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June 10, 2026

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SUBJECT: Audit Report of Human Resources Department Training

Mayor and Council Members:

We are pleased to send you the final report of the Human Resources Department Training. This audit began in July 2025 and concluded with an exit meeting with department management in March 2026. Management's verbatim response is included in Appendix B of the report. The Human Resources management and staff should be commended for their cooperation and assistance during this audit.

The Office of the City Auditor is available to discuss this report with you individually at your convenience.

Respectfully Submitted,

Buddy Vargas, CPA, CIA, CFE
City Auditor
City of San Antonio

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**CITY OF SAN ANTONIO
OFFICE OF THE CITY AUDITOR**

**HUMAN RESOURCES DEPARTMENT
AUDIT OF TRAINING
PROJECT NO. AU25-021
JUNE 10, 2026**

**BUDDY VARGAS, CPA, CIA, CFE
CITY AUDITOR**



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Executive Summary

As part of our annual Audit Plan approved by City Council, we conducted an audit of the Human Resources Department (HR), specifically the management of Citywide training programs. The audit objective, and conclusions follow:

Determine if Citywide training programs managed by HR are effective and meeting department needs and applicable requirements.

Citywide training programs are effective and meeting department needs and applicable requirements. HR has effective controls to manage communication to employees for class attendance. Additionally, HR also has adequate controls to monitor completion of required trainings. HR has developed effective controls to ensure employees have access to professional development courses, both internally and through Alamo Community Colleges District. Finally, HR has controls for reviewing and communicating survey results for overall improvement.

However, we identified areas where controls could be improved including developing comprehensive policies and procedures over the City's training program, developing controls to ensure training is accurately recorded, and establishing routine access reviews for the Learning Management System.

We provided recommendations to management to strengthen controls and resolve identified issues. HR management agreed with the audit findings and has developed positive action plans to address them. Management's verbatim response is in Appendix B on page 8.

Background

The Human Resources Department (HR), through their Training and Development team, oversee the planning, delivery and tracking of professional development programs. Additionally, HR partners directly with the departments and employees to deliver city-wide learning initiatives to ensure training efforts align with the City's strategic goals and workforce needs.

HR supports a wide range of employees City-wide, offering both mandatory training such as New Employee Orientation and Owning the Customer Experience, and a variety of optional trainings focused on various professional development topics covering technical and soft skills. In addition, HR provides the Supervisor Excellence Training (SET) Academy which are designed to support supervisor-level employees through a modular curriculum system. SET includes seven different modules, that cover topics such as Discipline & Coaching, Recruiting, and Leave Administration that supervisors are encouraged to attend. In addition, HR partners with the Alamo Community College District to provide professional development courses covering topics such as Time Management, Project Management, Presentation Skills, and Public Speaking. Courses are also offered through the City's Learning Management System (LMS), SuccessFactors.

HR transitioned from Moodle to SuccessFactors in June 2025. SuccessFactors is a cloud-based component of SAP which allows more flexibility in hosting courses and is a comprehensive system for managing employee training records, eliminating the need for integrating with SAP.

The Training & Development team manages instructor qualifications for COSA led trainings through the Train the Trainer program, which selects and prepares internal city employees to teach. HR also focuses on continuous improvement through standardized post training surveys to gather feedback that includes attendance, satisfaction scores, and attendee comments, and monthly, analyzes trends and discusses course improvements. Additionally, Training & Development runs periodic reports tracking required training completion and monitors for staff who still need to meet training requirements. Furthermore, HR reviews and approves changes to training curriculum and course availability. Training and development play a crucial role in developing COSA's workforce, ensuring compliance with training requirements, and improving city-wide operational effectiveness.

Audit Scope and Methodology

The audit scope included HR Training policies and procedures, oversight of training classes, and review of class attendance, surveys, and reports. The audit period was October 2023 through September 2025.

To establish criteria for testing, we interviewed the HR Training and Development Team staff to identify processes for training class schedules, trainers, registration, attendance, and user access. Primary criteria for this audit included HR data flowcharts, and training class data.

We assessed internal controls relevant to the audit objective. This included reviewing process flow documentation and sample reports generated by SAP and SuccessFactors. In addition, as part of our testing procedures we validated that class attendance was recorded accurately. In addition, we reviewed that new training had adequate requests and approvals by management. We also confirmed that class surveys were sent out to employees and that the data was collected and shared with the HR team. Lastly, we reviewed proper user access to the LMS.

We relied on computer-processed data in SAP and SuccessFactors, a component of SAP and the LMS used for HR trainings as of June 2025. We used SAP and SuccessFactors to review and validate class schedules as well as the training classes completed by employees. Our reliance was based on performing direct tests on the data rather than evaluating the system's general and application controls, with the exception of user access. We do not believe that the absence of testing general and application controls had an effect on the results of our audit.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Audit Results and Recommendations

Human Resources Department (HR) has effective controls to manage communication with employees for class attendance. We reviewed four classes and confirmed employees were sent calendar invitations for registered classes. HR also has adequate controls to monitor completion of required trainings. We reviewed trainings for New Hire Orientation, Owning the Customer Experience, and Cash Handling, for new hires between March-May 2025, 184 employee records, and confirmed that new hires who registered and did not attend the scheduled training were identified and a report was provided to the HR Employee Business Partners to send out to the employees' manager.

Additionally, HR has effective controls to ensure employees have access to professional development courses, both internally and through Alamo Community Colleges District (ACCD). We reviewed class selections for FY24 and FY25 and confirmed HR annually reviews class offerings for the year. Additionally, we reviewed SET classes for FY2025 through August and confirmed the seven modules were offered monthly and there was consistent registration and attendance of employees in supervisory positions.

Furthermore, HR has controls for reviewing and communicating survey results for overall improvement. We sampled six monthly meetings and confirmed statistics, satisfaction scores, attendance, and no-show reports are presented and discussed.

However, we identified areas where controls could be improved over developing comprehensive policies and procedures of the City's training program, ensuring training is accurately recorded, and establishing routine user access reviews for the Learning Management System (LMS).

A. Documentation of Training Procedures

A.1 Updated Processes

HR does not have comprehensive policies and procedures for management of the City's training program. While they do have some guidance developed for processes in the form of flowcharts, changes as a result of the new learning management system, SuccessFactors, have not been documented. Additionally, they do not include the tracking of new employee training, Train the Trainer applications and selections, ACCD class selections, and reviews and approvals for new and updated training material. A lack of documented policies and procedures could result in inconsistent application of processes and unclear expectations.

A.2 Record of Class Attendance

HR does not have effective controls to ensure class attendance is accurately recorded after employees' completion of training. We tested a sample of 30 classes with 587 attendees and confirmed 11 attendees were not recorded accurately. HR does not have adequate procedures in place to ensure that SuccessFactors accurately reflects the physical roster. Inaccurate attendance records can result in unreliable performance metrics and loss of credit for courses taken.

Recommendations

The Human Resources Director:

A.1 Develop comprehensive policies and procedures over the City's training program to include tracking new employee training, Train the Trainer, ACCD class selections, review/approval of the training material, and other relevant processes.

A.2 Establish controls to ensure completed trainings are accurately recorded for employees.

B. LMS User Access

The deactivation of personnel from the LMS is not occurring in a timely manner. We reviewed 65 LMS users to determine if they were appropriate. Five out of 65 users were either withdrawn from the City or no longer required access. While their network access was removed, which minimizes the risk of inappropriate access, staff maintained access to the LMS. Access was delimited upon informing the department.

However, HR has not established a user access review process to ensure timely deactivation of any LMS users that no longer require access, per Administrative Directive 7.8d Access Control. A lack of user access review may lead to inappropriate access and potential misuse of training records or system data.

Recommendation

The Human Resources Director enforce existing controls, establish routine access reviews, and implement a formalized deactivation process to ensure LMS accounts are promptly deactivated when personnel withdraw or separate from COSA.

Appendix A – Staff Acknowledgement

Nastasha Leach, CIA, CISA, CRMA, CGAP, Audit Manager
Yadira Valenzuela, CFE, Auditor in Charge
Carlos Delgado, Auditor
Francisco Narvaez, Auditor

Appendix B – Management Response



CITY OF SAN ANTONIO

SAN ANTONIO TEXAS 78283-3966

June 2, 2026

Buddy Vargas, CPA, CIA, CFE
City Auditor
San Antonio, Texas

RE: Management's Corrective Action Plan for Audit of Human Resources Training

The Human Resources Department has reviewed the audit report and has developed the Corrective Action Plan below corresponding to the report recommendations.

Recommendation					
#	Description	Audit Report Page	Accept, Decline	Responsible Person's Name/Title	Completion Date
A	DOCUMENTATION OF TRAINING PROCEDURES The Human Resources Director create policies and procedures that: • Develop comprehensive policies and procedures over the City's training program to include tracking new employee training, Train the Trainer, ACCD class selections, review/approval of the training material, and other relevant processes. • Establish controls to ensure completed trainings are accurately recorded for employees.	5	Accept	Joel Jenks Training and Engagement Administrator	October 2026

Recommendation					
#	Description	Audit Report Page	Accept, Decline	Responsible Person's Name/Title	Completion Date
	<u>Action plan:</u> As a part of the transition to the new LMS released in June 2025, the Training Division developed process maps with the key steps for the development and implementation of City-wide trainings. Comprehensive training materials and manuals for the usage of the Success Factors LMS system were developed and provided to staff using the new LMS. The Training Administrator is creating additional SOPS in coordination with the Deputy Director and the HR Director. These SOPs will ensure accurate recording of training completed by City employees as well as address Train the Trainer selection and the training material review and approval process. The Training Division is also working with ITSD to develop and pilot a digital class sign-in process to reduce the potential for error when transposing class records into the LMS.				
B	LMS USER ACCESS The Human Resources Director enforce existing controls, establish routine access reviews, and implement a formalized deactivation process to ensure LMS accounts are promptly deactivated when personnel withdraw or separate from COSA.	6	Accept	Joel Jenks Training and Engagement Administrator	April 2026
	<u>Action plan:</u> Five users were created in early 2025 to help with the configuration of the LMS system. Because Employee Central was not yet activated, these employees had to be manually added into the LMS system. As a result, when the automated termination workflow process removed their user access to Success Factors it missed them in the LMS. At no time did these users have unauthorized access to the system and because all new positions are now created through Employee Central, this unique circumstance cannot reoccur and the issue is resolved. Consistent with City Administrative Directive 7.8, the Training Division has implemented quarterly reviews of LMS accounts. HR conducted a quarterly review of authorized LMS accounts in April 2026. This review validated the automated termination workflow and ensured all personnel who have withdrawn or separated from the City have been de-activated.				

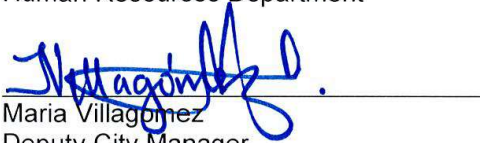
We are committed to addressing the recommendation in the audit report and the plan of action presented above.

Sincerely,



Renee Frieda
Director
Human Resources Department

06/02/2026
Date



Maria Villagomez
Deputy City Manager
City Manager's Office

6/2/2026
Date