



MEMORANDUM

April 23, 2026

TO: Darci Haesche, Director
Administrative Services Division

FROM: *Kevin Cathy*
Kevin Cathy, Branch Chief
Program Integrity Division, Office of Audit Services

RE: Office of Organizational Culture, Inclusion, and Engagement –
Advisory Engagement Memo – Employee Engagement Survey
(Assignment # 2526.06)

In accordance with the Fiscal Year 2025-26 Internal Audit Plan that was approved by Covered California's Audit Committee on June 20, 2025, the Office of Audit Services conducted an advisory engagement to assess the Employee Engagement Survey process for the period of January 1, 2025, through September 30, 2025.

We appreciate the cooperation and assistance of the Office of Organizational Culture, Inclusion, and Engagement management and staff during our advisory engagement. If you have any questions regarding this report, please contact me at Kevin.Cathy@covered.ca.gov.

Cc: Executive Office
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Background

Since 2015, Covered California has conducted an annual Employee Engagement Survey to gather and act on feedback from its staff. In 2024, the annual Diversity, Equity, and Inclusion (DEI) Survey and Employee Engagement Survey were combined into a single annual survey. Combining the surveys recognized the deep connections between DEI and employee engagement, and it streamlined the Office of Organizational Culture, Inclusion, and Engagement's (OOCIE) approach to collecting and responding to feedback from Covered California team members. The continuing goal of the annual Employee Engagement Survey is to support ongoing efforts to work in partnership with staff to create a positive, healthy, and productive workplace that supports the organization's core mission and its team members. Employee Engagement Survey data is used as information for planning and goal-setting at the department and division levels as well as in efforts to enhance staff development and to create an inclusive and positive environment.

To complete this survey, OOCIE begins with compiling employee data containing key details such as name, employee identification, email, program area, and demographic information. This data is sourced from Covered California's Workday software and uploaded into a culture tracking cloud-based platform called Culture Amp. Before importing into Culture Amp, the data undergoes a validation process in an effort to align with certain standards set by Covered California and Culture Amp. Once the data is successfully uploaded into Culture Amp, it is utilized to launch an Employee Engagement Survey and subsequent analysis.

Scope and Objective

The objective of this advisory engagement was to evaluate the employee data import process for the Employee Engagement Survey, ensuring data from Workday was accurately extracted, validated, cleaned, and uploaded into Culture Amp during the period of January 1, 2025, through September 30, 2025.

Methodology

We conducted this advisory engagement by performing the following:

- Evaluated procedures for extracting, transforming, and loading data to ensure accuracy and compliance with applicable requirements.
- Cross-checked Workday data with organizational charts and Covered California's SharePoint for accuracy in divisions, branches, naming conventions, and reporting structures.
- Verified documentation of data changes to enhance efficiency and automate repetitive tasks.
- Examined employee data to identify any missing, incomplete, inconsistent, inaccurate, duplicate, or invalid values.

Observations

Observation #1: Employee data in Workday contains errors and inconsistencies.

OOCIE relies on employee data pulled from Workday as part of their efforts to conduct the Employee Engagement Survey. After extracting the data, OOCIE identifies that employee records are often misaligned with the current organizational structure. This misalignment occurs due to discrepancies between Workday data and the most recent organizational chart in SharePoint, as well as ongoing organizational changes (e.g., personnel shifts, unit renaming, and reorganizations). As a result, employees may be assigned to incorrect program areas or outdated group names, creating challenges in aligning survey data with the current organizational framework.

OOCIE noted that a significant contributing factor to this issue is the inconsistent application of Branch, Unit, and Team classifications to represent different levels within the organizational hierarchy in Workday. These inconsistencies lead to discrepancies when Workday data is uploaded into Culture Amp, which may confuse stakeholders regarding how the data is displayed compared to their expectations. OOCIE is not consistently informed of organizational changes in advance, and Workday data does not reflect these updates in a timely manner. As a result, OOCIE performs significant manual rework to correct and align the data before it can be used. OOCIE does not have formally documented procedures to guide data validation and correction efforts after extraction. This gap creates the potential for inconsistent practices and increases the risk of inaccuracies. These issues may result in survey data becoming misclassified or unreliable, which could distort results, limit comparability across survey periods, and reduce the reliability of insights used for decision-making.

Discussions with OOCIE confirmed their agreement that addressing the underlying issue of inconsistencies in how organizational hierarchy is represented and classified in Workday is critical to improving data accuracy. They also agreed to continue coordinating with the Human Resources Branch and the Workday team to ensure organizational changes are communicated and reflected in Workday prior to data extraction. Additionally, OOCIE acknowledged that establishing formally documented procedures for validating and cleansing data after extraction would help ensure accuracy, consistency, and reliability in survey reporting.

Observation #2: Written procedures for importing employee data from Workday into Culture Amp have not yet been formally documented.

OOCIE does not currently have formally documented procedures that include the specific steps and timelines involved in the process of importing employee data from Workday into Culture Amp. The absence of such documentation presents several risks, such as:

- Significant reliance on the knowledge of a single individual, creating vulnerabilities if that person is unavailable.
- An increase in the likelihood of errors during the data import process, such as missing or incorrect information being transferred.
- Complex troubleshooting issues, due to the absence of a clear reference point to identify or resolve discrepancies.
- Difficulty in maintaining consistent survey practices every year.

After discussing this matter with OOCIE leadership, they agreed that documenting written procedures for the importing of employee data from Workday into Culture Amp would minimize the aforementioned risks.

Conclusion

We appreciate the opportunity to work with your team, and we value the collaborative dialogue that occurred during this advisory engagement. Overall, based on the procedures performed and discussions held, it is our opinion that the Employee Engagement Survey process is being managed by OOCIE with diligence and a strong commitment to its objectives.

Based on our discussions, it is our understanding that management is generally aligned with the recommendations outlined in this memorandum and intends to address the identified matters. We believe implementation of these recommendations will further strengthen processes and oversight going forward.

We may follow up at a later time to understand progress and offer any additional support that you feel would be helpful. In the meantime, if you have any questions or would like assistance related to these topics or other areas, please do not hesitate to reach out. We remain available as a resource and look forward to continuing to support your team.