Serv	-2.76
PW-Trans Maintenanc & Repair	-3.84
PW-Storm Water	-4.50
Emergency Management	-5.00
PW-Water Treatment & Distr.	-6.00
PW-Transp Eng and Design	-8.00