

HUMAN RESOURCES
CALIFORNIA STATE UNIVERSITY,
LONG BEACH

Report Number 04-28
December 10, 2004

Members, Committee on Audit

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ABBREVIATIONS

APC	Academic Professional of California
CFA	California Faculty Association
CSEA	California State Employees' Association
CSU	California State University
CSULB	California State University, Long Beach
FML	Family Medical Leave
GC	Government Code
HEERA	Higher Education Employee Relations Act
HIPAA	Health Insurance Portability and Accountability Act
HR	Human Resources
IRCA	Immigration Reform and Control Act
MPP	Management Personnel Plan

EXECUTIVE SUMMARY

As a result of a systemwide risk assessment conducted by the Office of the University Auditor during the last quarter of 2002, the Board of Trustees, at its January 2004 meeting, directed that *Human Resources* be reviewed.

We visited the California State University, Long Beach campus from July 12, 2004, through August 6, 2004, and audited the procedures in effect at that time.

In our opinion, the administration and management of the human resources function provided effective controls, such as well-documented policies, procedures, and guidelines in the recruitment area; ongoing staff and manager training for the recruitment, hiring, and/or compensation of staff personnel; and a high awareness of the need to maintain the confidentiality of employee information. In response to recent systemwide initiatives and regulatory requirements, the campus developed, implemented, and communicated a comprehensive confidential information security plan that has been shared with and is currently being used by other California State University campuses as a model policy and training plan in this highly visible area. However, the controls that ensure compliance with certain campus and systemwide operating standards needed to be strengthened.

The following summary provides management with an overview of conditions requiring attention. Areas of review not mentioned in this section were found to be satisfactory. Numbers in brackets [] refer to page numbers in the report.

RECRUITMENT, SELECTION, AND HIRING [5]

Recruitment and hiring practices for faculty and staff did not always ensure that campus files were properly documented and in compliance with related policies and procedures. Specifically, evidence that the recruitment and advertising plan, the description of the screening and selection process, the initial candidate pool was reviewed and approved by appropriate campus personnel, and/or reference checks and interviews were performed could not be located for two of five tenure-track searches reviewed; and documentation was not found in staff recruitment files to show that personal references and educational qualifications of job applicants were verified. In addition, the campus policy for hiring special consultants was not current, Federal I-9 employment eligibility forms were not always properly completed, and procedures were not in place for verifying and reverifying employment eligibility.

COMPENSATION, BENEFITS, AND EMPLOYEE PROGRAMS [9]

Administration of family medical leave (FML) requests was in need of improvement. A review of FML files for 15 employees disclosed that the campus did not appropriately designate all qualifying leaves of absence as FML. Additionally, campus practices did not ensure that employee fee waiver requests were processed in compliance with campus policies.

INTRODUCTION

BACKGROUND

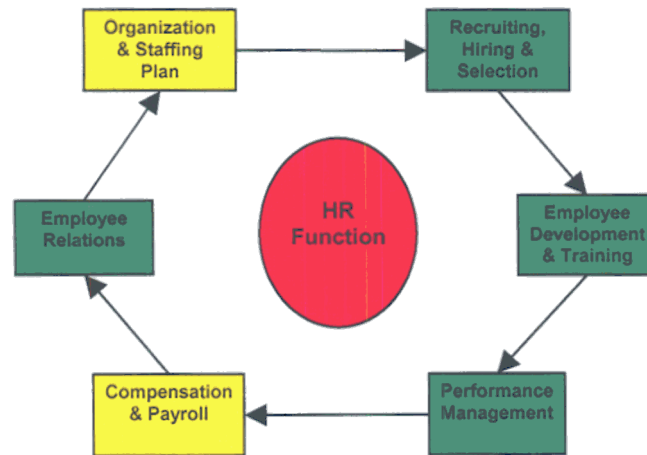
Human resources management is organizing, guiding, providing resources for, and interacting with employees. To be effective, the human resources function must be aligned with the organization's goals and objectives and administered in a manner that meets extensive legal and regulatory challenges. At the California State University (CSU), the human resources management function is a shared responsibility between the chancellor's office and the campuses to:

- ▶ Plan for the movement of people into, within, and out of employment with the university.
- ▶ Recruit and select personnel with the appropriate skills, knowledge, and abilities.
- ▶ Train and develop staff members to enhance their capabilities.
- ▶ Provide compensation and benefits that attract, motivate, and retain talented employees.
- ▶ Appraise and report employee performance to identify areas that need improvement and provide positive reinforcement for effective performance.
- ▶ Maintain effective employee relations.
- ▶ Provide for employees' safety by minimizing the risk of illness and injury in the workplace.

As a state agency and a recipient of federal funds, the CSU must perform its human resources management responsibilities within legal constraints imposed by the government. In addition to Board of Trustee policies, the university must comply with major federal and state laws that govern human resources management practices and address equality and fairness in the workplace. Such laws include, but are not limited to, Title VII of the Civil Rights Act of 1964, the Equal Pay Act of 1963, the Age Discrimination in Employment Act, the Vietnam Veteran's Readjustment Act of 1974, and the Americans with Disabilities Act of 1990. As a result of the Higher Education Employee Relations Act (HEERA) of 1979, human resources management activities must also be performed within the parameters of collective bargaining and negotiated union contracts.

Human resources management activities rely on effective information management systems for operational efficiencies and controls; however, one of the major advantages of such systems is also a potential liability. As part of their job responsibilities, employees have access to information that can be useful for decision-making; however, most of that information needs to remain private and is presently regulated by such laws as the Information Practices Act of 1977, the Health Insurance Portability and Accountability Act (HIPAA) of 1996, and the Board of Trustees' own policies for personal information management.

In fiscal year 2002/03, the CSU expended approximately \$2.8 billion (or 64 percent of total operating expenses) on salary and benefits for faculty and staff. Because of this investment, the university remains accountable for implementing a dynamic human resources function that attracts and maintains qualified personnel. For the scope of this audit, we will review components of the following human resources management activities:



PURPOSE

Our overall audit objective was to ascertain the effectiveness of existing policies and procedures related to the administration of the human resources function and to determine the adequacy of controls over the related processes to ensure compliance with relevant governmental regulations, Trustee policy, Office of the Chancellor directives, and campus procedures.

Within the overall audit, specific goals included determining whether:

- ▶ Administration and management of the human resources function provide effective internal controls, clear lines of organizational authority, delegations of authority, and documented policies and procedures.
- ▶ Processes and procedures ensure timely and effective communication of CSU and campus policies and federal and state laws and regulations in the employment area.

Employees are sufficiently apprised of acceptable business practices and expected standards of ethical and moral behavior and report conflict of interest situations.

Recruitment, selection, hiring, and appointment activities are properly authorized, ensure employment eligibility, and comply with state and federal laws and regulations and collective bargaining agreements.

Professional licenses, certificates, and/or registration requirements for applicable employees are properly maintained.

- ▶ Employee compensation and benefit requests are properly authorized, timely processed, and comply with applicable collective bargaining agreements as well as campus and CSU policy.
- ▶ Managers, supervisors, and other persons involved in recruiting and interviewing staff and processing employee compensation, benefits, and program requests are appropriately trained and knowledgeable of assigned human resources responsibilities, including the protection of confidential employee information.
- ▶ Confidential hard-copy and system information, such as information pertaining to recruitment, selection, and hiring activities, and compensation and benefit requests are reasonably secure.

SCOPE AND METHODOLOGY

The proposed scope of the audit, as presented in Attachment B, Audit Item 2 of the January 27-28, 2004, meeting of the Committee on Audit, stated that the review would include compliance with employment laws and regulations, position classification/compensation, advertising for prospective employees, employee training, and programs for employee benefit administration. The Office of the University Auditor has not previously reviewed *Human Resources*.

Our study and evaluation were conducted in accordance with the *International Standards for the Professional Practice of Internal Auditing* issued by the Institute of Internal Auditors, and included the audit tests we considered necessary in determining that operational and administrative controls are in place and operative. This review emphasized, but was not limited to, compliance with state and federal laws, Board of Trustee policies, and Office of the Chancellor and campus policies, letters, and directives. The audit review focused on procedures in effect during fiscal year 2003/04. Throughout this report, we will refer to human resources as the primary audit subject. At California State University, Long Beach, the associate vice president of budget and human resources management and other responsible individuals administer the human resources function.

We focused primarily upon internal, administrative, compliance, and operational controls over the management of the human resources function. Specifically, we reviewed and tested:

- ▶ Administrative policies, procedures, and processes.
- ▶ Communication of CSU policies and other directives.
- ▶ Conflict of interest forms and training programs.
- ▶ Recruitment, selection, and hiring activities for faculty and staff, including training processes.
- ▶ Administration of compensation, benefits, and employee programs.
- ▶ Maintenance and protection of confidential human resources information.

OBSERVATIONS, RECOMMENDATIONS, AND CAMPUS RESPONSES

RECRUITMENT, SELECTION, AND HIRING

FACULTY AND STAFF FILES

Recruitment and hiring practices for faculty and staff did not always ensure that campus files were properly documented and in compliance with related policies and procedures.

During our review of five tenure-track searches, we found that:

- ▶ For one search, the department could not provide evidence that the recruitment and advertising plan was approved by the dean and the director of equity and diversity, the description of the screening and selection process was approved by the dean and the associate vice president of academic personnel, letters of acknowledgment and regret were sent to candidates, and interviews with the finalist and non-finalists were performed. Further research determined that the applicant files were destroyed by the department prior to the scheduled destruction date.
- ▶ For another search, the department could not provide evidence that the initial candidate pool was approved by the dean, and that reference checks were performed for the finalist. Additionally, several interview candidates' recruitment files were incomplete, and the recruitment files were maintained in an unsecured location.

As a result of our review of recruitment and official personnel files for 12 represented and five Management Personnel Plan (MPP) employees, we found that the campus could not provide evidence that:

- ▶ Personal references were verified for seven represented and four MPP employees.
- ▶ Educational qualifications were verified for five of ten applicable employees.

California State University, Long Beach (CSULB) *College Tenure-Track Search Protocol* states that the recruitment and advertising plan must be approved by the college dean and director of equity and diversity prior to commencement of advertising; the description of the screening and selection process must be approved by the college dean and associate vice president of academic personnel prior to commencement of applicant screening; the search committee must obtain approval from the college dean of the initial candidate pools; and subsequent to approval of the interview pool, the search committee will invite candidates for on-campus interviews.

CSULB *Tenure-Track Faculty Searches Recruitment Workshop Materials* states that all recruitment documents, including interview notes, must be kept on file in the department for three years, and the search committee chair must develop a letter to the applicants acknowledging their applications.

CSULB *Checklist for Tenure-Track Faculty Appointments*, dated October 14, 2002, requires a statement from the college dean or department chair summarizing the oral evaluation of the

candidate's qualifications from his/her most recent employer, including the name and title of the individual providing the information.

CSULB *Guide on Reference Checking* states that the immediate supervisor of an employee should check references.

California State University (CSU) directive Human Resources (HR) 2004-08, *Requirements for Protecting Confidential Employee Data*, dated March 1, 2004, states that each campus and the chancellor's office must take necessary steps to protect confidential employee personal information, which includes, but is not limited to, social security number, ethnicity, gender, home address, physical description, home telephone number, medical history, and performance evaluations. The policy also states that, to protect confidential employee data, each campus and the chancellor's office must ensure that all employees with access to confidential employee information have a legitimate CSU need to have such access, and that these employees must understand the responsibility they have under the Information Practices Act and Title 5 to protect sensitive employee information.

The associate vice president of academic personnel stated that the exceptions were oversights by two departments that historically had problems in this area, and that additional training and checklists would be provided for assistance. The associate vice president of budget and human resources management stated that reference checking is the responsibility of the hiring department, and staff personnel does not require the departments to submit evidence thereof for the recruitment or official files. She also stated that the campus does not require verification of educational qualifications as a part of the recruitment process.

Failure to recruit and hire faculty and staff in accordance with campus policies could result in failed searches and potential complaints of discriminatory practices.

Recommendation 1

We recommend that the campus:

- a. Enhance current training efforts for tenure-track search committees to ensure that recruitment and advertising plans, initial candidate pools, and descriptions of the screening and selection process are approved by appropriate campus personnel; letters of acknowledgment and regret are sent to candidates; interviews with, and reference checks for, the finalist and/or non-finalists are performed; and applicant files are appropriately maintained by the departments.
- b. Require that the hiring departments submit evidence of reference checks and verification of educational qualifications to staff personnel services prior to hiring non-faculty personnel.
- c. Require the completion of tenure-track, staff, and MPP recruitment files in accordance with campus policies and procedures.

Campus Response

We concur.

Academic personnel has already provided enhanced training to search committees, deans, and chairs at the annual Faculty Recruitment Workshop related to retention of records and the importance of security of confidential files. While support staff is invited to the university-wide workshop, additional workshops will be conducted in January 2005 with department office support staff to reinforce the importance of maintaining complete files in the department offices and the security of those files. The standard Checklist for Tenure-Track Faculty Appointments form has been expanded to include retention and security statements and a requirement for maintaining the recruitment log. The checklist has always included a requirement for deans/chairs to conduct an oral evaluation with the candidate's most recent employer, which is often documented in the written recommendations received and this will continue to be a requirement.

The staff personnel services department has created a checklist to ensure that all non-faculty recruitment files are completed prior to hiring. Documentation evidencing the completion of reference checks and verification of education qualifications will now be filed in the employee personnel files.

Estimated date of completion is January 31, 2005.

SPECIAL CONSULTANTS

The campus policy for hiring special consultants was not current.

We noted that CSULB's *Appointment of Special Consultants to the University Payroll* had not been updated since 1988 and did not fully reflect the campus' current work-flow process for hiring faculty and staff personnel as special consultants.

Government Code (GC) §13402 and §13403 state that management is responsible for establishing and maintaining a system of internal administrative controls, which includes documenting the system, communicating system requirements to employees, and assuring that the system is functioning as prescribed and is modified, as appropriate, for changes in conditions. Further, a satisfactory system of internal administrative controls shall include, but not be limited to, an established system of practices to be followed in performance of duties and functions.

The director of staff personnel services stated that after the implementation of PeopleSoft, the special consultant policy had not been updated to reflect the changes in the work-flow process.

Failure to maintain updated policies for hiring special consultants increases the risk of hiring ineligible or questionable employees.

Recommendation 2

We recommend that the campus update the campus policy for hiring special consultants.

Campus Response

We concur. Staff personnel services will update the campus' special consultant policies and procedures.

Estimated date of completion is February 28, 2005.

EMPLOYMENT ELIGIBILITY

Federal I-9 employment eligibility forms were not always properly completed, and procedures were not in place for verifying and reverifying employment eligibility.

We reviewed 37 federal I-9 employment eligibility forms and found that:

- ▶ In 16 instances, the date of employment was not indicated.
- ▶ In four instances, the form was not dated by the employee.
- ▶ In three instances, the form was not signed by the employee on the first day of employment.
- ▶ For two of ten applicable employees, the alien visa expiration date was not completed.

The Immigration Reform and Control Act (IRCA) of 1986 requires that an employee complete and date the Employment Eligibility Verification Form I-9 on the first day of their employment and complete Section 2 of the form, including the date of employment and alien visa expiration date, within three days of the date that employment begins.

GC §13402 and §13403 state that management is responsible for establishing and maintaining a system of internal administrative controls, which includes documenting the system, communicating system requirements to employees, and assuring that the system is functioning as prescribed and is modified, as appropriate, for changes in conditions. Further, a satisfactory system of internal administrative controls shall include, but not be limited to, an established system of practices to be followed in performance of duties and functions.

The director of payroll services stated that the department experienced a reduction in staff and the verification of employment eligibility became a shared function among the payroll technicians. She further stated that, in the past, there was one person designated to perform the verification, which resulted in a greater degree of control.

Failure to properly complete the employment eligibility forms or maintain effective policies can subject the campus to monetary penalties and/or other sanctions as set forth in IRCA.

Recommendation 3

We recommend that the campus:

- a. Require the proper completion of Federal I-9 eligibility forms.
- b. Develop procedures for verifying and reverifying employment eligibility.

Campus Response

We concur. We are in the process of documenting procedures on the proper completion of the I-9 forms and reverification of employment eligibility. The payroll department has designated an employee who is knowledgeable of the requirements for employment eligibility. This employee will review all I-9 forms to ensure that they have been properly completed.

Estimated date of completion is January 31, 2005.

COMPENSATION, BENEFITS, AND EMPLOYEE PROGRAMS

FAMILY MEDICAL LEAVE

Administration of family medical leave (FML) requests was in need of improvement.

Our review of files for 15 employees found that the campus did not designate a qualifying leave of absence as a FML event, unless the employee requested to be placed on FML.

Code of Federal Regulations, Title 29, Part 825, *The Family and Medical Leave Act of 1993*, §825.100(a), effective February 5, 1993, states that an eligible employee shall be entitled to a total of 12 workweeks of leave during any 12-month period.

GC §13402 and §13403 state that management is responsible for establishing and maintaining a system of internal administrative controls, which includes documenting the system, communicating system requirements to employees, and assuring that the system is functioning as prescribed and is modified, as appropriate, for changes in conditions. Further, a satisfactory system of internal administrative controls shall include, but not be limited to, an established system of practices to be followed in performance of duties and functions.

CSU HR 99-05, *Revised CSU Family Medical Leave Policy*, dated May 7, 1999, states that employees must exhaust their personal holiday and any accumulated vacation and compensatory time off leave credits prior to beginning unpaid leave. The maximum leave is 12 weeks in a 12-month period. The CSU calculates the 12-month period on a forward rolling basis — the period is measured from the date the employee's first FML leave begins.

The director of staff personnel services stated that his office relies on the department managers to inform them of a qualifying event.

Inadequate control over the administration and handling of employee benefits increases the risk of non-compliance with collective bargaining agreements, campus and CSU policy, and state and federal laws and regulations.

Recommendation 4

We recommend that the campus:

- a. Properly designate a qualifying leave of absence as a FML event.
- b. Provide additional training to department managers about campus and CSU FML policies and state and federal laws and regulations.

Campus Response

We concur. The campus will administer FML requests in accordance with CSU policies and state and federal laws and regulations. We will provide additional training to department managers about the CSU FML policies and state and federal laws and regulations.

Corrective action on this recommendation is complete.

EMPLOYEE FEE WAIVERS

Campus practices did not ensure that employee fee waiver requests were processed in compliance with campus policies.

We reviewed the employee fee waiver files for 15 employees and found that for nine represented (four Academic Professional of California (APC), three California Faculty Association (CFA), and two California State Employees' Association (CSEA)), and three non-represented (two MPP and one confidential) employees, the amount waived for the fee was incorrectly calculated.

CSU directive HR/Benefits 2004-06, *CSU Employee Fee Waiver Reduction Program*, dated January 30, 2004, states that CFA employees receive a fee waiver for the health services fee; APC employees do not receive a fee waiver for the health services fee; the student body association fee cannot be waived for dependents; and CSEA, confidential, and MPP employees' dependents do not receive a fee waiver for the student body association fee.

The personnel services manager stated that the miscalculation of fees for APC employees was an oversight, and the incorrect waiver of the student body association fee for CSEA, confidential, and MPP employees was a misinterpretation of CSU policy. The confidential administrative support coordinator for academic personnel stated that the miscalculation of fees for CFA employees was an oversight.

Inadequate administration of the employee fee waiver program increases the risk of unauthorized benefit payments and possible non-compliance with tax regulations.

Recommendation 5

We recommend that the campus require that employee fee waiver requests are handled in accordance with campus and CSU policies.

Campus Response

We concur. A comprehensive review of Technical Letter HR/Benefits 2004-06 – CSU Employee Fee Waiver and Reduction Program was performed. Changes have been made in the CSULB fee waiver program to comply with the Technical Letter and correct previous misinterpretations of the CSU policy effective for fall 2004. Impacted CFA, CSEA, APC, confidential, and MPP employees have been notified of the miscalculation of fees. Where applicable, new charges have been applied or credits refunded.

Corrective action on this recommendation is complete.

APPENDIX A: PERSONNEL CONTACTED

<u>Name</u>	<u>Title</u>
Robert C. Maxson	President
Thomas Angell	Director of Staff Personnel Services
Lilian Audet	Accountant
Jeffrey Barnett	Payroll Technician
Anthony Battaglia	Professor, Sociology Department
J. Berumen	Payroll Technician
Benjamin Boish	Classification & Compensation Manager
Phillip Buford	Payroll Technician
Debra Cannon-Rath	Administrative Support Coordinator
Kathleen Cohn	Associate Vice President of Academic Personnel
Maureen Ettinger	Administrative Support Coordinator
William Griffith	Vice President for Administration and Finance
Sandra Gunderson	Director of Payroll Services
Victoria Hamilton	Recruitment and Training Manager
Lizbeth Henson	Payroll Coordinator
Donna Johnson	Confidential Administrative Support Coordinator, Academic Personnel
Eileen Klink	Department Chair, English Department
Andrea Kolodziejczak	Payroll Technician
Janine Licausi	Payroll Technician
Robyn Mack	Associate Vice President of Budget and Human Resources Management
Merrie Martino	Administrative Support Coordinator
Alan Miller	Acting Department Chair, Biology Department
Jon Monat	Professor, Management and Human Resources Management
Nikko Palmer	Personnel Services Assistant
Janet Parker	Director of Budget and Human Resources Information Systems
Jack Pearson	Chief of Police
Irena Pfeil	Budget and Human Resources Information Systems Coordinator
Michele Presby	Payroll Technician
Nesha Saucier	Office Coordinator, Staff Personnel
Jacqueline Southern	Administrative Support Coordinator
Aysu Spruill	Interim Director of Internal Auditing Services
Maryan St. Claire	Academic Personnel Web Coordinator
Susan Suetsugu	Department Office Manager
Sandy Suh	Personnel Services Manager
Karol Valdez	Operations Manager
Kimberlee Verdugo	Personnel Services Analyst
David Wagner	Analyst, University Police
Irene Wood	Academic Personnel Manager



CALIFORNIA STATE UNIVERSITY, LONG BEACH

DIVISION OF ADMINISTRATION AND FINANCE

RECEIVED
UNIVERSITY AUDITOR

JAN 19 2005

THE CALIFORNIA STATE
UNIVERSITY

January 18, 2005

Mr. Larry Mandel
University Auditor
California State University
401 Golden Shore
Long Beach, California 90802

Re: Response to Human Resources Audit Report 04-28

Dear Larry:

Please find enclosed California State University, Long Beach's response to the above report. The campus is committed to addressing and resolving the issues identified in the audit report.

Please let me know if we can provide you with any additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "W. H. Griffith".

William H. Griffith
Vice President for Administration and Finance

Enclosure

cc:

Robert C. Maxson, President
Kathleen Cohn, Associate Vice President of Academic Personnel
Robyn R. Mack, Associate Vice President, Budget and Human Resource Management
Aysu Spruill, Interim Director, Internal Auditing Services

HUMAN RESOURCES

CALIFORNIA STATE UNIVERSITY, LONG BEACH

Report Number 04-28

RECRUITMENT, SELECTION, AND HIRING

FACULTY AND STAFF FILES

Recommendation 1

We recommend that the campus:

- a. Enhance current training efforts for tenure-track search committees to ensure that recruitment and advertising plans, initial candidate pools, and descriptions of the screening and selection process are approved by appropriate campus personnel; letters of acknowledgment and regret are sent to candidates; interviews with, and reference checks for, the finalist and/or non-finalists are performed; and applicant files are appropriately maintained by the departments.
- b. Require that the hiring departments submit evidence of reference checks and verification of educational qualifications to staff personnel services prior to hiring non-faculty personnel.
- c. Require the completion of tenure-track, staff, and MPP recruitment files in accordance with campus policies and procedures.

Campus Response

We concur.

Academic Personnel has already provided enhanced training to search committees, deans, and chairs at the annual Faculty Recruitment Workshop related to retention of records and the importance of security of confidential files. While support staff is invited to the university-wide workshop, additional workshops will be conducted in January 2005 with department office support staff to reinforce the importance of maintaining complete files in the department offices and the security of those files. The standard Checklist for Tenure-Track Faculty Appointments has been expanded to include retention and security statements and a requirement for maintaining the recruitment log. The Checklist has always included a requirement for deans/chairs to conduct an oral evaluation with the candidate's most recent employer, which is often documented in the written recommendations received and this will continue to be a requirement.

Staff Personnel Services department has created a checklist to ensure that all non-faculty recruitment files are completed prior to hiring. Documentation evidencing the completion of reference checks and verification of education qualifications will now be filed in the employee personnel files.

Estimated date of completion is January 31, 2005.

SPECIAL CONSULTANTS

Recommendation 2

We recommend that the campus update the campus policy for hiring special consultants.

Campus Response

We concur. Staff Personnel Services will update campus' special consultant policies and procedures. Estimated date of completion is February 28, 2005.

EMPLOYMENT ELIGIBILITY

Recommendation 3

We recommend that the campus:

- a. Require the proper completion of Federal I-9 eligibility forms.
- b. Develop procedures for verifying and reverifying employment eligibility.

Campus Response

We concur. We are in the process of documenting procedures on the proper completion of the I-9 forms and reverification of employment eligibility. The Payroll Department has designated an employee who is knowledgeable of the requirements for employment eligibility. This employee will review all I-9 forms to ensure that they have been properly completed. Estimated date of completion is January 31, 2005.

COMPENSATION, BENEFITS, AND EMPLOYEE PROGRAMS

FAMILY MEDICAL LEAVE

Recommendation 4

We recommend that the campus:

- a. Properly designate a qualifying leave of absence as a FML event.
- b. Provide additional training to department managers about campus and CSU FML policies and state and federal laws and regulations.

Campus Response

We concur. The campus will administer family medical leave requests in accordance with CSU policies, state and federal laws and regulations. We will provide additional training to department managers about the CSU family medical leave policies and state and federal laws and regulations. Corrective action on this recommendation is complete.

EMPLOYEE FEE WAIVERS

Recommendation 5

We recommend that the campus require that employee fee waiver requests are handled in accordance with campus and CSU policies.

Campus Response

We concur. A comprehensive review of Technical Letter HR/Benefits 2004-06 – CSU Employee Fee Waiver and Reduction Program was performed. Changes have been made in the CSULB fee waiver program to comply with the Technical Letter and correct previous misinterpretations of the CSU policy effective for Fall 2004. Impacted CFA, CSEA, APC, confidential and MPP employees have been notified of the miscalculation of fees. Where applicable, new charges have been applied or credits refunded. Corrective action on this recommendation is complete.



THE CALIFORNIA STATE UNIVERSITY
 OFFICE OF THE CHANCELLOR

BAKERSFIELD

January 21, 2005

CHANNEL ISLANDS

CHICO

DOMINGUEZ HILLS

MEMORANDUM

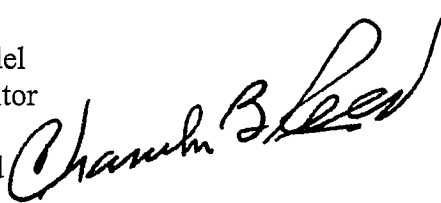
FRESNO

FULLERTON

TO: Mr. Larry Mandel
University Auditor

HAYWARD

FROM: Charles B. Reed
Chancellor



LONG BEACH

SUBJECT: Draft Final Report Number 04-28 on *Human Resources*,
California State University, Long Beach

LOS ANGELES

MARITIME ACADEMY

MONTEREY BAY

In response to your memorandum of January 21, 2005, I accept the response as submitted with the draft final report on *Human Resources*, California State University, Long Beach.

NORTHRIDGE

POMONA

SACRAMENTO

CBR/aml

SAN BERNARDINO

Enclosure

SAN DIEGO

cc: Mr. William H. Griffith, Vice President for Administration and Finance
Dr. Robert C. Maxson, President

SAN FRANCISCO

SAN JOSE

SAN LUIS OBISPO

SAN MARCOS

SONOMA

STANISLAUS