



Certified
Public
Accountants

September 2, 2022

Lilly T. Simmering, Deputy County Executive Officer
County Executive Office
County of Orange

RE: Performance Audit of Public Works' Administrative Services Unit

Dear Ms. Simmering:

Attached is our report for the Performance Audit of the Administrative Services Unit of Orange County's Public Works Department.

The objectives of the performance audit were to:

- Review the Unit's
 - Current organizational structure, operations, and working relationships within the Unit and between the Unit and other service areas;
 - Policies, practices, and procedures; and
 - Current use of technology; and
- Provide recommendations for enhanced efficiency, opportunities for streamlining and reducing costs, and applying best practices.

We appreciate the assistance throughout the audit from staff of the Public Works Department and the County Executive Office.

Sincerely,

Macias Gini & O'Connell LLP

CC: Lala Ragen, Director, Performance Management and Policy, County Executive Office,
County of Orange
James Treadaway, Director, Orange County Public Works
Ron Vienna, Deputy Director, Administrative Services, Orange County Public Works

Attachment: Performance Audit Report

**Performance Audit of the
Administrative Services Unit of
Orange County's Public Works Department**

September 2, 2022



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**Performance Audit of the Administrative Services Unit
of Orange County’s Public Works Department**

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Performance Audit of the Administrative Services Unit of Orange County's Public Works Department

Executive Summary

Macias Gini O'Connell LLP (MGO) was engaged by County of Orange's (County) County Executive Office to conduct a performance audit of the Public Works Department's (Department) Administrative Services Unit (Unit). The objectives of the audit were to review the Unit's 1) current organizational structure, operations, and working relationships within the Unit and between the Unit and other service areas; 2) policies, practices, and procedures; and 3) current use of technology, and provide recommendations for enhanced efficiency, opportunities for streamlining and reducing costs, and applying best practices. The scope of the audit was for the fiscal years ended June 30, 2021 and 2022; and the methodology included interviews; reviewing policies and procedures, researching best practices and industry standards and metrics, and conducting two surveys of Department staff.

The following key findings were identified:

- Department staff had different understandings of the roles and responsibilities of the Unit and its functional areas, as well as varying expectations of the services and levels of effort performed by the Unit and its functional areas due to the Unit's functional areas' and staff's role and responsibilities not being clearly defined, documented, and communicated.
- Many of the Unit's policies and procedures were updated in the first half of calendar year 2021; however, some procedures were not updated to reflect the actual practices or may not cover all key tasks.
- The Unit's staff experienced increased workloads during fiscal years 2020 and 2021 due to vacancies and the County-wide hiring freeze.
- The Unit does not have performance metrics for the Unit as a whole, or for the individual functional areas. Before the Unit can develop performance metrics, the Unit will need to set benchmarks by determining and documenting the performance expectations for each key task (such as the average length of time for Finance Services staff to review and approve a purchase requisition) and have staff record their hours worked by key tasks performed.

Public Works Department

The Department is responsible for the County's roads, bridges, bikeways, and flood control. It performs a variety of services including construction, environmental resources, infrastructure programs, operations and maintenance, and surveying and mapping of land use.

The Department consists of the Administrative Services Unit and nine other services areas.

The findings above made it difficult for MGO to determine whether the Unit's current organizational structure, operations, and practices were efficient and if there were opportunities for streamlining. In addition, 23 Unit staff stated in interviews that key processes were efficient and streamlined and only identified areas for improvement for parking administration (see Finding 2 for more information). However, the survey results of Unit staff were inconsistent with interview responses.

Seventy-eight percent of Unit staff surveyed responded that some to all of the key processes they performed had bottlenecks (i.e., waiting on someone else to do their part before the process/task could be completed). Seventy-six percent responded there were key processes or tasks that they performed that were not as efficient as they could or should be. Twenty-nine percent responded there were key processes or tasks they performed that were manual and could be automated.

Performance Audit of the Administrative Services Unit of Orange County's Public Works Department

The interviews and surveys did indicate that the Unit's current use of information technology was sufficient; and, therefore, no recommendations for improvement or enhanced efficiency were identified. Additional information from the surveys is presented in Appendices 1 and 2.

MGO was unable to analyze turnover of the Unit and its functional areas as turnover reports were not readily available. According to the Department's Human Resources Manager, turnover reports could be run, but only by specific job position and not for a functional area, the Unit, or the Department as a whole.

Recommendations

The Department should consider the following recommendations:

- Clearly define, document, and communicate the roles, responsibilities, and expectations of the Unit, its functional areas, and its staff.
- Conduct a staffing study of Finance Services (FS) to evaluate the tasks performed by each staff and determine if tasks are equitably allocated.
- Provide training to the appropriate Service Areas' staff and all Unit staff on the budget and requisition processes.
- Review and update the Unit's documented policies and procedures (or add supplemental documentation) to reflect the actual processes being performed and delineate between tasks performed by the Unit and the Service Areas.
- Ensure the procedures for all of the Unit's key tasks are documented and include the amount of time and level of effort required to perform the tasks.
- Make filling the vacant positions for FS a priority.
- Develop and implement performance metrics for the Unit's key tasks.
- Have staff record their hours worked by key tasks performed to use as a baseline for establishing and monitoring performance metrics.
- Track and report on performance metrics quarterly.
- Use performance metric data to determine if staffing levels and workloads should be adjusted.

The Department partially agreed with these recommendations and their responses are included after the appendices.

Performance Audit of the Administrative Services Unit of Orange County's Public Works Department

Objectives, Scope, and Methodology

The objectives of the audit were to:

- Review the current organizational structure and operations and make recommendations for enhanced efficiency within existing resources. This includes review of each unit and the working relationships between each of the units to identify any areas for streamlining operations.
- Review policies, practices, and procedures and identify opportunities for streamlining and reducing costs, expanding efficiencies, and applying best practices. Include any estimated cost/savings for recommendations, if applicable, and departmental and industry standards and metrics.
- Review current use of technology and make recommendations for improvements and enhanced efficiency.

The scope of the audit was fiscal years 2021 and 2022. MGO performed the following procedures:

- Interviewed Department staff.
- Reviewed the most current documented policies and procedures for the Unit.
- Researched best practices and industry standards and metrics.
- Conducted two online surveys of Department staff:
 1. Survey of Unit staff. 41 of 54 (76 percent) employees within the Unit responded to the survey.
 2. Survey of non-Unit staff. 16 of 34 (47 percent) employees outside of the Unit with titles of Administrative Manager II or Administrative Manager III (i.e., Deputy Director) responded to the survey.

We conducted fieldwork in September 2021 through December 2021. 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.

Performance Audit of the Administrative Services Unit of Orange County's Public Works Department

Finding 1: Varying Roles, Responsibilities, and Expectations

Department staff had different understandings of the roles and responsibilities of the Unit and its functional areas, as well as varying expectations of the services and levels of effort performed by the Unit and its functional areas. This is due to the Unit's role and responsibilities, as well as the functional areas' and staff's roles and responsibilities not being clearly defined, documented, and communicated. Roles refer to one's position in a function area, the functional areas' positions within the Unit, and the Unit's position within the Department. Responsibilities are the job duties and tasks of a particular job position, functional area, or unit. Without clearly defining and documenting roles and responsibilities, staff will continue to have varying expectations of the Unit and its functional areas, which could lead to frustration, inconsistencies in the performance of services and levels of effort, inefficiencies and/or duplication of effort, or potentially the overstepping of authority.

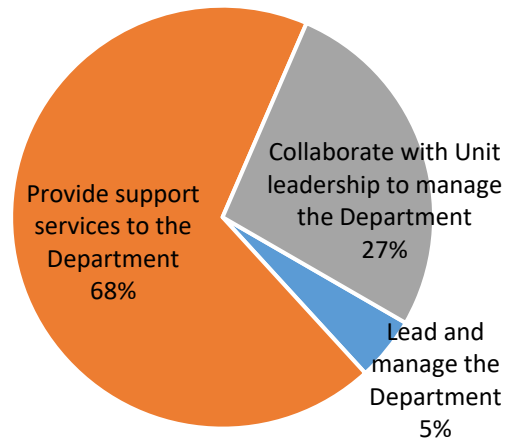
Administrative Services Unit

The Unit has five functional areas: Strategic Communications, Finance Services, Procurement Services, Business Services, and Revenue Streams; and two satellite office functions: Accounting Services and Information Technology.

Finding 1A: The Unit

The Department's Director stated that the Unit's role is to provide customer service to the other service areas of the Department. While 68 percent of the Unit's staff surveyed agreed that the role of the Unit is to provide customer service, 27 percent responded that the role of the Unit is more involved and is to collaborate with the unit leadership to assist in managing the Department. Another five percent of the Unit's staff surveyed responded that the role of the Unit is to lead and manage the Department. While these statements seem similar, the roles are different and encompass different responsibilities, levels of effort, and control. Managing involves the control of an activity or activities, which is not typically an aspect of providing support or customer service. Support or customer service tends to answer questions and provide guidance, but not make management decisions. For example, a support service would review and approve a purchasing request based on its compliance with policies and procedures, but not decide whether the purchase itself was necessary or appropriate. There are many different roles and responsibilities to choose from, and it's up to the entity to decide how to define the roles and responsibilities to meet the entity's needs.

Survey: Role of Administrative Services



From the survey of Unit staff, 12 percent responded that the Unit did not have clearly documented roles, responsibilities, and expectations; and 41 percent responded they did not know whether such documentation existed. Every entity is unique with different needs; and, therefore, each entity will define their roles and responsibilities differently. This is why it is imperative for the Department to clearly define, document, and communicate the Unit's roles and responsibilities in order for all staff to have the same understanding and expectations.

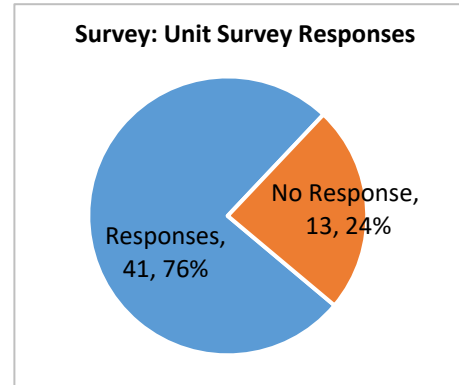
Performance Audit of the Administrative Services Unit of Orange County's Public Works Department

Finding 1B: The Functional Areas

From the survey of Unit staff, the roles and responsibilities of each functional area are not clearly defined, documented, and communicated.

Not clearly defined and documented

- 100 percent of the surveyed Unit staff stated that they knew what was expected of them for their assigned roles, activities, and responsibilities (e.g., how often performed, how long it takes to complete, etc.).
- 73 percent responded that the expectations for their assigned activities and responsibilities were clearly documented.
- 61 percent responded that they had received adequate training on how to complete their assigned activities and responsibilities.
- 78 percent responded that their functional area had clearly documented roles, responsibilities, and expectations.
- 78 percent responded that their assigned activities and responsibilities are documented in policies, procedures, desk guides, manuals, etc.



No cross-training

- 90 percent of Unit staff responded that they knew what each person in their area was responsible for and the activities they performed.
- 32 percent responded that they could not perform the activities/tasks of each person in their area if needed (excluding the functional area manager).
- 29 percent responded that they did not know what the other functional areas were responsible for and the activities they performed.
- 72 percent responded that they could not perform the activities of the Unit's other functional areas outside their own functional area.
- 61 percent responded they do not have opportunities to learn about the activities performed by the other functional areas.

High team morale

- 88 percent of surveyed Unit staff responded they enjoyed working in their functional area and in the Unit most to all of the time.
- 85 percent of surveyed Unit staff responded they enjoyed working in OCPW most to all of the time.

From interviews with staff and a review of policies and procedures, the Unit's two functional areas most heavily involved in the Department's day-to-day activities were Finance Services (FS) and Procurement Services (PS). Therefore, MGO performed additional interviews and analysis, and included specific survey questions on FS and PS.

**Performance Audit of the Administrative Services Unit
of Orange County’s Public Works Department**

Finding 1B.1: Finance Services (FS)

Finance Services (FS) was responsible for preparing and monitoring the budget, preparing the strategic financial plan, reviewing and approving requisitions, and reviewing and approving accounting transactions. FS did not have documented policies and procedures for all of its key tasks, and staff had varying interpretations and expectations about FS’ responsibilities. These varying interpretations have created inconsistencies in the amount of time and effort spent and the level of review performed by FS staff on the same or similar tasks, as well as contributed to staff outside the Unit developing differing ideas on FS’ responsibilities versus the responsibilities of the service areas. These variations have also caused staff outside the Unit to question whether FS is overstepping their authority when they question the necessity or appropriateness of purchases and to think that the service areas’ tracking of the budget is a duplication of effort of FS.

As of November 2021, seven of the eight current FS staff, including the FS manager, had worked in FS three years or less. All eight FS staff had different backgrounds and experiences. While all had prior County experience before joining FS, not everyone had prior budgeting experience. Interviews indicated that all FS staff were aware of their assigned job duties and tasks; however, not all staff knew if there were documented procedures for how to perform their key tasks. At least two staff stated they documented the procedures for their key tasks. The FS Manager stated there were no policies or guidelines for how to monitor the budget and noted inconsistencies in the work and processes performed by the FS staff. In addition, a review of FS’ documented policies and procedures identified that the procedures did not include time estimates for the amount of time tasks should take to perform or the level of effort required (i.e., how much work the tasks will take to complete).

<p>Finance Services Staff – 8 (as of Nov. 2021)</p> <ul style="list-style-type: none">• 1 Manager (Admin. Manager II)• 4 Admin. Manager I• 3 Staff Specialists

The interviews and surveys revealed that FS staff, as well as the service areas, had different interpretations of FS’ responsibilities, especially related to the budget and the required level of review. For example, the Unit’s Deputy Director and FS Manager stated that FS is responsible for ensuring the service areas and the Department stay on budget and that FS staff should thoroughly review and determine if purchasing requests and expenditure transactions are necessary and appropriate before approving. However, other FS staff stated that their role is to assist the service areas with their budgets and purchasing, but that the service areas are ultimately responsible for ensuring they stay on budget. Additional FS staff, and three staff from outside the Unit, stated that FS should not be questioning purchase requests or expenditure transactions that have been budgeted for and already approved by the service areas’ management. These staff stated that FS staff should provide the service area information on whether the purchase is within budget, but allow the service area to decide on whether to make the purchase.

Some of the staff’s expectations for reviewing and approving purchases conflicted with FS’ desk procedures for *Budget Approval of OC Expediter Requisitions* dated April 27, 2021, which stated that “the level of reviewing and approving depends upon the nature of business and/or amount of the request.” The desk procedures do not mention reviewing the requests to determine whether a purchase is necessary and/or appropriate, but included procedures for verifying the approval levels were appropriate, coding was correct, amount tied to attached supporting documentation, and budget was available.

Performance Audit of the Administrative Services Unit of Orange County’s Public Works Department

While all eight FS staff and the Unit’s Deputy Director stated it was necessary for both FS and the service areas to track the budgets, the tracking was at different levels and for different purposes. FS needs to be able to provide projections and forecasts, while the service areas need to be able to identify when they need budget amendments and provide information for FS’ assumptions for the projections and forecasts. In addition, the service areas need to provide information for the budget narratives. FS acknowledged that not all service areas understand the budget process or what information FS needs; and, therefore, the performance of budget tracking by both FS and the service area could appear to be a duplication of effort. The lack of understanding or confusion is evident in the survey as 56 percent of staff outside the Unit responded that they perform budgeting or other activities that are duplicative of activities performed by FS. Only 69 percent of staff outside the Unit surveyed responded that they received adequate information to understand FS’ role and responsibilities related to budgeting. Thirty-one percent of staff outside the Unit surveyed responded that they did not understand why FS would question their purchases and expenditure transactions.

FS’ key tasks are dependent on the service areas’ participation and providing sufficient and appropriate information. Without clearly defining and documenting responsibilities, increasing communication, and providing training to the service areas, FS staff will continue to have inconsistencies in their performance; and service area staff will continue to misunderstand their role in the management of the Department’s finances.

Finding 1B.2: Procurement Services (PS)

Procurement Services (PS) is responsible for all of the Department’s purchasing of goods and services through the issuance of purchase orders and contracts. While there were documented and detailed purchasing and contacting policy manuals, there was not specific Department documentation that sufficiently described the responsibilities of PS versus the services areas, which has caused Department staff to have varying expectations about what information is necessary for the procurement and who provides it.

Public Works is responsible for providing a wide variety of services related to roads, bridges, bikeways, and flood control including construction, environmental resources, infrastructure programs, operations and maintenance of public infrastructure, and surveying and mapping of land use. These services require specific technical knowledge that PS and FS staff may not possess and, therefore, may not be qualified to determine the specifications for goods or scopes of work for services without the involvement of the service areas. Three PS managers and six FS staff interviewed stated that PS does not always receive sufficient specifications for goods or scopes of work for services in the requisitions submitted by the service areas. Requisitions go through budget check with FS before going to PS. FS stated they have to follow up with the request initiator when there is not adequate information for FS to determine if there is sufficient budget for the purchase. Once approved by FS, PS staff may also have to follow up with the request initiator if the information received is not sufficient to execute the purchase request by creating a purchase order or issuing a contract, request for bid, etc.

<p>Procurement Services Staff – 26 (as of Nov. 2021)</p> <ul style="list-style-type: none">• 1 Manager (Admin. Manager II)• 3 Admin. Manager I• 5 Senior Procurement Contract Specialists• 5 Procurement Contract Specialists• 4 Senior Procurement Buyers• 6 Procurement Buyer• 1 Storekeeper II• 1 Accounting Specialist
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Performance Audit of the Administrative Services Unit of Orange County's Public Works Department

The County's Contract Policy Manual and Design and Construction Policy Manual did not include the actual procedures to be performed. PS does not have separately documented procedures for the Department that described the responsibilities and expectations of PS versus the service areas for procurements or the time requirements and level of effort required for processing different types of procurements. The length of time it takes for PS staff to execute the purchase request depends on the responsiveness of the request initiator. In addition, the length of time and amount of effort required to execute a purchase request varies due to the different procurement methods required to be followed based on the purchase's dollar amount and type (good or service).

PS documents the status in the comments of the requisitions in order to be responsive to the request initiator as well as track the delays that occur. In addition, PS has been working with the County's Procurement Office to standardize the procurement system and develop benchmarks for processing requisitions and contracts. Once benchmarks have been established, then PS can develop performance metrics and set time and effort expectations for staff in PS, as well as the Department.

The purchasing and contracting processes are dependent on the service areas providing sufficient, appropriate, and accurate information in order for PS to acquire the specific goods and services that meet the needs of the service areas. Without clearly defining and documenting responsibilities, staff will continue to have varying expectations of the performance of services and levels of effort. In addition, having insufficient policies and procedures may make it challenging to hold staff accountable for their work performance and not allow for the development of performance metrics. Setting and documenting clear roles, responsibilities, and expectations could increase consistency, efficiency, and productivity, as well as staff morale.

Recommendations

The Department should consider the following recommendations:

- Clearly define, document, and communicate the roles, responsibilities, and expectations of the Unit, its functional areas, and its staff.
- Conduct a staffing study of FS to evaluate the tasks performed by each staff and determine if tasks are equitably allocated.
- Provide training to the appropriate Service Areas' staff and all Unit staff on the budget and requisition processes.
- Review and update the Unit's documented policies and procedures (or add supplemental documentation) to reflect the actual processes being performed and delineate between tasks performed by the Unit and the Service Areas.
- Ensure the procedures for all of the Unit's key tasks are documented and include the amount of time and level of effort required to perform the tasks.

Performance Audit of the Administrative Services Unit of Orange County's Public Works Department

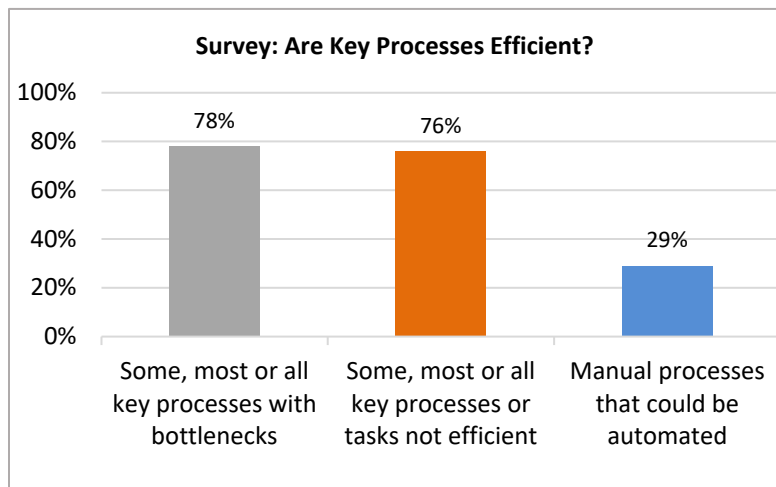
Finding 2: Opportunities for Improvement in Policies, Procedures, and Practices

There are opportunities for improvement in the policies, procedures, and practices of the Unit. Existing documented policies and procedures did not 1) cover all key tasks, 2) contain time estimates for the amount of time tasks should take to perform or the level of effort required, 3) differentiate tasks to be performed by the Unit versus the Service Areas, or 4) reflect current practices. In addition, Unit staff responded in the survey that there were key processes that could be improved and automated.

Finding 1 discussed the variances in performance for FS and PS due to not all key tasks being documented with policies and procedures and documented policies and procedures not containing time estimates for the amount of time tasks should take to perform or the level of effort required. Seventy-eight percent of Unit staff surveyed responded that their assigned activities and responsibilities were documented in policies, procedures, desk guides, manuals, etc. Seventy-three percent of Unit staff surveyed responded that the expectations for their assigned activities and responsibilities were clearly documented. Sixty-one percent of Unit staff surveyed responded that they received adequate training on how to complete their assigned activities and responsibilities. According to interviews with staff, many of the procedures performed by the Unit involve information from and collaboration with the Service Areas. However, the Unit's documented policies and procedures do not always distinguish or delineate the tasks to be performed by the Unit versus the Service Areas. Thirty-one percent of staff outside the Unit surveyed responded that they did not receive adequate information to understand FS' roles and responsibilities related to budgeting. Fifty-six percent of staff outside the Unit surveyed stated that they performed budgeting or other activities that they believed were duplicative of activities performed by FS.

While the majority of the policies and procedures had been updated in fiscal year 2021, not all policies and procedures documented the current practices. For example, the policies and procedures for the agenda staff report (ASR), which were updated in December 2020, state that all reviews occur through electronic workflow within the ASR's IT system. However, the actual process was for all reviews and approvals, both within the Department and the County, and including the Department's Director, to occur outside the ASR IT system and through email. Once the Department's Director sends the approval via email, the ASR Team submits the ASR to the CEO's Office through the ASR IT system.

MGO interviewed 23 Unit staff, who stated key processes were efficient and streamlined and only identified areas for improvement for parking administration. However, as shown in the chart, the survey of Unit staff yielded inconsistent results. Seventy-eight percent responded that some to all of the key processes they performed had bottlenecks (i.e., waiting on someone else to do their part before the process/task could be completed). Seventy-six percent responded there were key processes or tasks that they performed that were not as efficient as they could or should be. Twenty-nine percent responded there were key processes or tasks they performed that were manual and could be automated.



Performance Audit of the Administrative Services Unit of Orange County's Public Works Department

Unit staff interviewed stated that the IT system used for parking administration did not have any reports available; and, therefore, the monthly billing was manual and took approximately five days to process. Per staff, the process could be improved and made more efficient with the automation of reports. Documented policies and procedures provide a roadmap for the day-to-day operations of an organization and assist an organization in ensuring it is compliant with laws and regulations, give guidance for decision-making, and streamline internal processes. In addition, documented procedures that are up-to-date and include time requirements will assist the Unit and staff in improving consistency and efficiency, training, and holding staff accountable for their work performance.

Recommendations

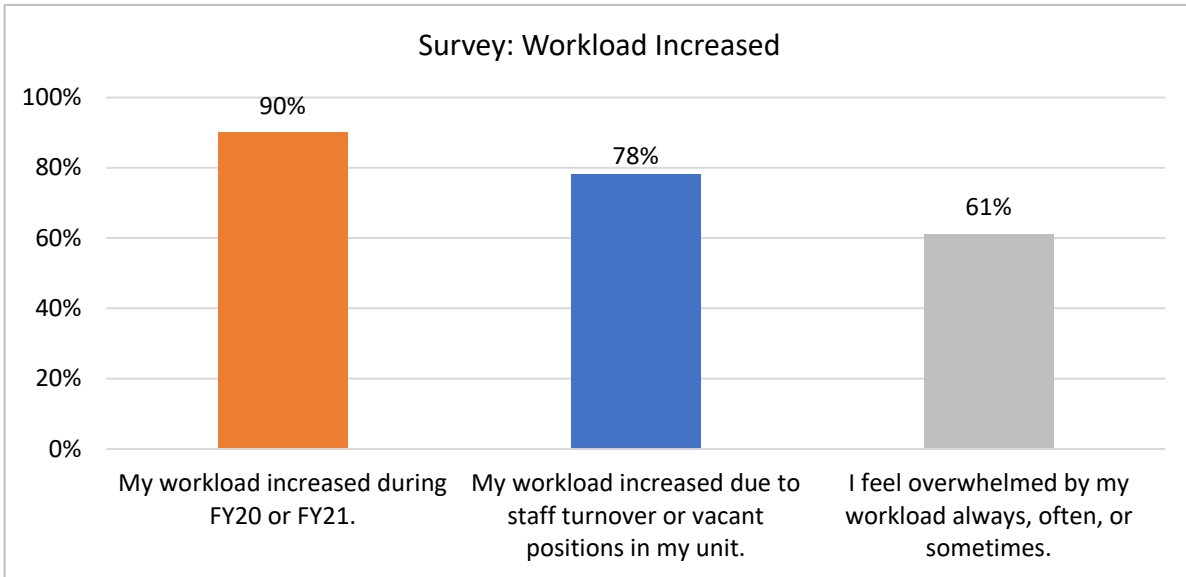
The Department should consider the following recommendations:

- Clearly define, document, and communicate the roles, responsibilities, and expectations of the Unit, its functional areas, and its staff.
- Review and update the Unit's documented policies and procedures (or add supplemental documentation) to reflect the actual processes being performed and delineate between tasks performed by the Unit and the Service Areas.
- Ensure the procedures for all of the Unit's key tasks are documented and include the amount of time and level of effort required to perform the tasks.

**Performance Audit of the Administrative Services Unit
of Orange County’s Public Works Department**

Finding 3: Increased Workload

During the fiscal years 2020 and 2021, Unit staff increasingly took on additional responsibilities due to an overall increase in PW’s workload, vacancies in their functional areas, and the Countywide hiring freeze, which was a result of the COVID-19 pandemic. Ninety percent of Unit staff surveyed reported that their workload (i.e., the amount of assignments and time allotted to complete) increased during fiscal years 2020 or 2021, and 78 percent responded it was due to staff turnover or vacant positions in their functional area. Further, 61 percent of Unit staff surveyed reported feeling overwhelmed by their workload multiple times a month to at least once a week or always.



At the time of interviews in October and November 2021, 5 of 12 (42%) positions were vacant in Finance Services (FS) and one position was vacant in Procurement Services (PS). Six of the eight FS staff stated they and/or their staff had been performing the work of more than one job position during fiscal years 2020 through 2021 due to the vacancies. This included the new FS manager, who took over the tasks of two budget analysts before being promoted to the FS manager in September 2021, and continued performing those tasks as well as the managerial tasks until the vacant positions were filled. Three of the four PS managers stated they and their staff had increased workloads during fiscal year 2021.

MGO was unable to analyze the turnover of the Unit and its functional areas as turnover reports were not readily available. According to the Department’s Human Resources Manager, turnover reports could be run only by specific job position, and not for a functional area, the Unit, or the Department as a whole.

Recommendations:

The Department should consider the following recommendations:

- Make filling the vacant positions for FS a priority.
- Conduct a staffing study of FS to evaluate the tasks performed by each staff and determine if tasks are equitably allocated.

**Performance Audit of the Administrative Services Unit
of Orange County's Public Works Department**

Finding 4: No Performance Metrics

As previously discussed, the Unit does not have performance metrics. The Unit will not be able to establish or implement performance metrics until it 1) sets the benchmarks by determining and documenting the time requirements for completing key tasks and 2) starts tracking staff time working on key tasks. During this audit, the Unit was working on establishing benchmarks and performance metrics for Procurement Services (PS); however, the Unit should consider setting performance metrics for all the functional area in the Unit. It is difficult to determine if a process is efficient, an activity is achieving its objectives, and if progress is being made toward attaining policy or organizational goals without tracking performance of key processes and activities. It is also difficult to hold staff accountable without having set performance expectations. Setting performance metrics may help motivate staff to improve performance, help staff set and track personal goals, boost staff morale, and help strengthen a culture of ongoing feedback and open communication.

Possible performance metrics include:

- Number of purchase requests reviewed and approved by FS in a day or week.
- Number of expenditure transactions reviewed and approved by FS in a day or week.
- FS average hours per day or week reviewing and approving requisitions.
- FS average hours per day or week reviewing and approving expenditure transactions.
- Hours spent on the annual budget by FS.
- Hours spent on the budget updates by FS.
- Average hours preparing and processing ASRs.
- Number of ASRs prepared and processed.
- Number of media postings, etc.
- Number of trainings provided.
- Amount of mail delivered and processed.
- Number of boxes added to storage.

Recommendations:

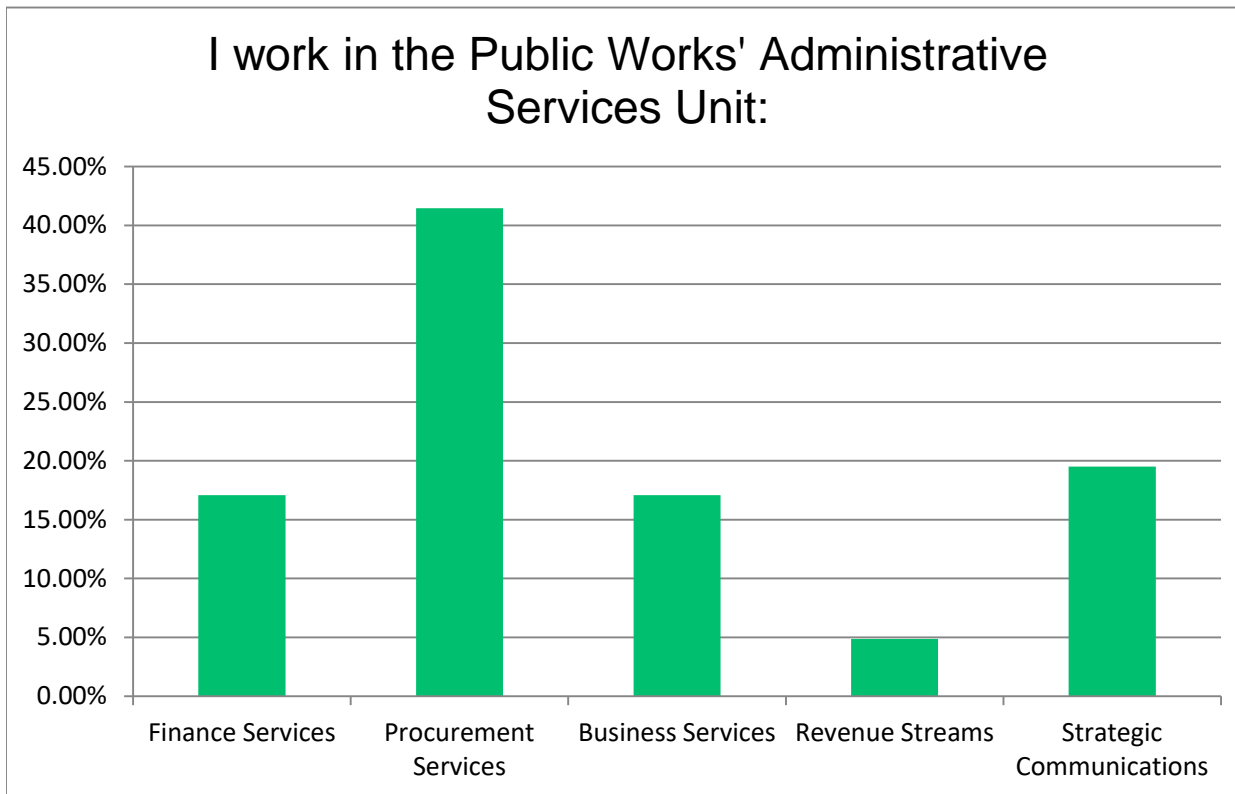
The Department should consider the following recommendations:

- Establish and implement performance metrics for the Unit's key tasks.
- Have staff record hours worked by key tasks performed to use as a baseline for establishing and monitoring performance metrics.
- Track and report on performance metrics quarterly.
- Use performance metrics data to determine if staffing levels and workloads should be adjusted.

**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I work in the Public Works' Administrative Services Unit:

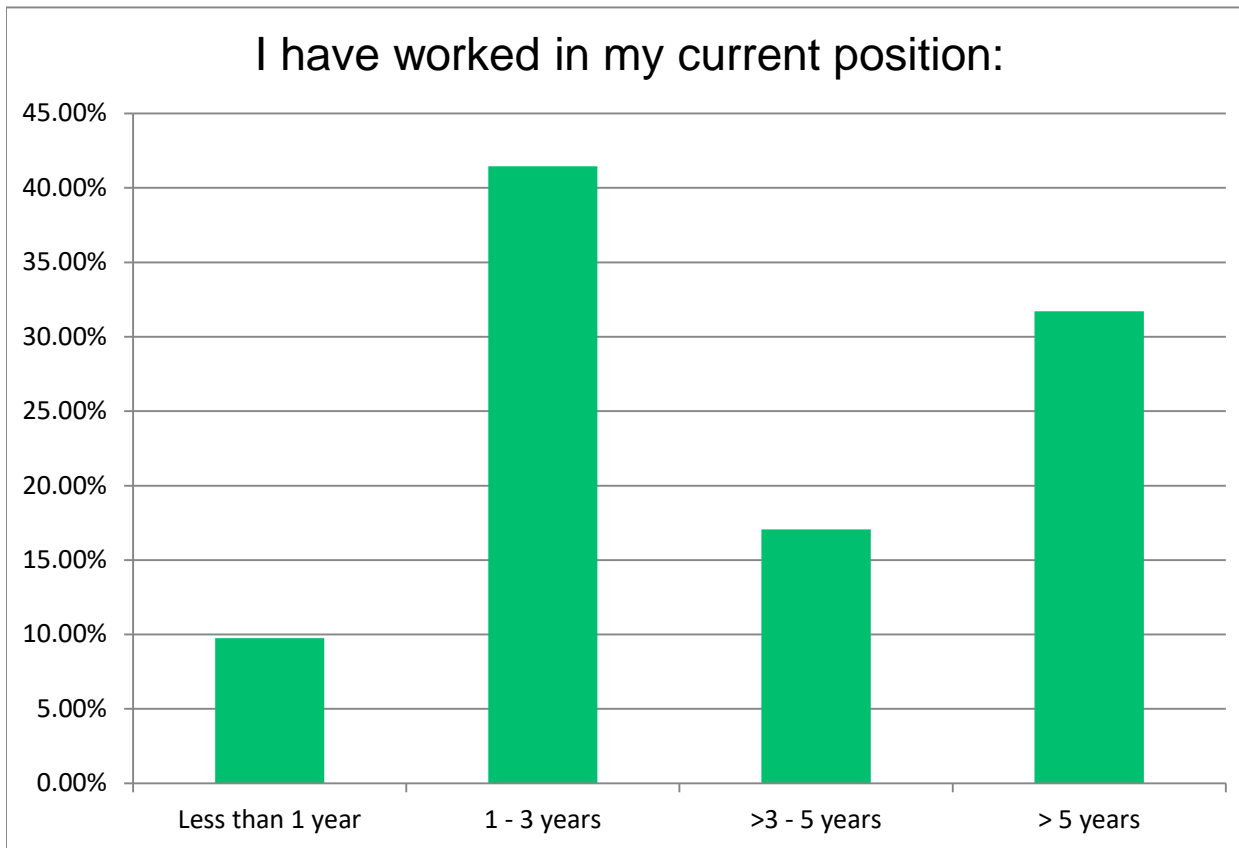
Answer Choices	Responses	
Finance Services	17.07%	7
Procurement Services	41.46%	17
Business Services	17.07%	7
Revenue Streams	4.88%	2
Strategic Communications	19.51%	8
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I have worked in my current position:

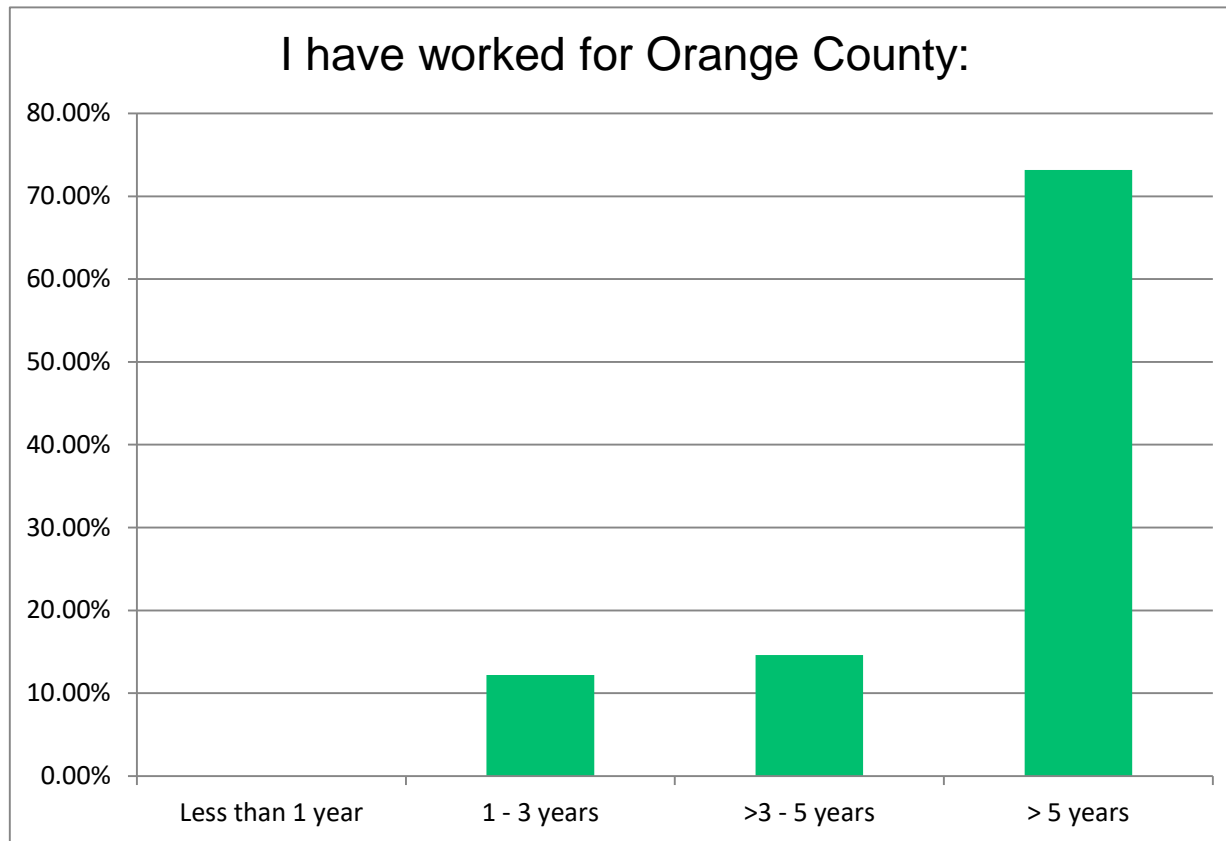
Answer Choices	Responses	
Less than 1 year	9.76%	4
1 - 3 years	41.46%	17
>3 - 5 years	17.07%	7
> 5 years	31.71%	13
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I have worked for Orange County:

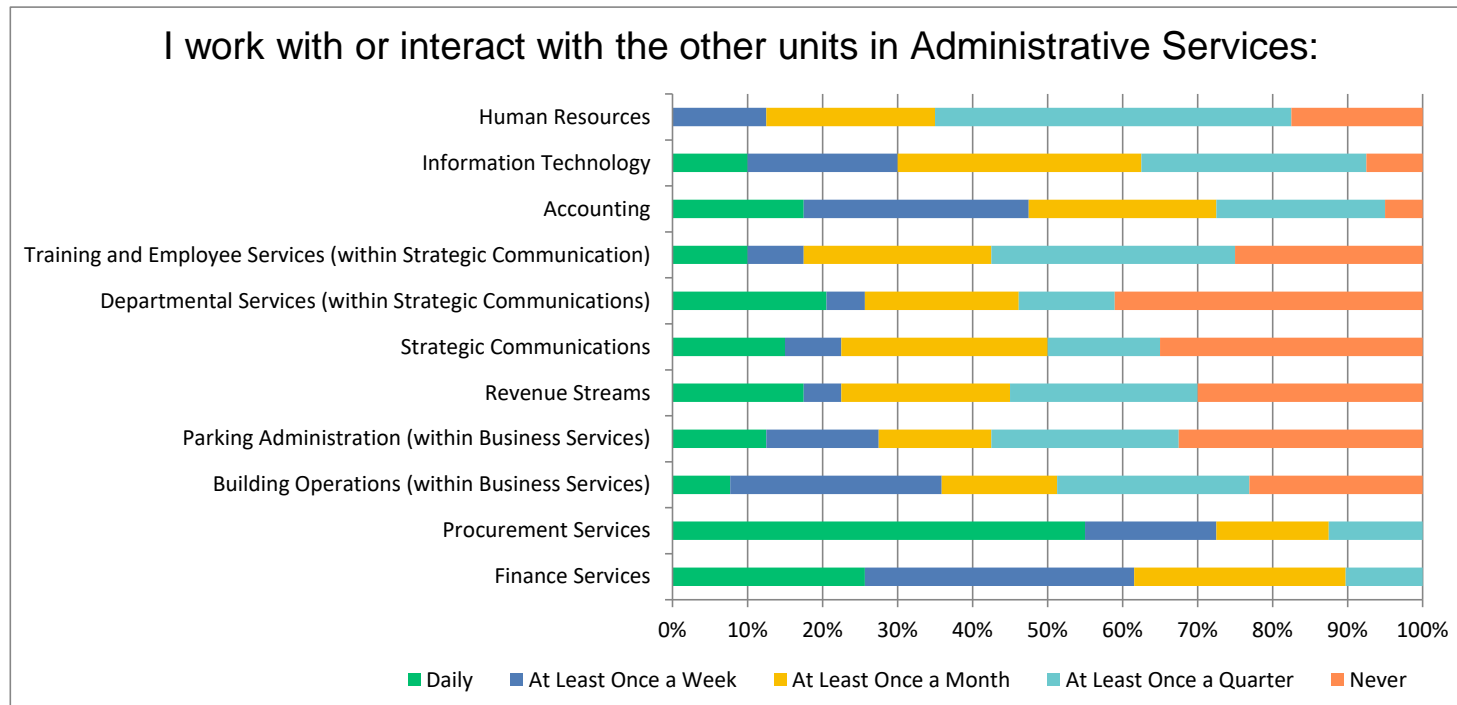
Answer Choices	Responses	
Less than 1 year	0.00%	0
1 - 3 years	12.20%	5
>3 - 5 years	14.63%	6
> 5 years	73.17%	30
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I work with or interact with the other units in Administrative Services:

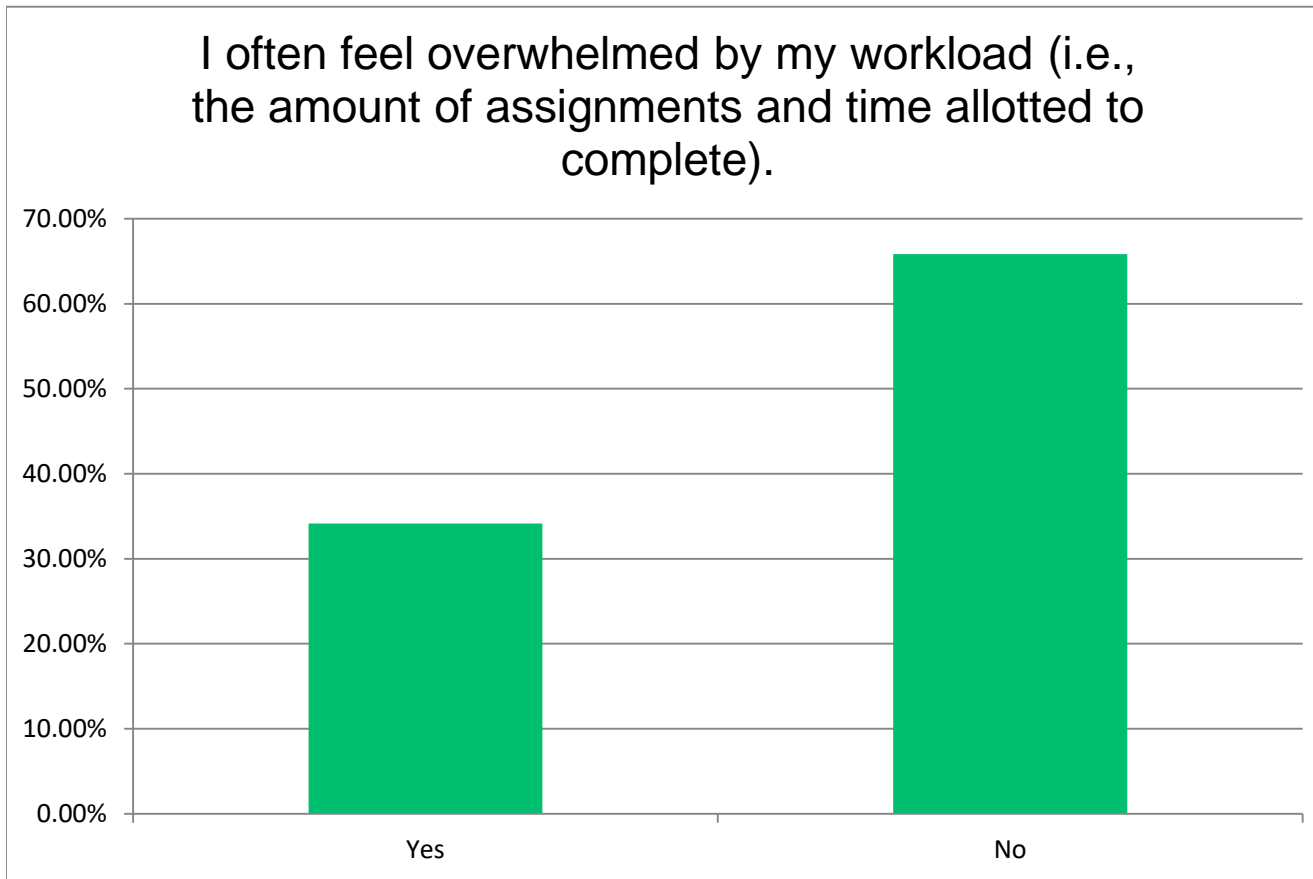
Answer Choices	Daily		At Least Once a Week		At Least Once a Month		At Least Once a Quarter		Never		Total
	%	Count	%	Count	%	Count	%	Count	%	Count	
Finance Services	25.64%	10	35.90%	14	28.21%	11	10.26%	4	0.00%	0	39
Procurement Services	55.00%	22	17.50%	7	15.00%	6	12.50%	5	0.00%	0	40
Building Operations (within Business Services)	7.69%	3	28.21%	11	15.38%	6	25.64%	10	23.08%	9	39
Parking Administration (within Business Services)	12.50%	5	15.00%	6	15.00%	6	25.00%	10	32.50%	13	40
Revenue Streams	17.50%	7	5.00%	2	22.50%	9	25.00%	10	30.00%	12	40
Strategic Communications	15.00%	6	7.50%	3	27.50%	11	15.00%	6	35.00%	14	40
Departmental Services (within Strategic Communications)	20.51%	8	5.13%	2	20.51%	8	12.82%	5	41.03%	16	39
Training and Employee Services (within Strategic Communication)	10.00%	4	7.50%	3	25.00%	10	32.50%	13	25.00%	10	40
Accounting	17.50%	7	30.00%	12	25.00%	10	22.50%	9	5.00%	2	40
Information Technology	10.00%	4	20.00%	8	32.50%	13	30.00%	12	7.50%	3	40
Human Resources	0.00%	0	12.50%	5	22.50%	9	47.50%	19	17.50%	7	40



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I often feel overwhelmed by my workload (i.e., the amount of assignments and time allotted to complete).

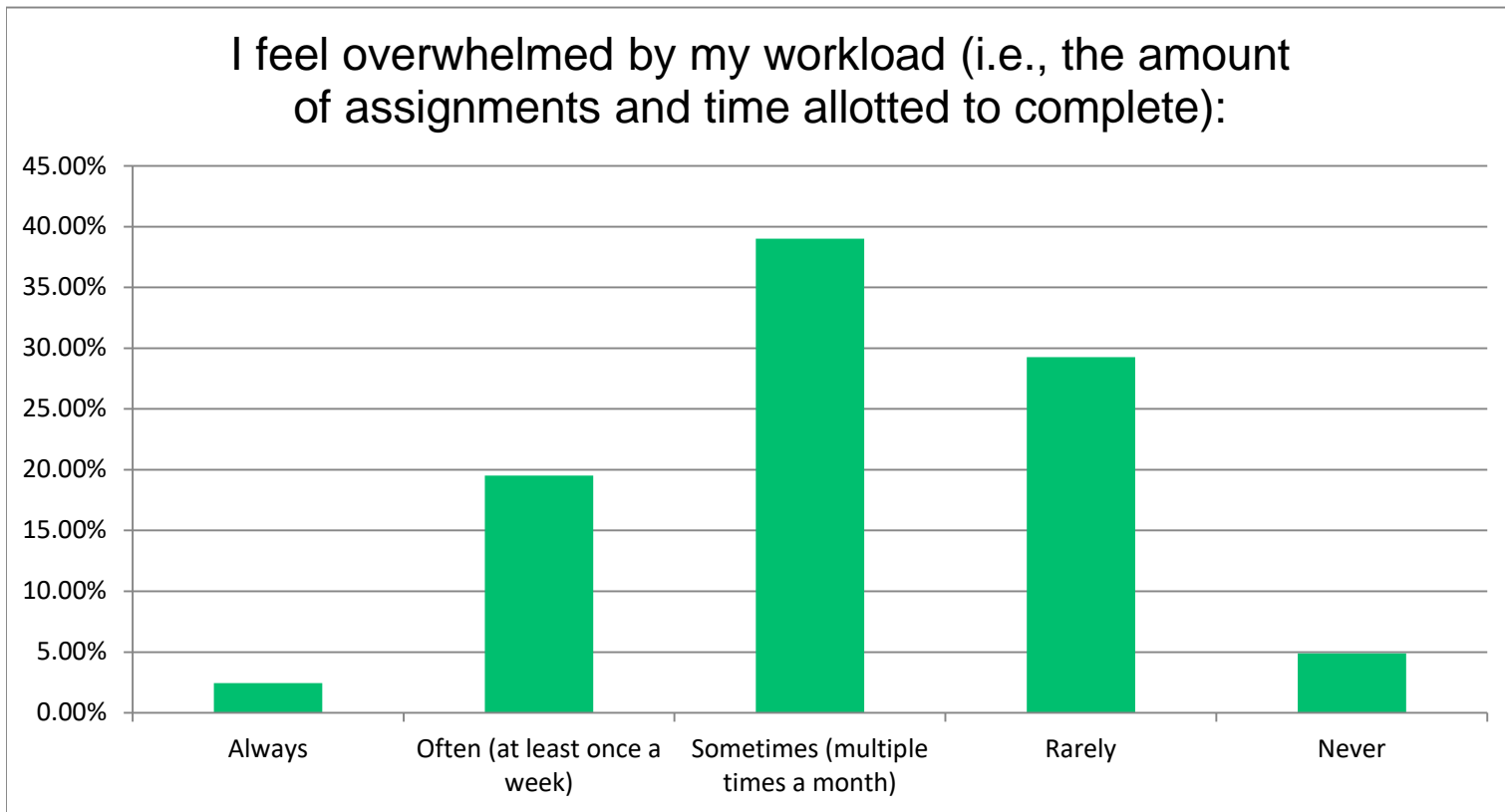
Answer Choices	Responses	
Yes	34.15%	14
No	65.85%	27
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I feel overwhelmed by my workload (i.e., the amount of assignments and time allotted to complete):

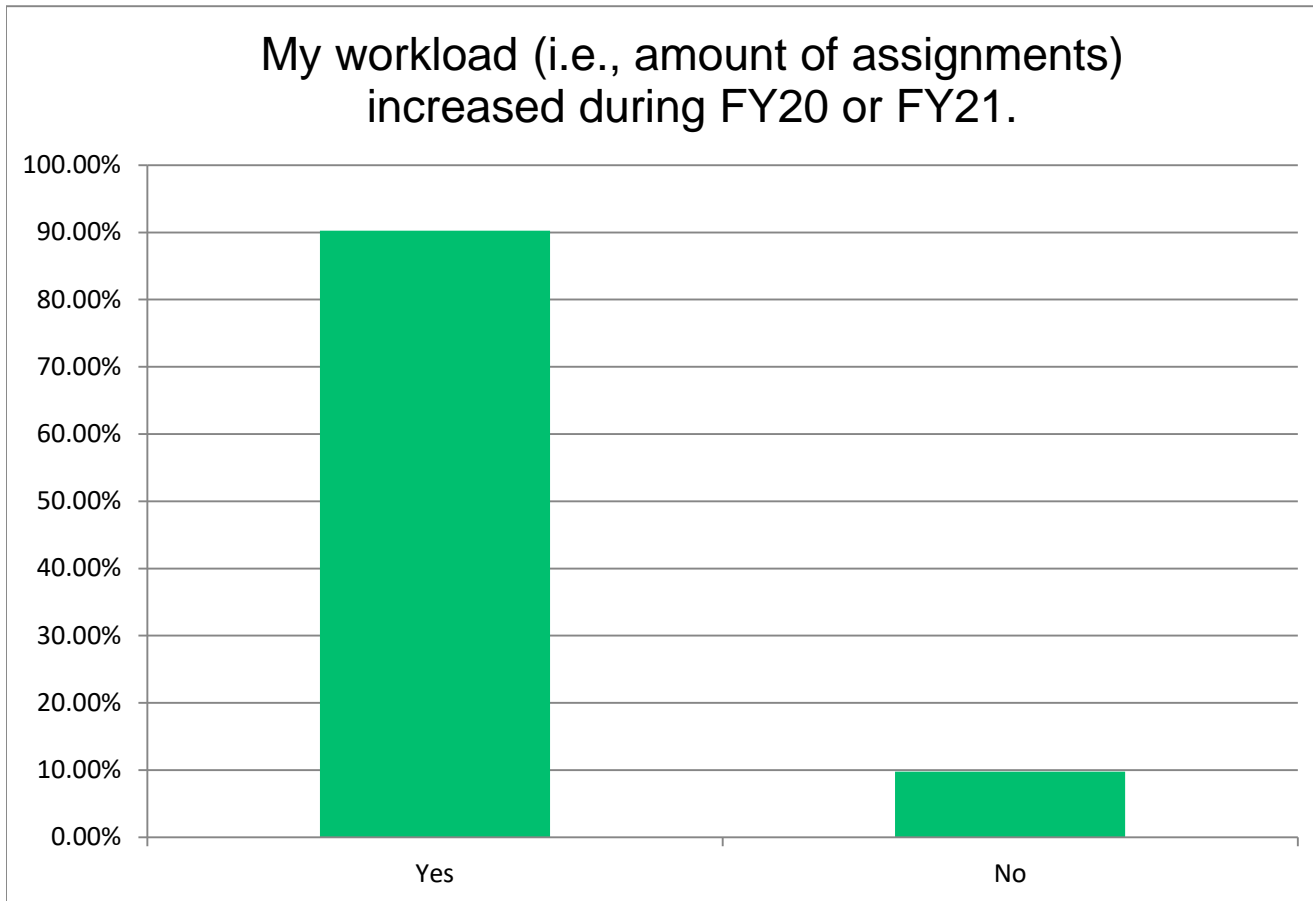
Answer Choices	Responses	
Always	2.44%	1
Often (at least once a week)	19.51%	8
Sometimes (multiple times a month)	39.02%	16
Rarely	29.27%	12
Never	4.88%	2
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: My workload (i.e., amount of assignments) increased during FY20 or FY21.

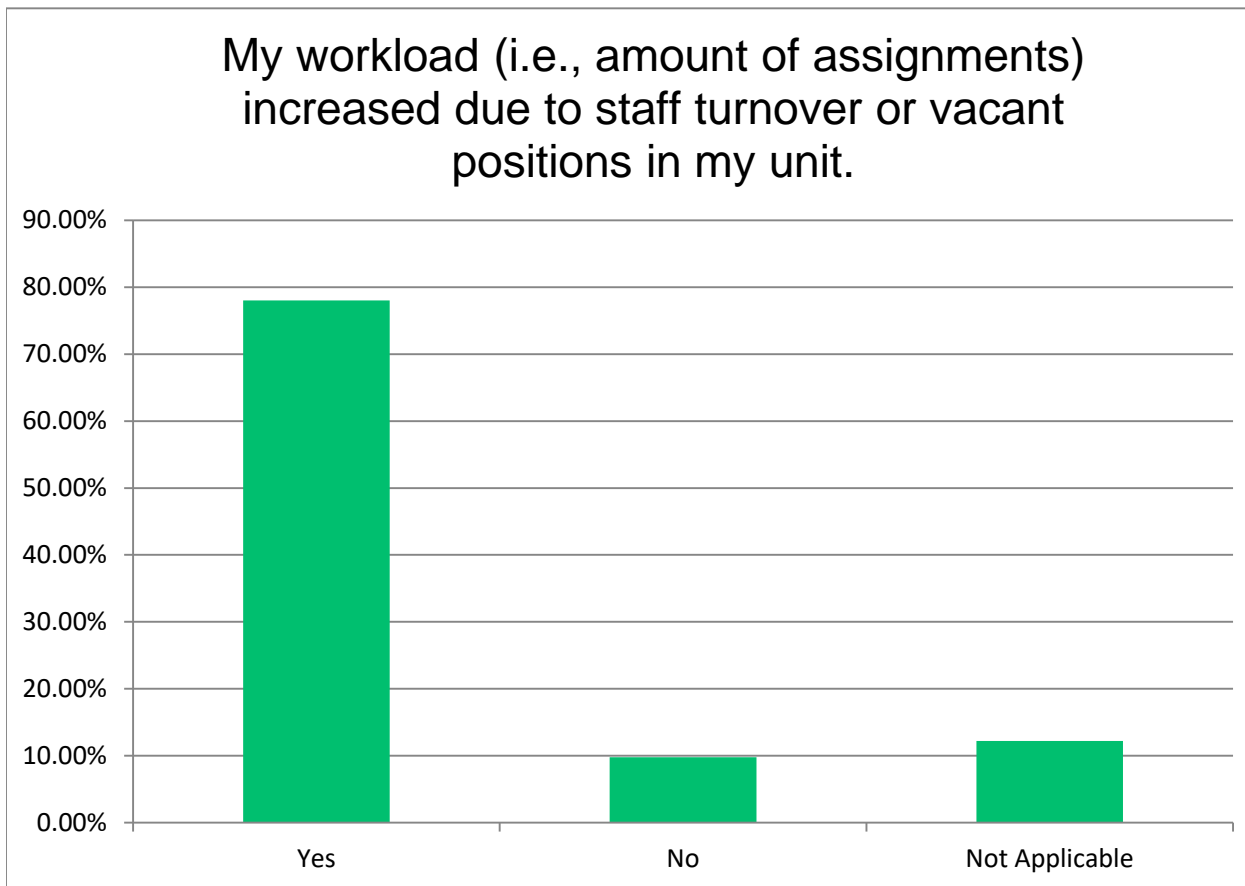
Answer Choices	Responses	
Yes	90.24%	37
No	9.76%	4
	Answered	41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: My workload (i.e., amount of assignments) increased due to staff turnover or vacant positions in my unit.

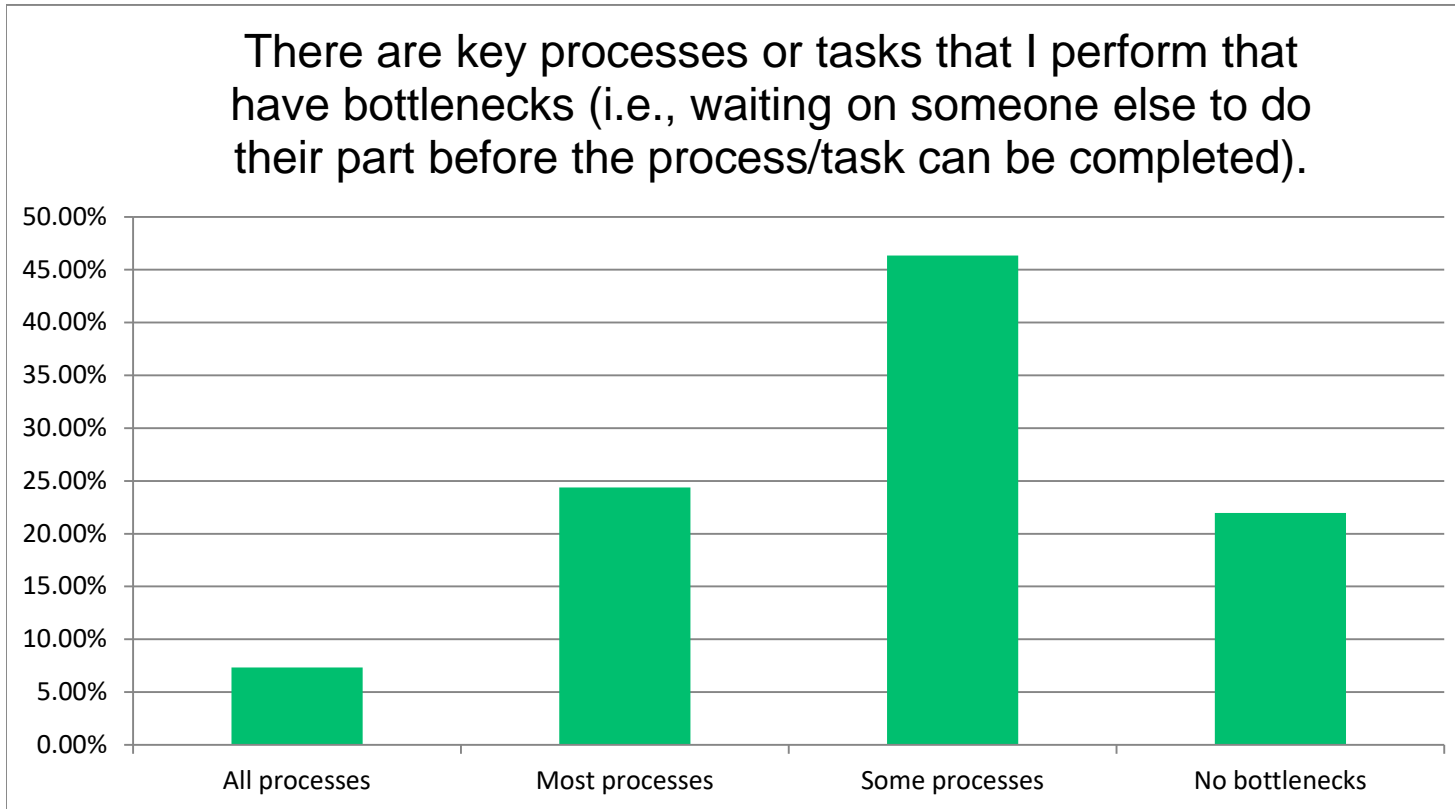
Answer Choices	Responses	
Yes	78.05%	32
No	9.76%	4
Not Applicable	12.20%	5
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: There are key processes or tasks that I perform that have bottlenecks (i.e., waiting on someone else to do their part before the process/task can be completed).

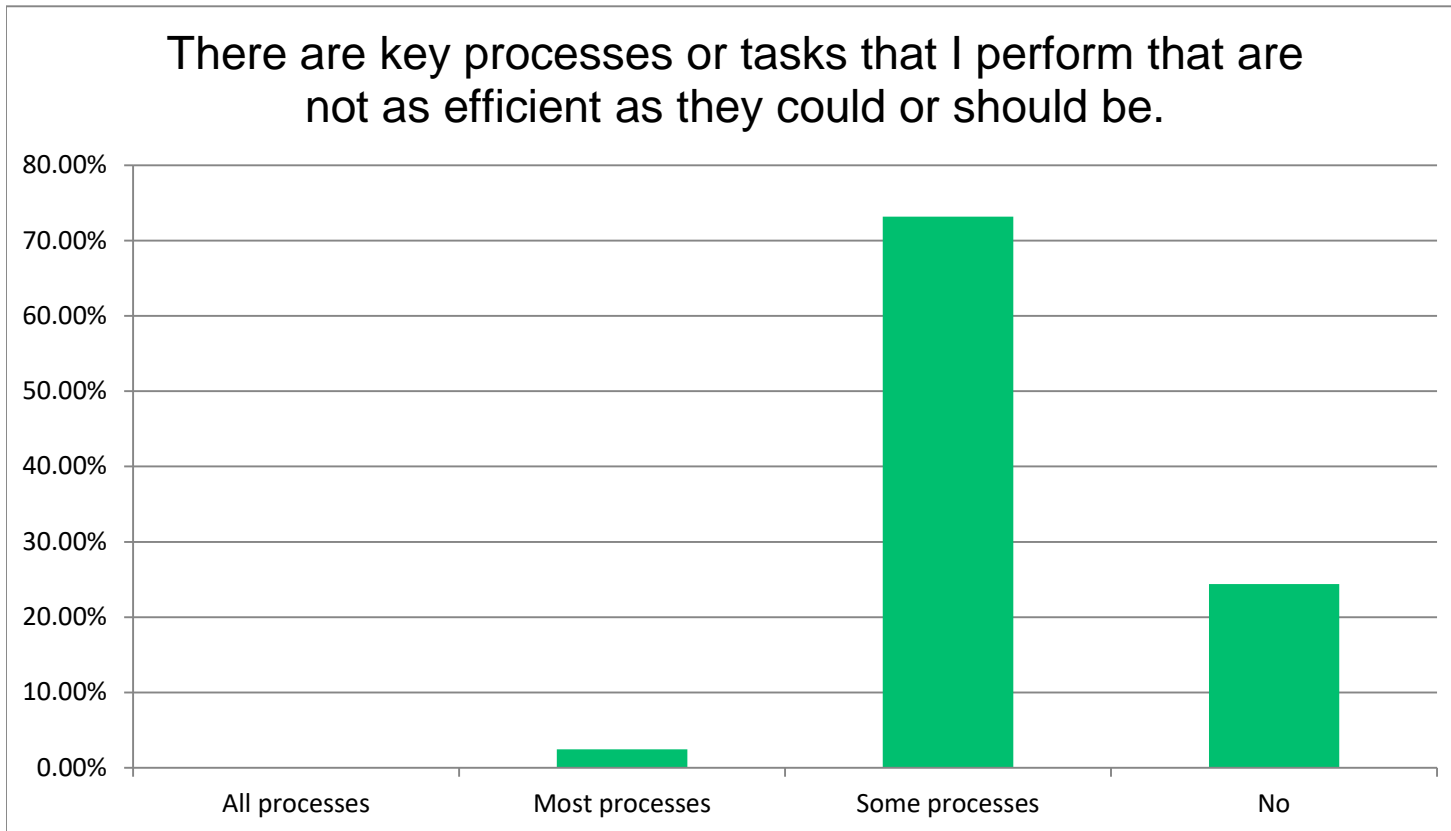
Answer Choices	Responses	
All processes	7.32%	3
Most processes	24.39%	10
Some processes	46.34%	19
No bottlenecks	21.95%	9
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: There are key processes or tasks that I perform that are not as efficient as they could or should be.

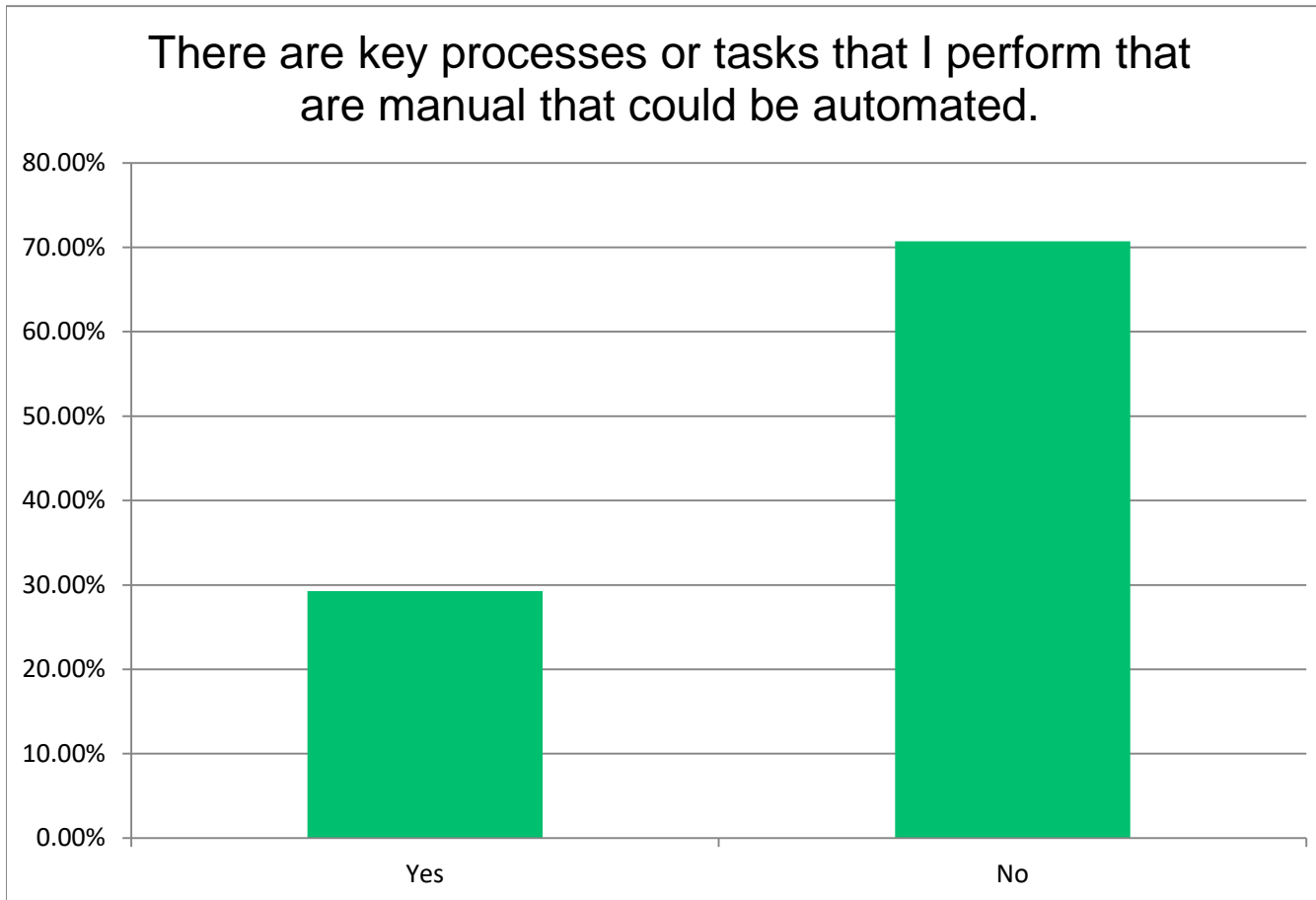
Answer Choices	Responses	
All processes	0.00%	0
Most processes	2.44%	1
Some processes	73.17%	30
No	24.39%	10
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: There are key processes or tasks that I perform that are manual that could be automated.

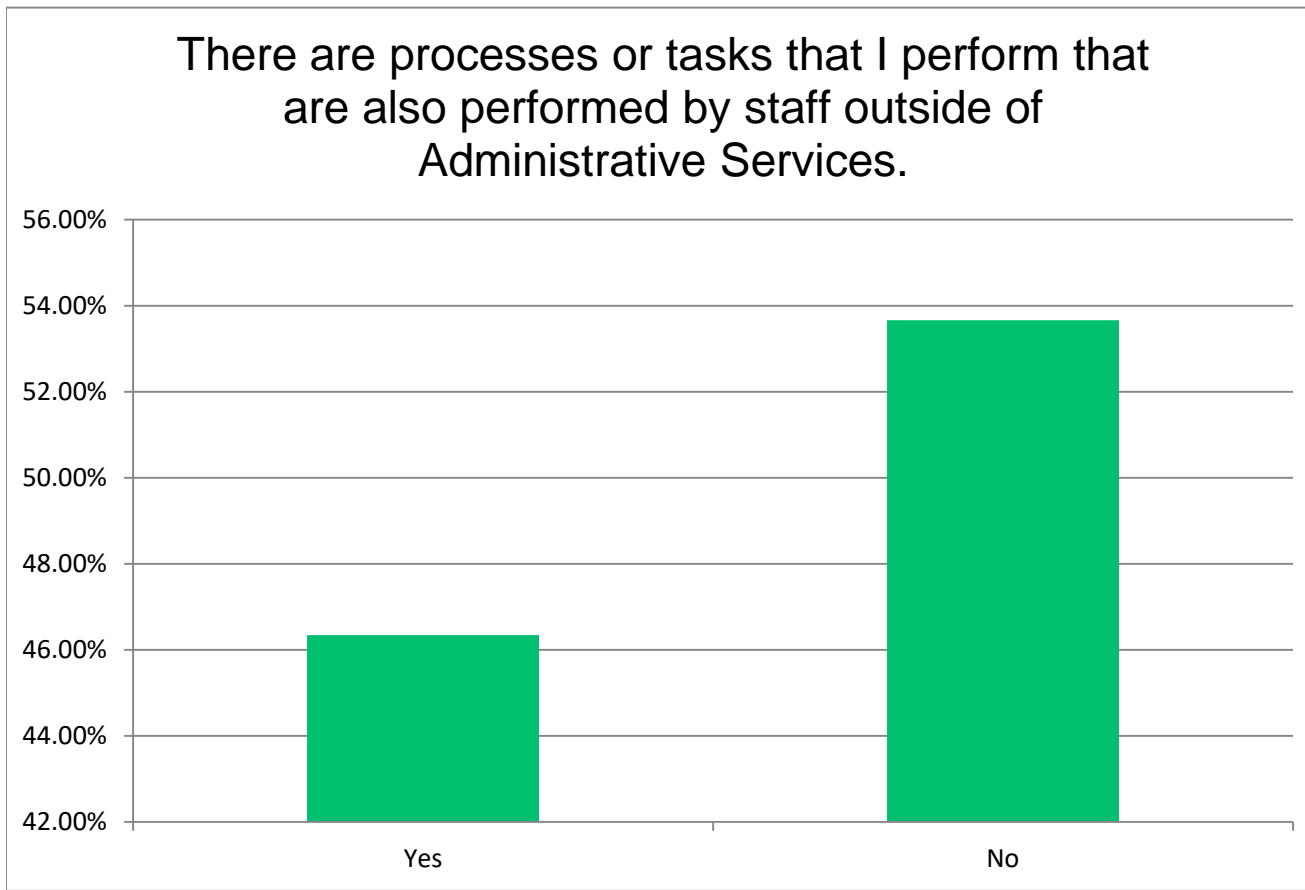
Answer Choices	Responses	
Yes	29.27%	12
No	70.73%	29
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: There are processes or tasks that I perform that are also performed by staff outside of Administrative Services.

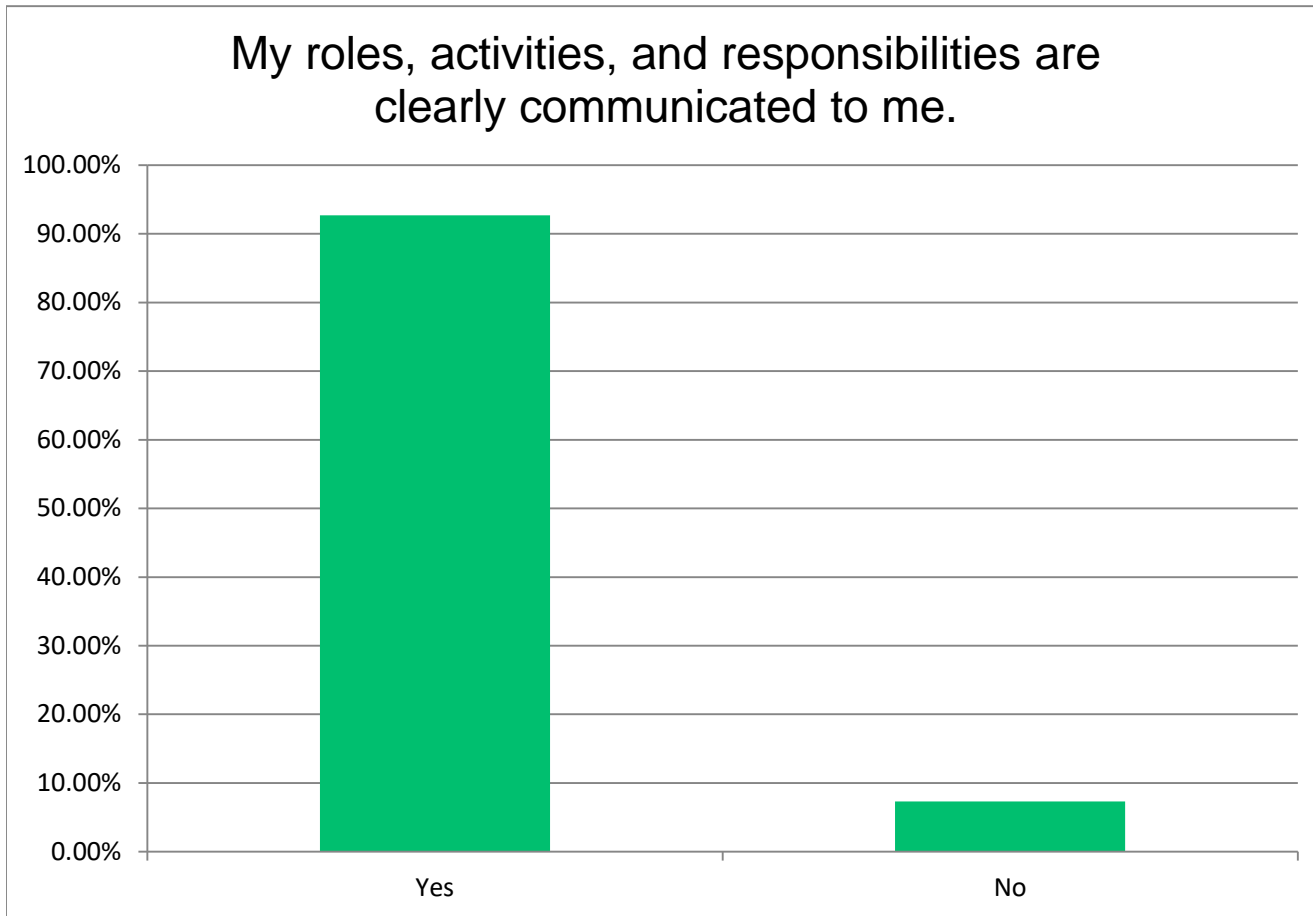
Answer Choices	Responses	
Yes	46.34%	19
No	53.66%	22
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: My roles, activities, and responsibilities are clearly communicated to me.

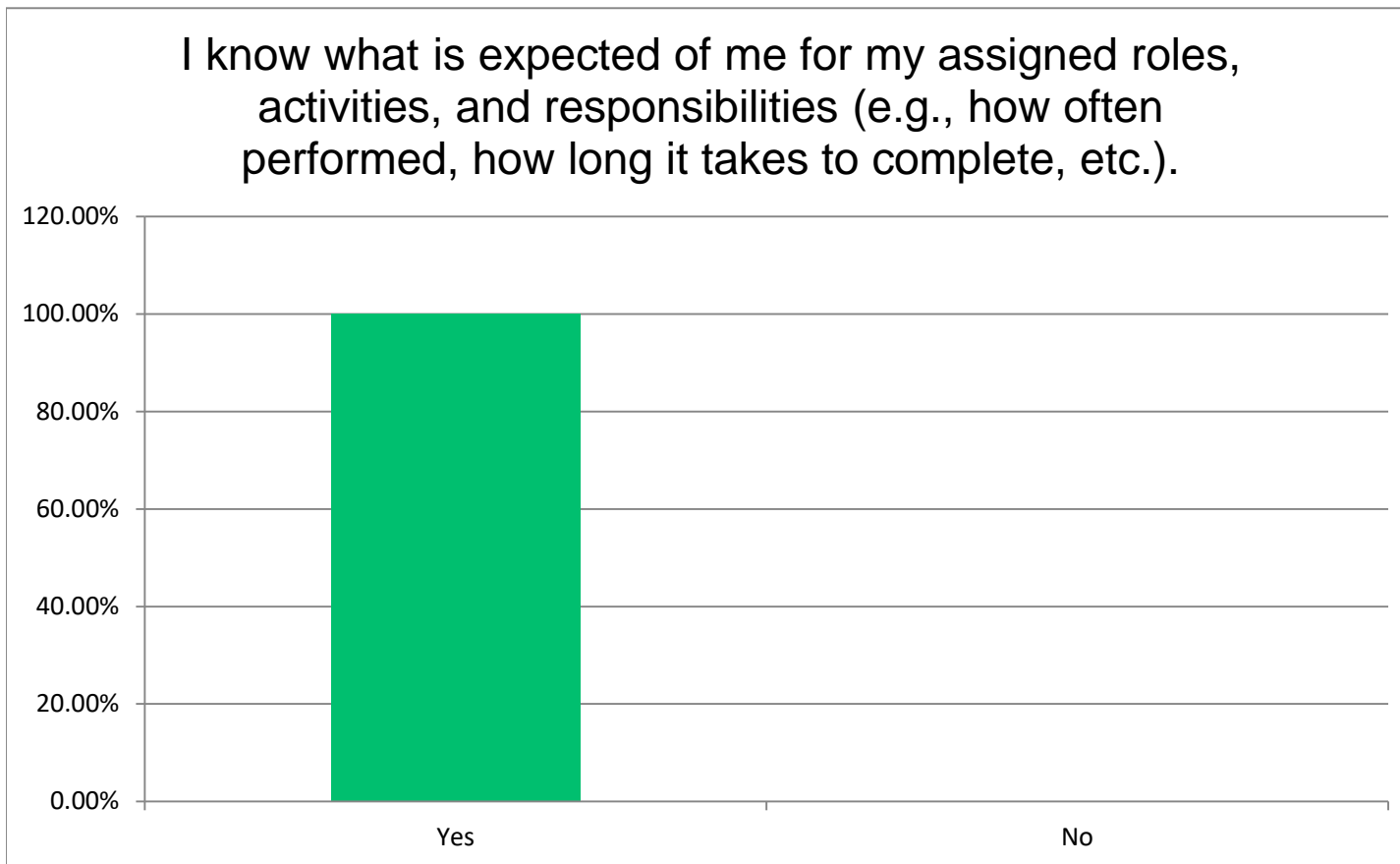
Answer Choices	Responses	
Yes	92.68%	38
No	7.32%	3
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I know what is expected of me for my assigned roles, activities, and responsibilities (e.g., how often performed, how long it takes to complete, etc.).

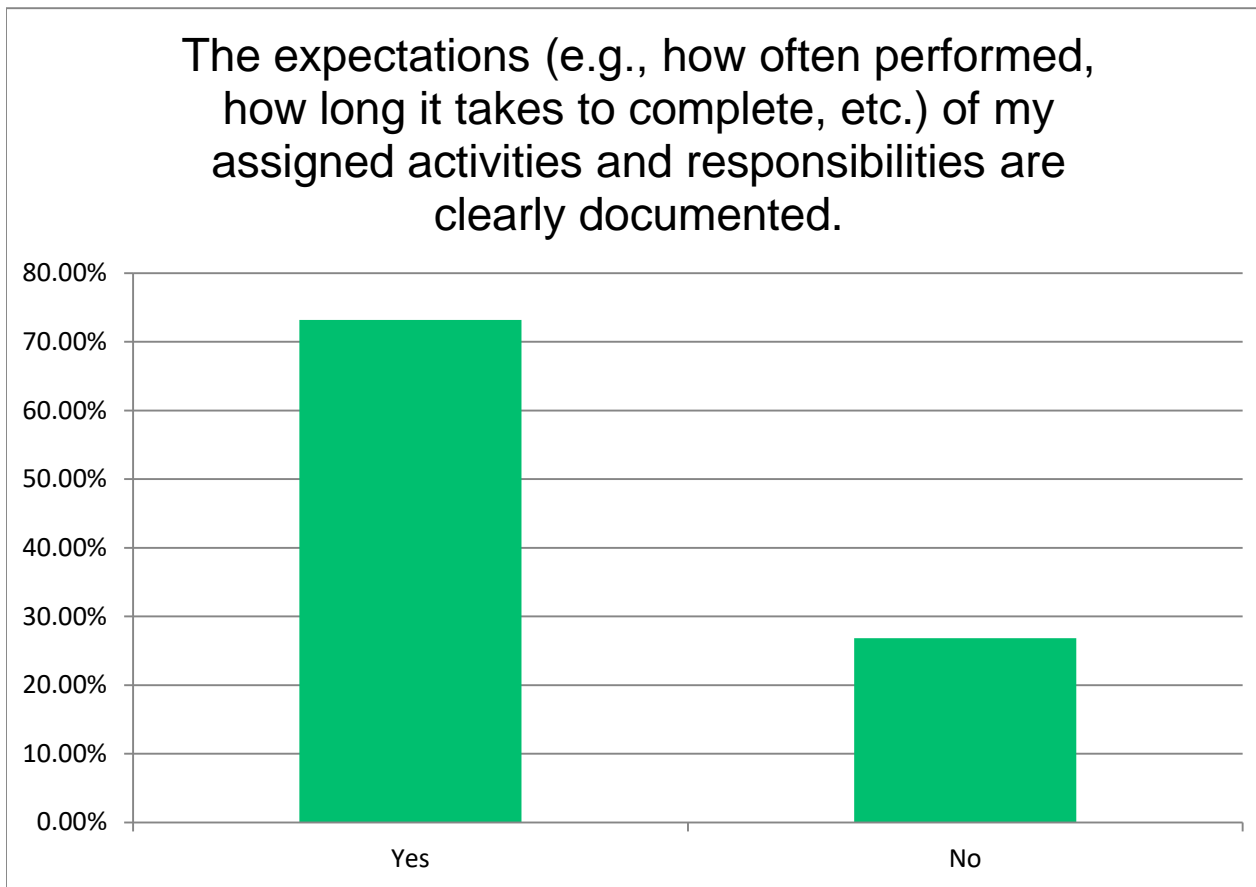
Answer Choices	Responses	
Yes	100.00%	41
No	0.00%	0
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: The expectations (e.g., how often performed, how long it takes to complete, etc.) of my assigned activities and responsibilities are clearly documented.

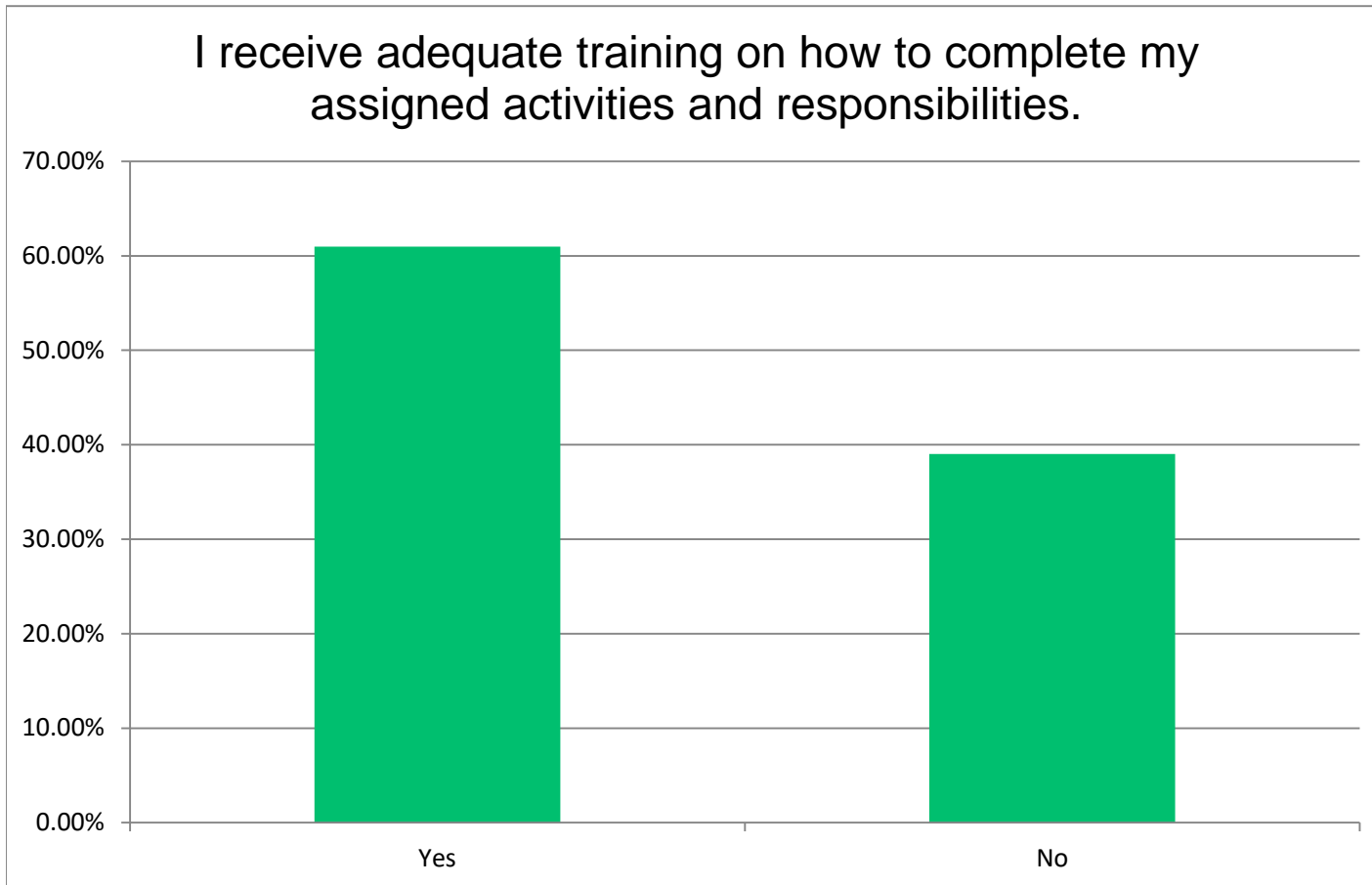
Answer Choices	Responses	
Yes	73.17%	30
No	26.83%	11
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I receive adequate training on how to complete my assigned activities and responsibilities.

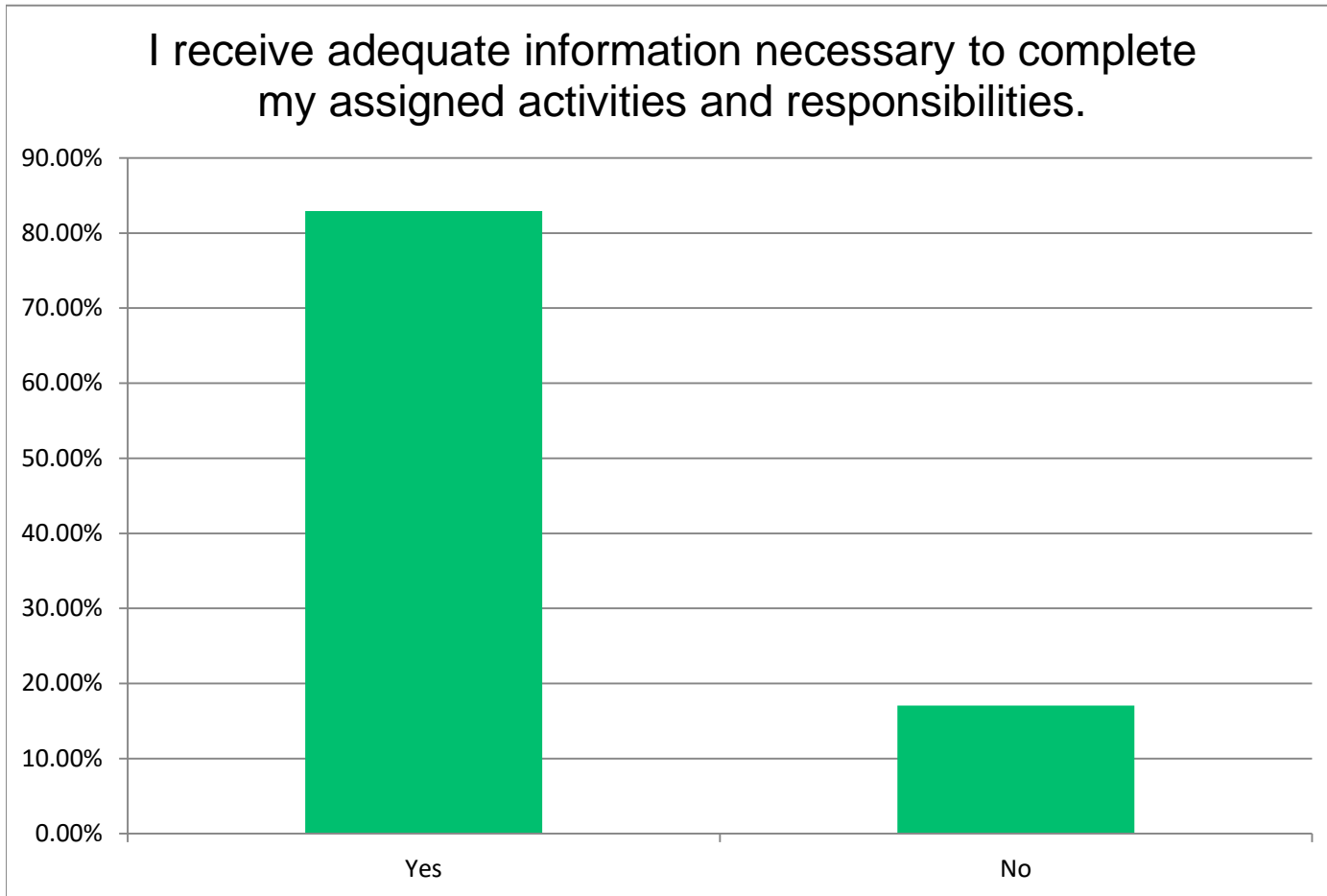
Answer Choices	Responses	
Yes	60.98%	25
No	39.02%	16
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I receive adequate information necessary to complete my assigned activities and responsibilities.

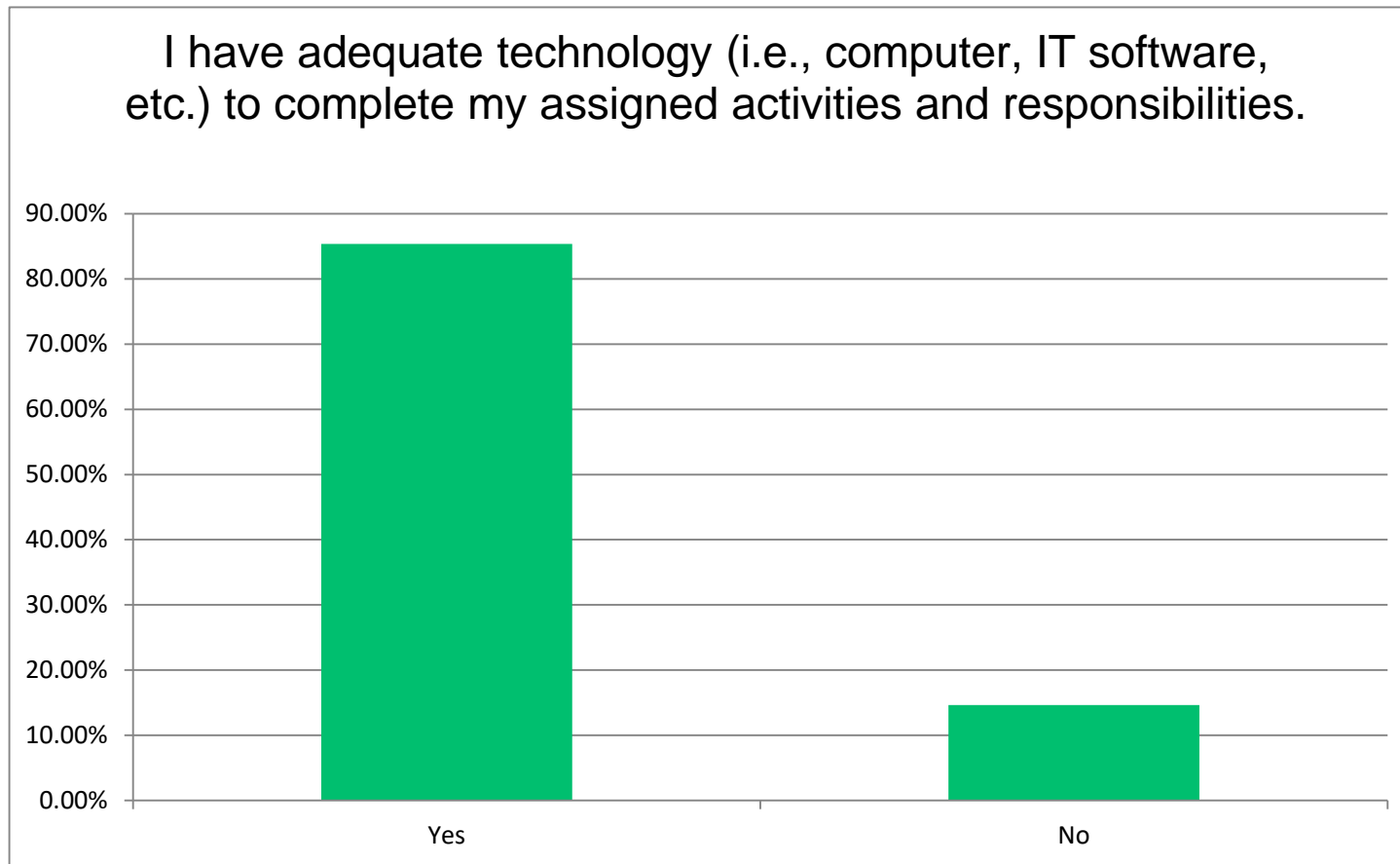
Answer Choices	Responses	
Yes	82.93%	34
No	17.07%	7
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I have adequate technology (i.e., computer, IT software, etc.) to complete my assigned activities and responsibilities.

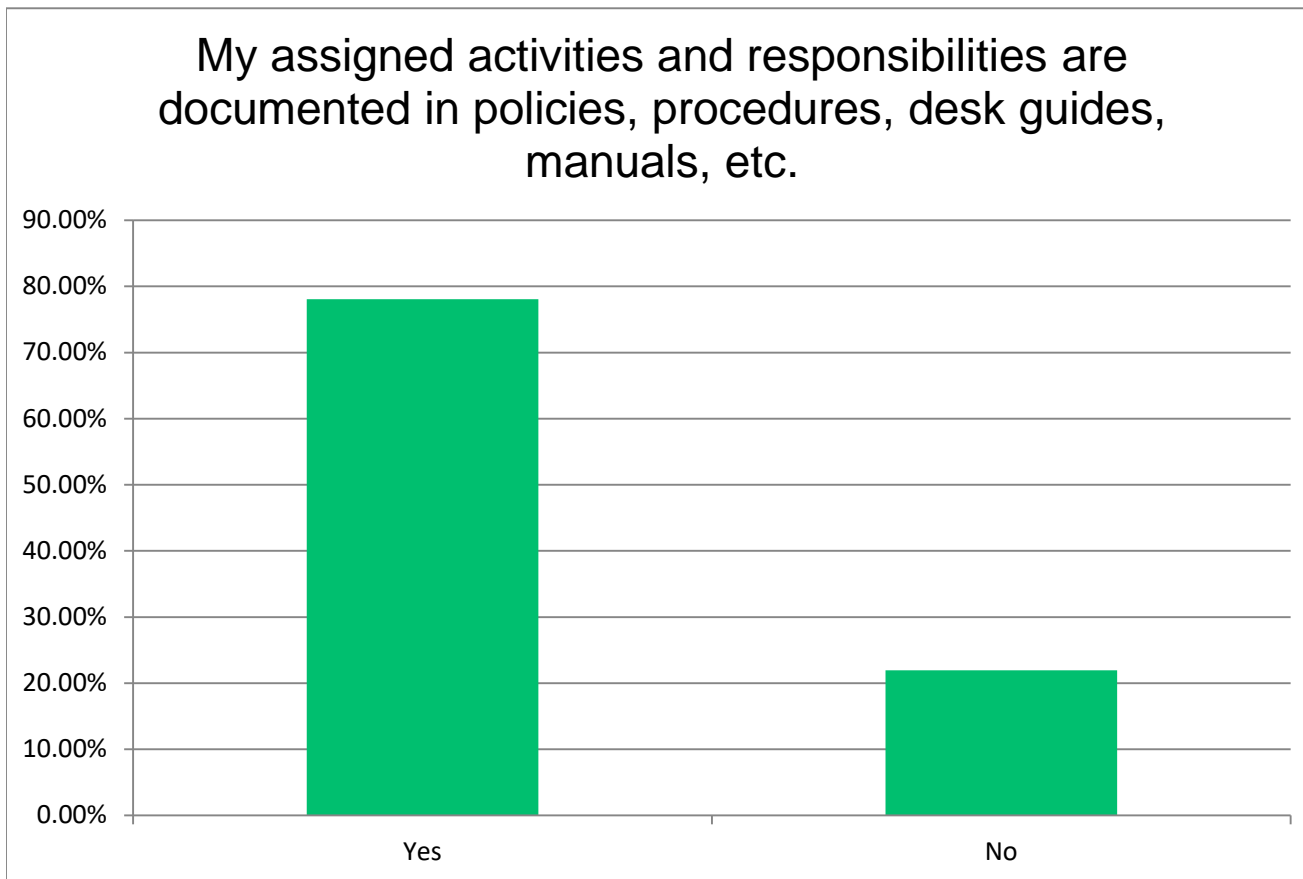
Answer Choices	Responses	
Yes	85.37%	35
No	14.63%	6
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: My assigned activities and responsibilities are documented in policies, procedures, desk guides, manuals, etc.

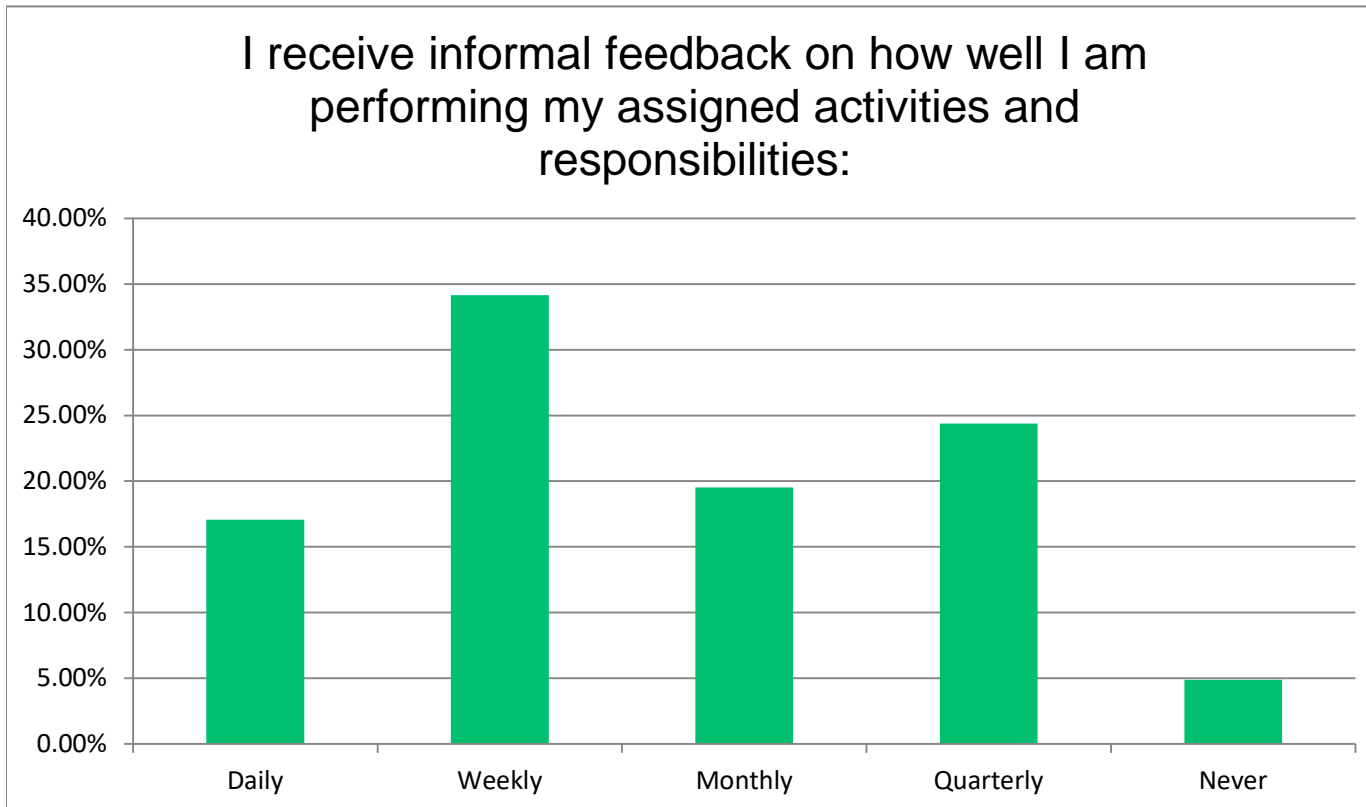
Answer Choices	Responses	
Yes	78.05%	32
No	21.95%	9
	Answered	41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I receive informal feedback on how well I am performing my assigned activities and responsibilities:

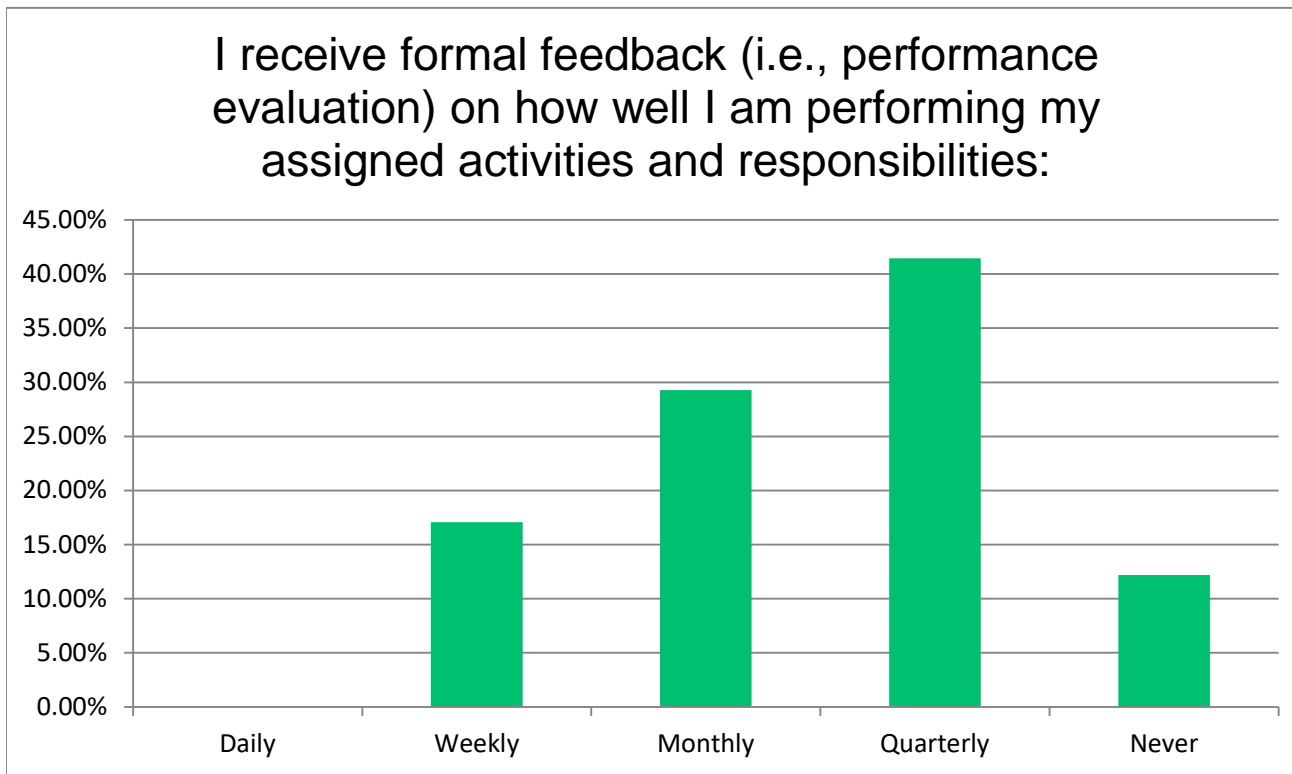
Answer Choices	Responses	
Daily	17.07%	7
Weekly	34.15%	14
Monthly	19.51%	8
Quarterly	24.39%	10
Never	4.88%	2
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I receive formal feedback (i.e., performance evaluation) on how well I am performing my assigned activities and responsibilities:

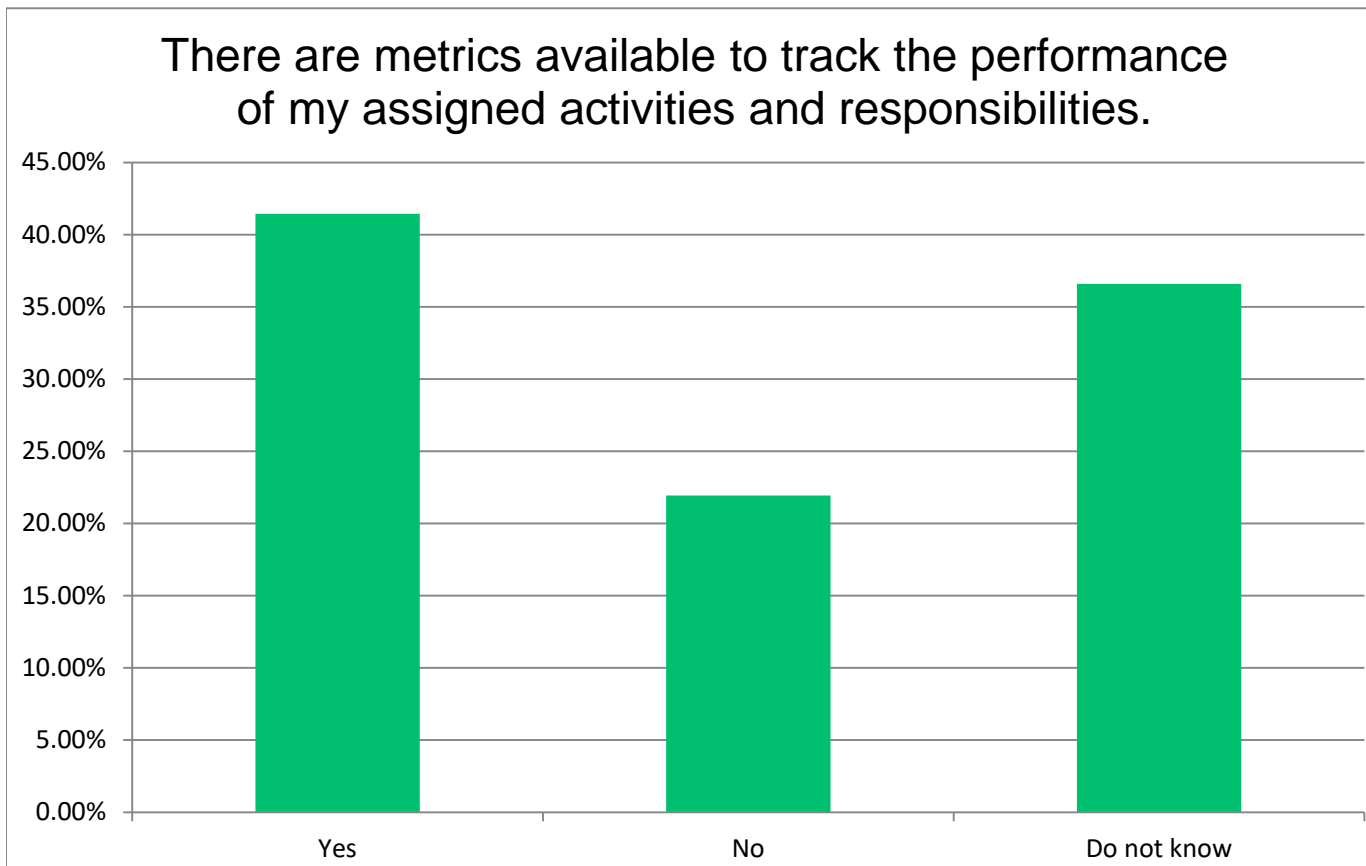
Answer Choices	Responses	
Daily	0.00%	0
Weekly	17.07%	7
Monthly	29.27%	12
Quarterly	41.46%	17
Never	12.20%	5
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: There are metrics available to track the performance of my assigned activities and responsibilities.

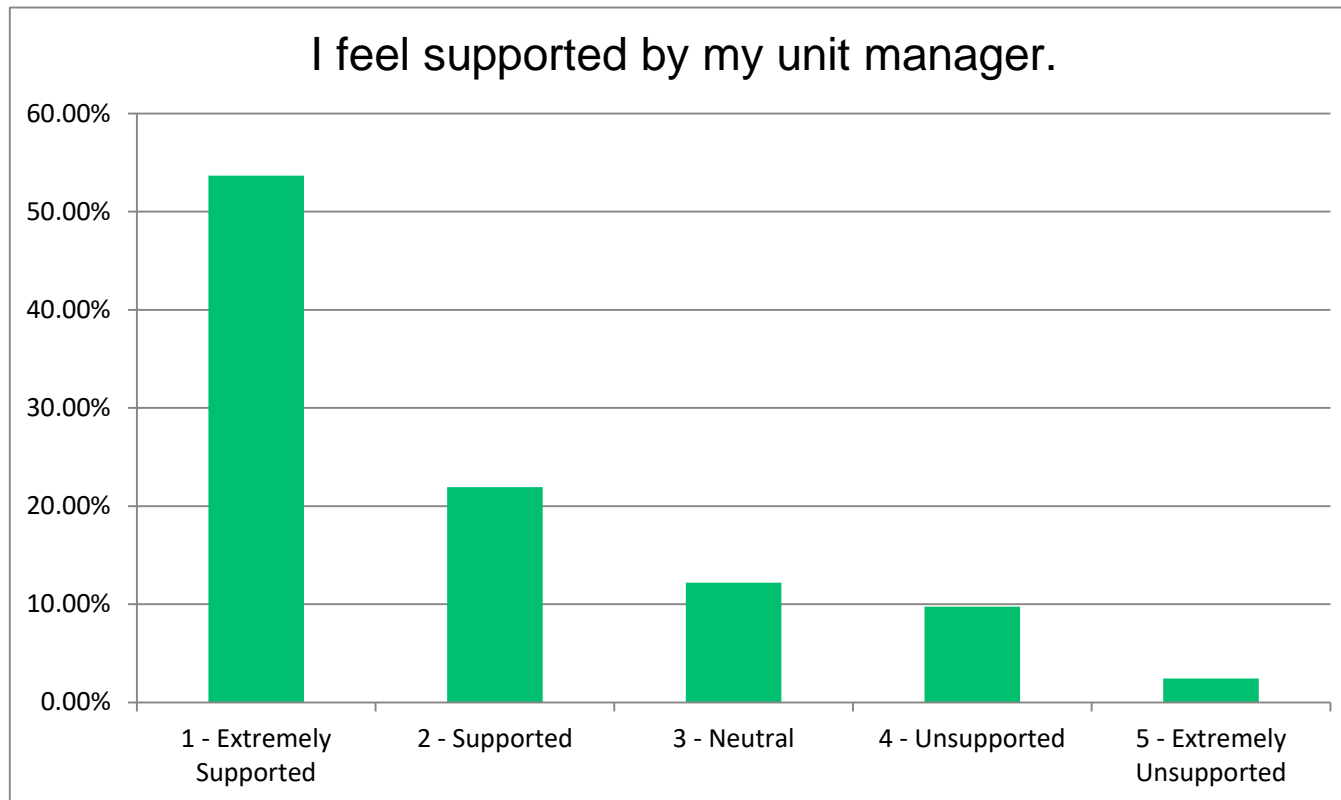
Answer Choices	Responses	
Yes	41.46%	17
No	21.95%	9
Do not know	36.59%	15
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I feel supported by my unit manager.

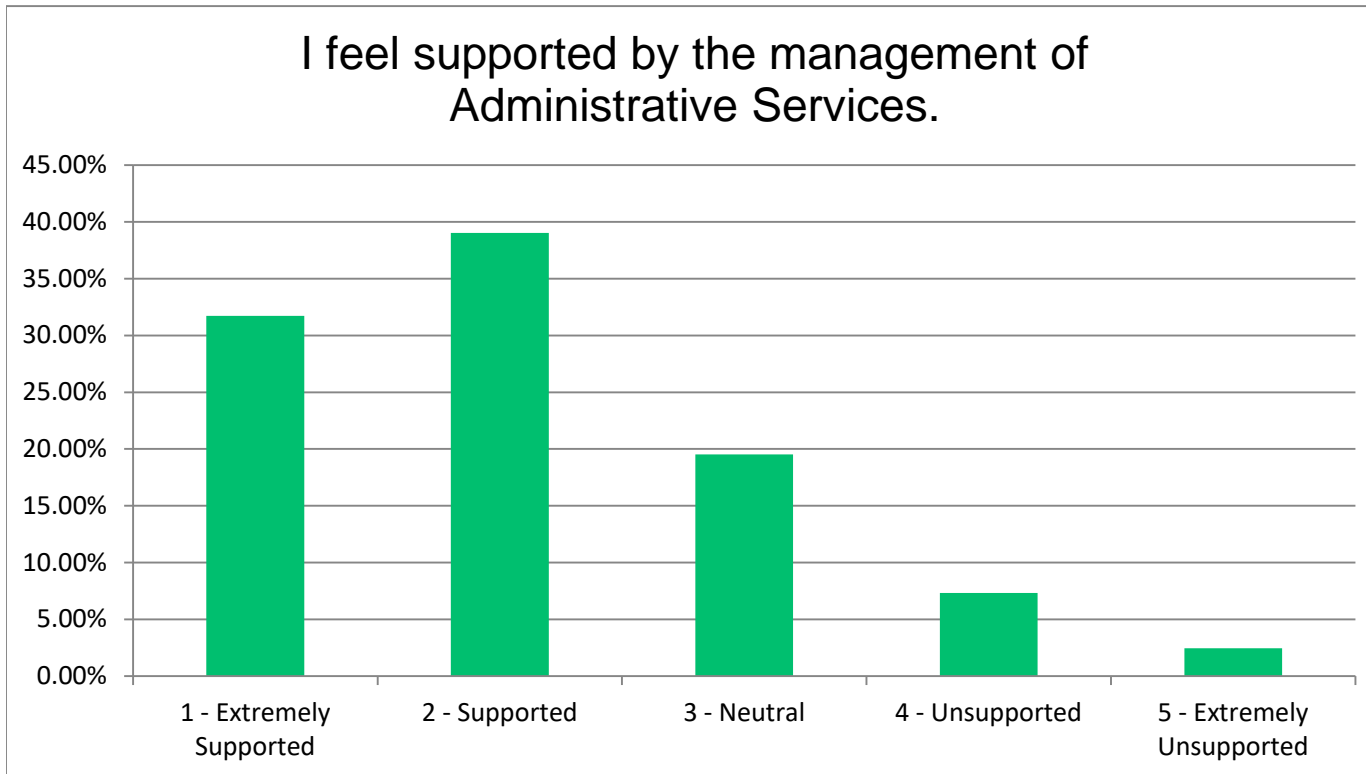
Answer Choices	Responses	
1 - Extremely Supported	53.66%	22
2 - Supported	21.95%	9
3 - Neutral	12.20%	5
4 - Unsupported	9.76%	4
5 - Extremely Unsupported	2.44%	1
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I feel supported by the management of Administrative Services.

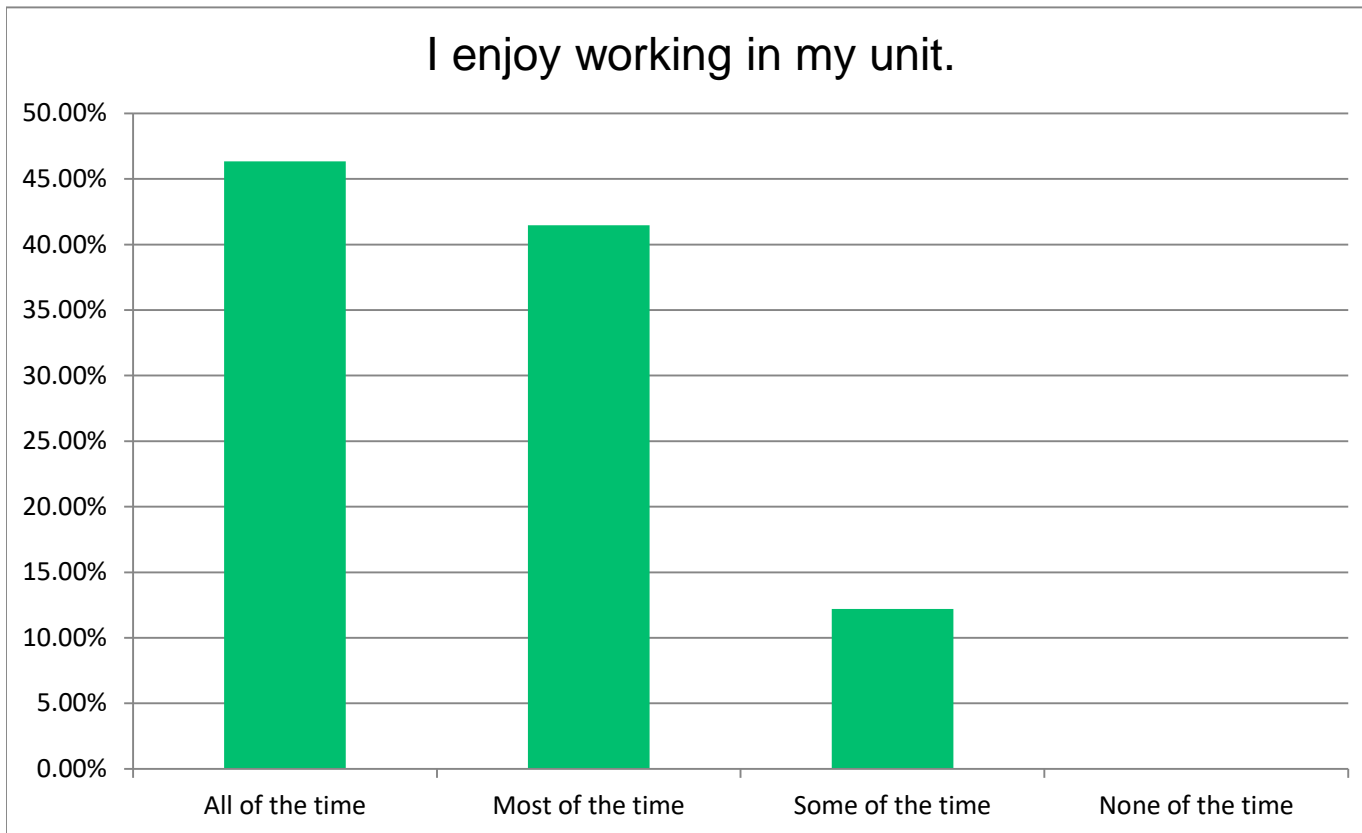
Answer Choices	Responses	
1 - Extremely Supported	31.71%	13
2 - Supported	39.02%	16
3 - Neutral	19.51%	8
4 - Unsupported	7.32%	3
5 - Extremely Unsupported	2.44%	1
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I enjoy working in my unit.

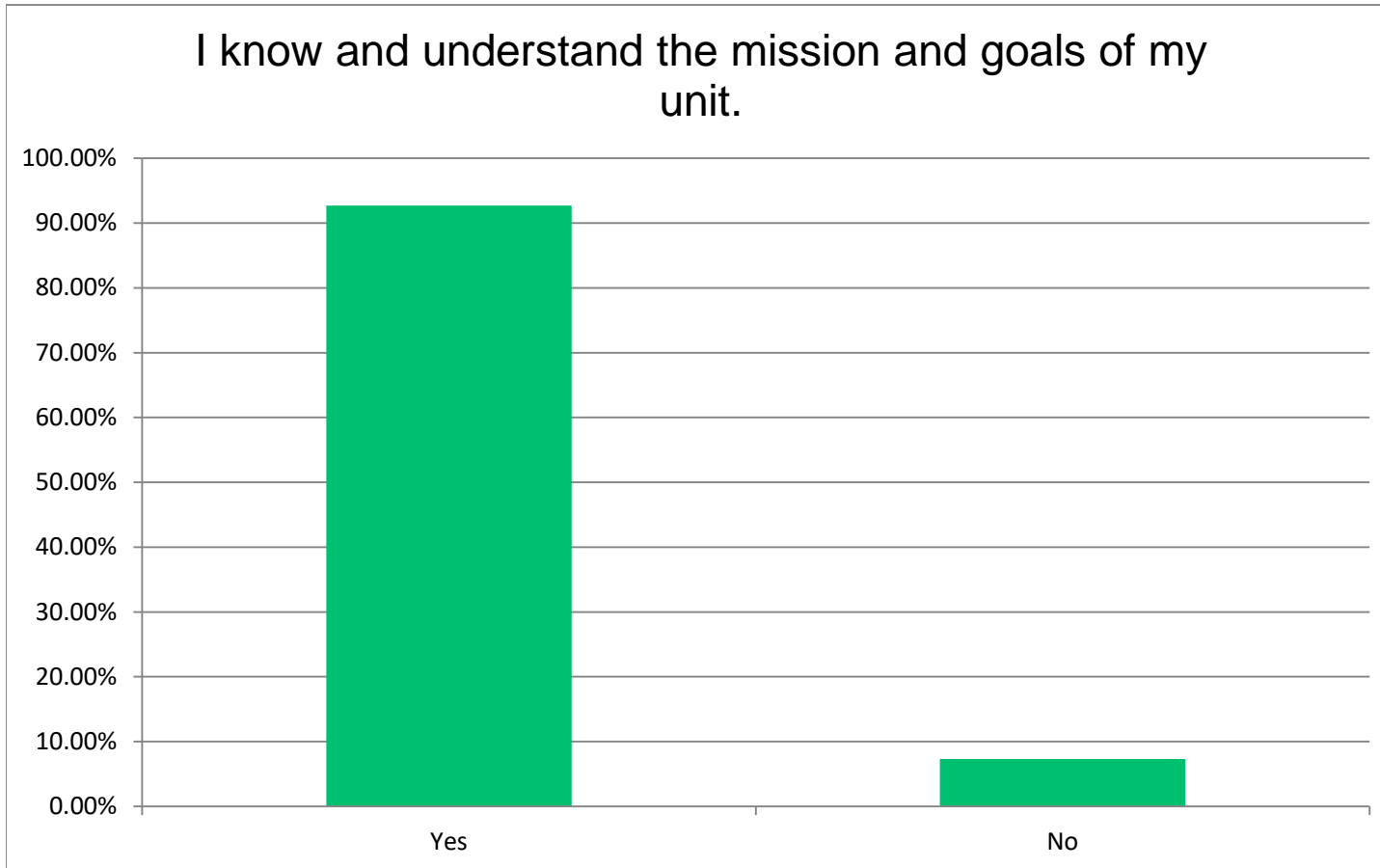
Answer Choices	Responses	
All of the time	46.34%	19
Most of the time	41.46%	17
Some of the time	12.20%	5
None of the time	0.00%	0
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I know and understand the mission and goals of my unit.

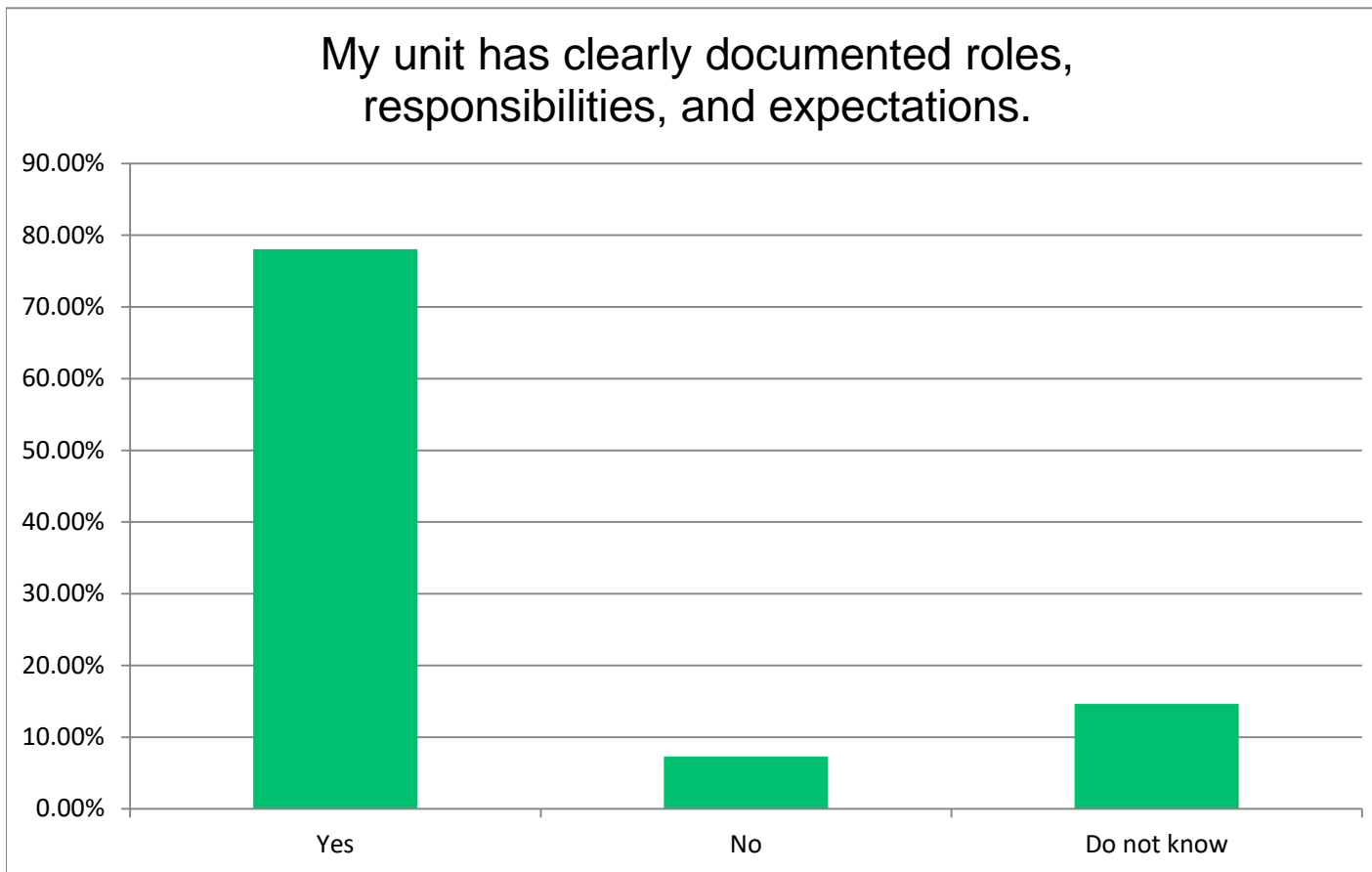
Answer Choices	Responses	
Yes	92.68%	38
No	7.32%	3
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: My unit has clearly documented roles, responsibilities, and expectations.

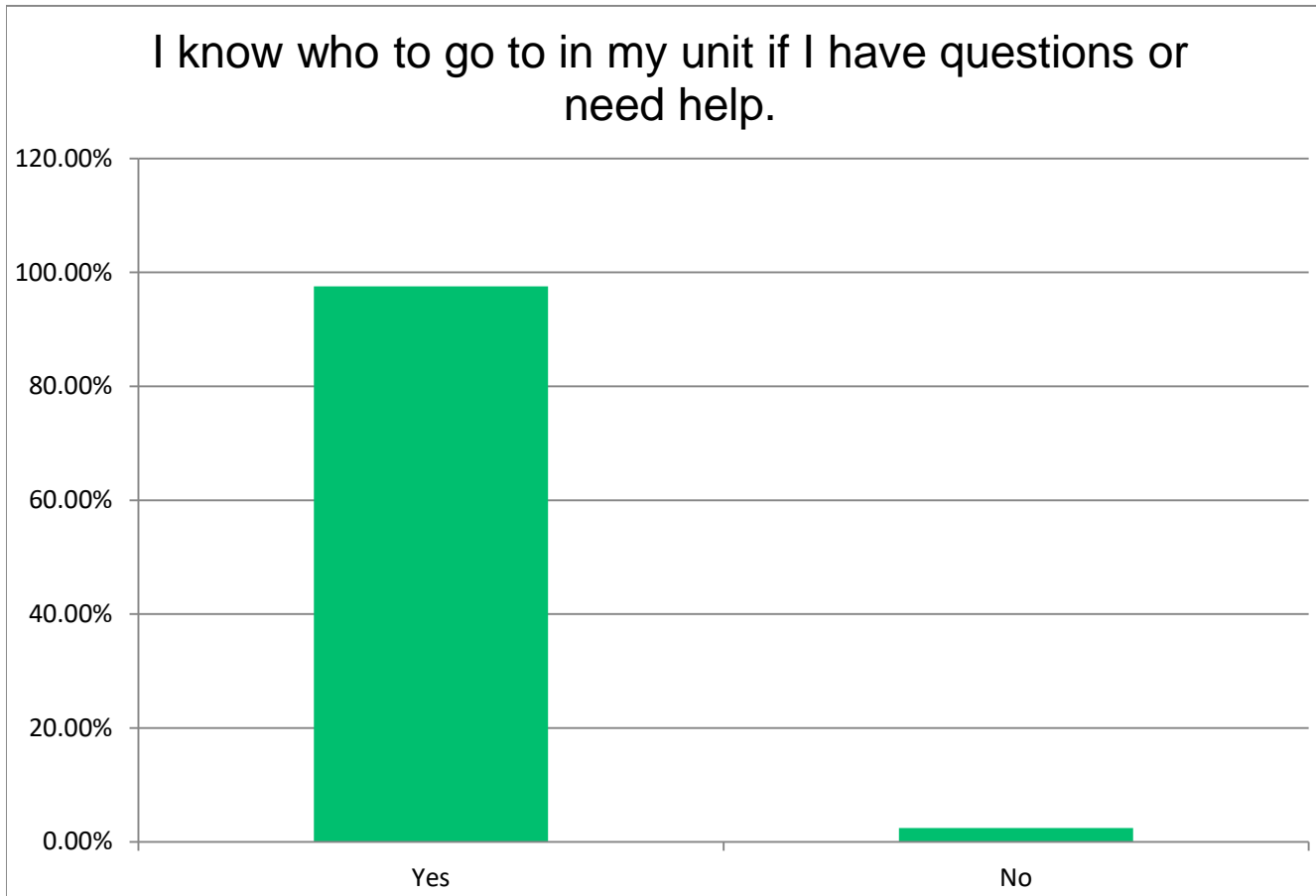
Answer Choices	Responses	
Yes	78.05%	32
No	7.32%	3
Do not know	14.63%	6
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I know who to go to in my unit if I have questions or need help.

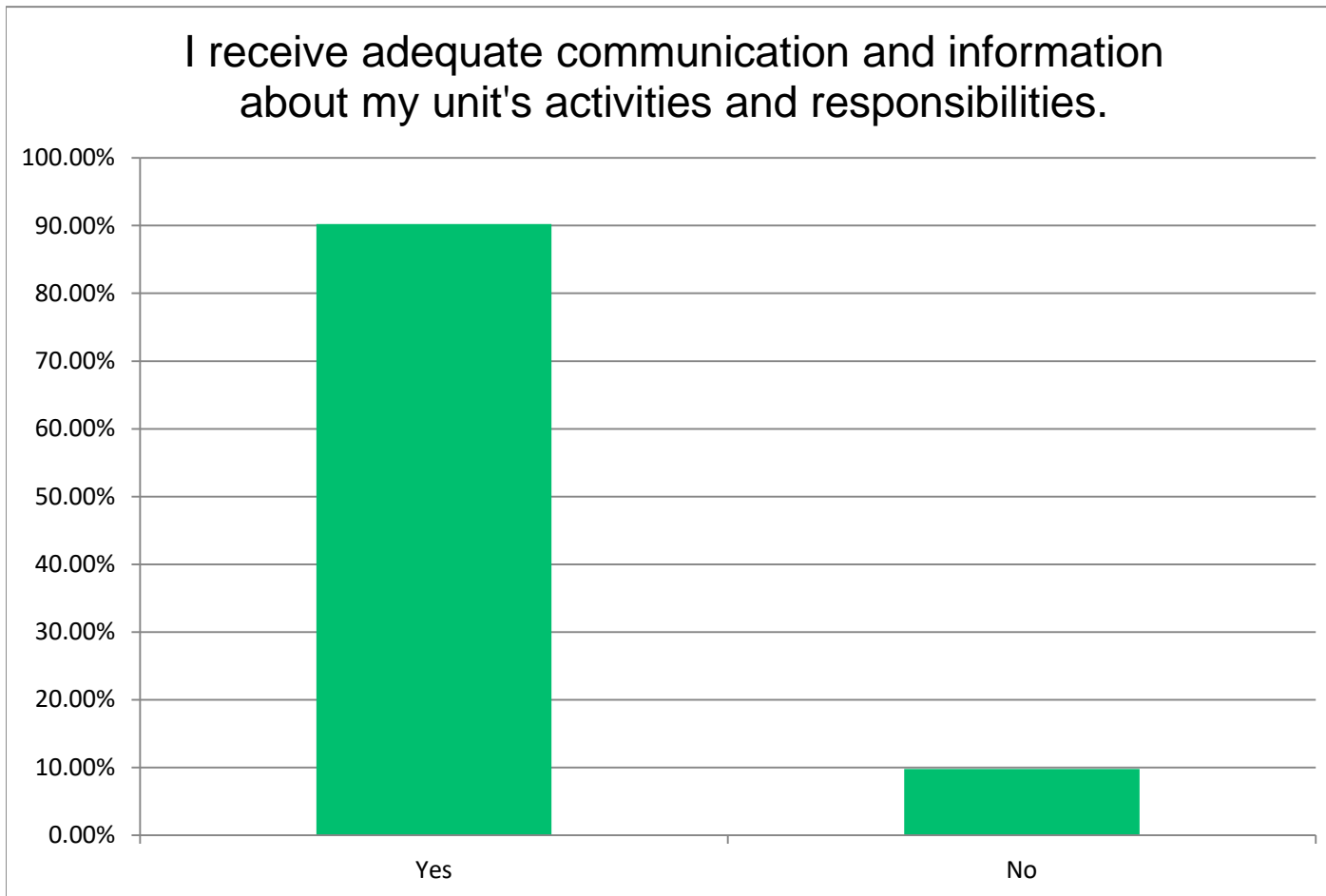
Answer Choices	Responses	
Yes	97.56%	40
No	2.44%	1
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I receive adequate communication and information about my unit's activities and responsibilities.

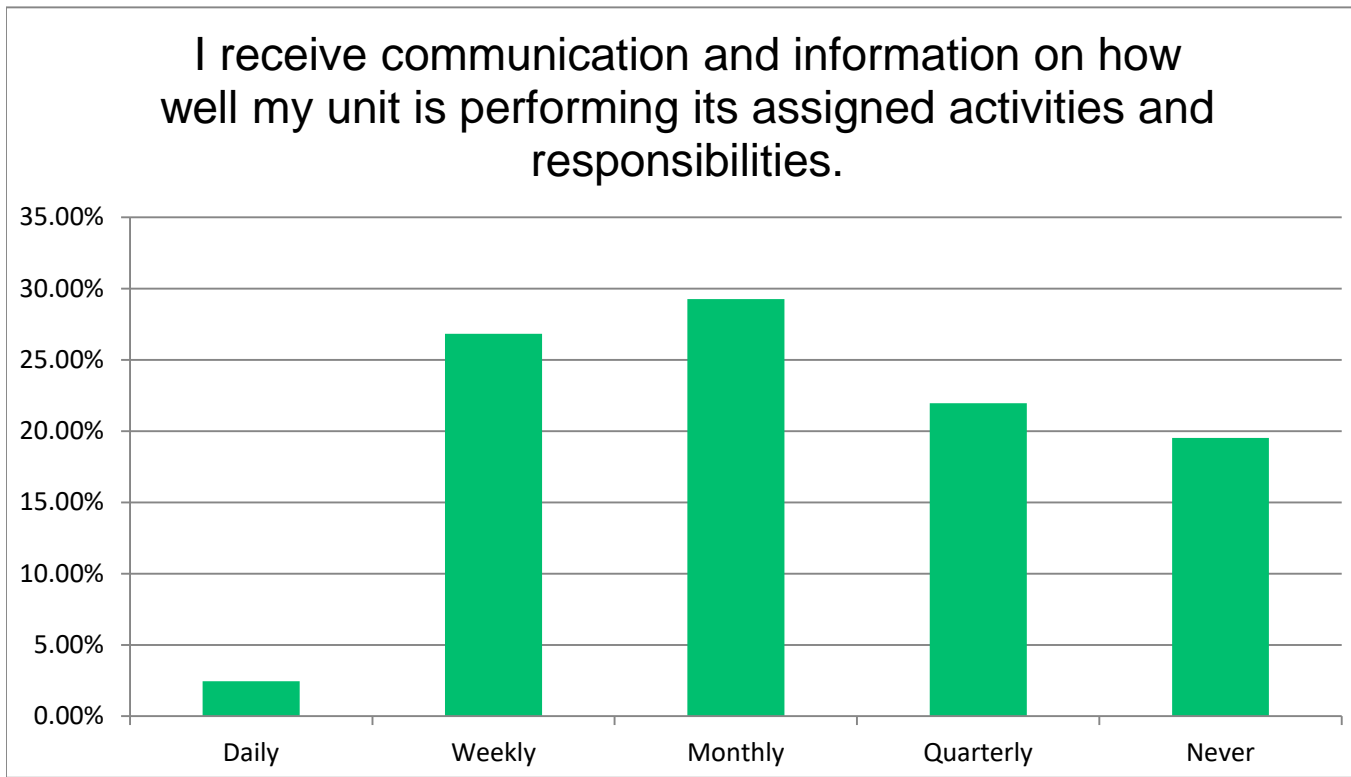
Answer Choices	Responses	
Yes	90.24%	37
No	9.76%	4
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I receive communication and information on how well my unit is performing its assigned activities and responsibilities.

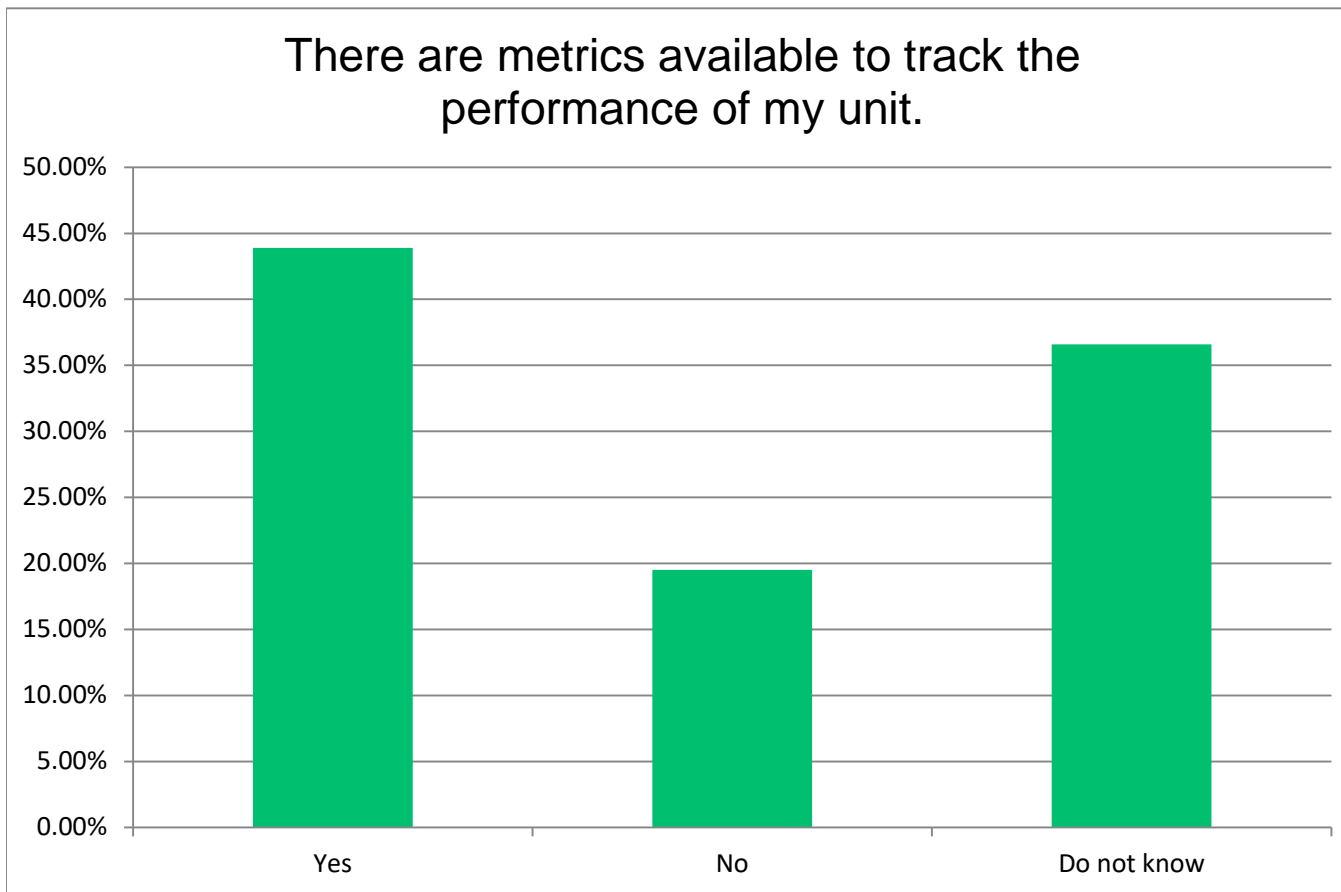
Answer Choices	Responses	
Daily	2.44%	1
Weekly	26.83%	11
Monthly	29.27%	12
Quarterly	21.95%	9
Never	19.51%	8
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: There are metrics available to track the performance of my unit.

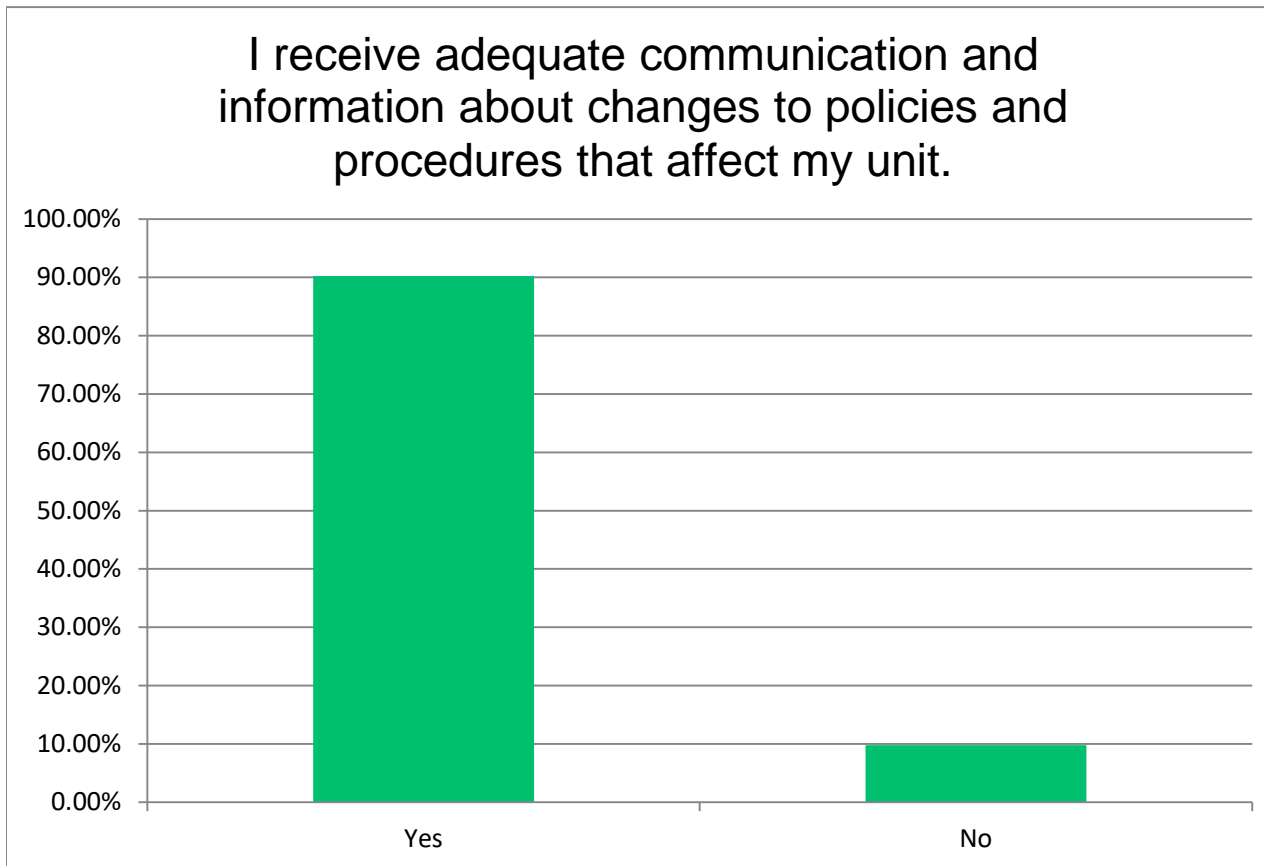
Answer Choices	Responses	
Yes	43.90%	18
No	19.51%	8
Do not know	36.59%	15
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I receive adequate communication and information about changes to policies and procedures that affect my unit.

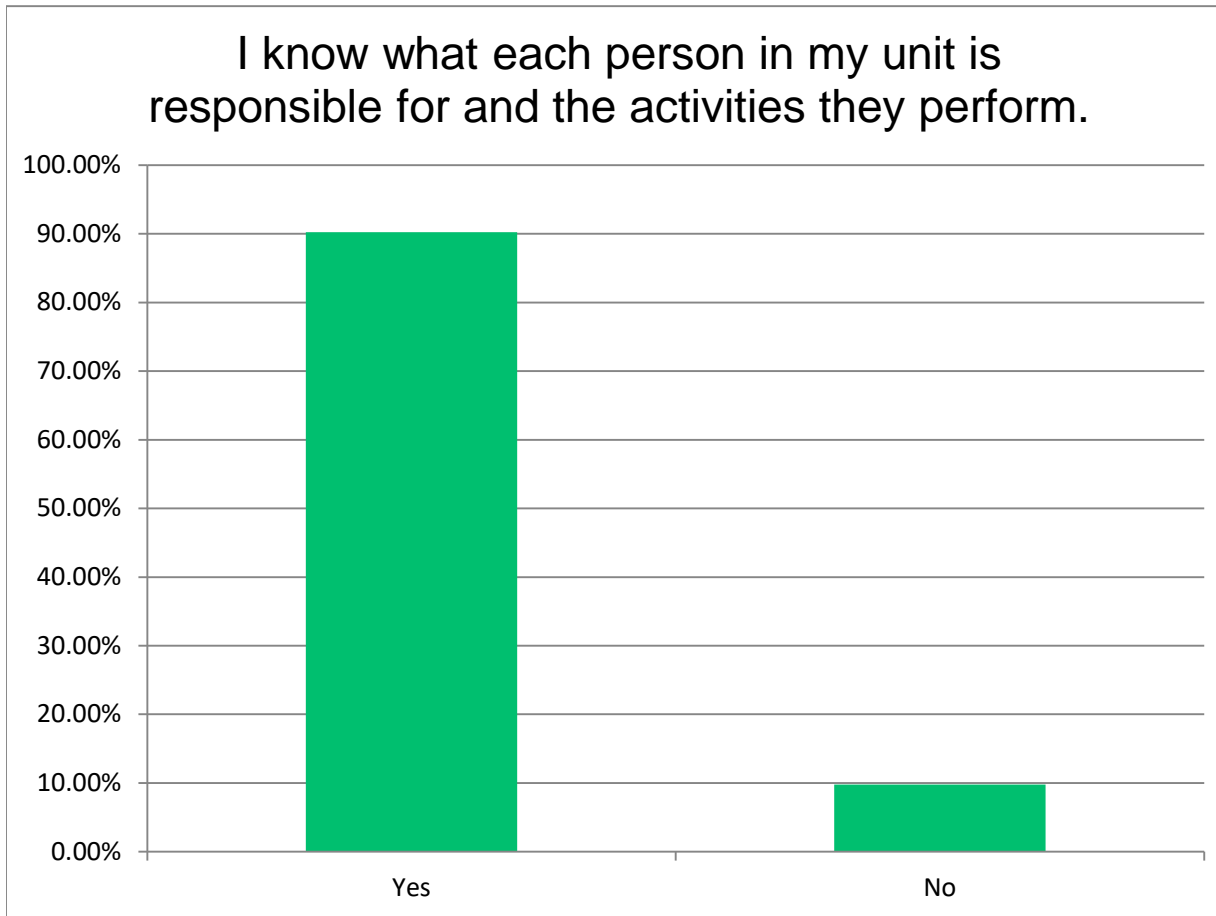
Answer Choices	Responses	
Yes	90.24%	37
No	9.76%	4
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I know what each person in my unit is responsible for and the activities they perform.

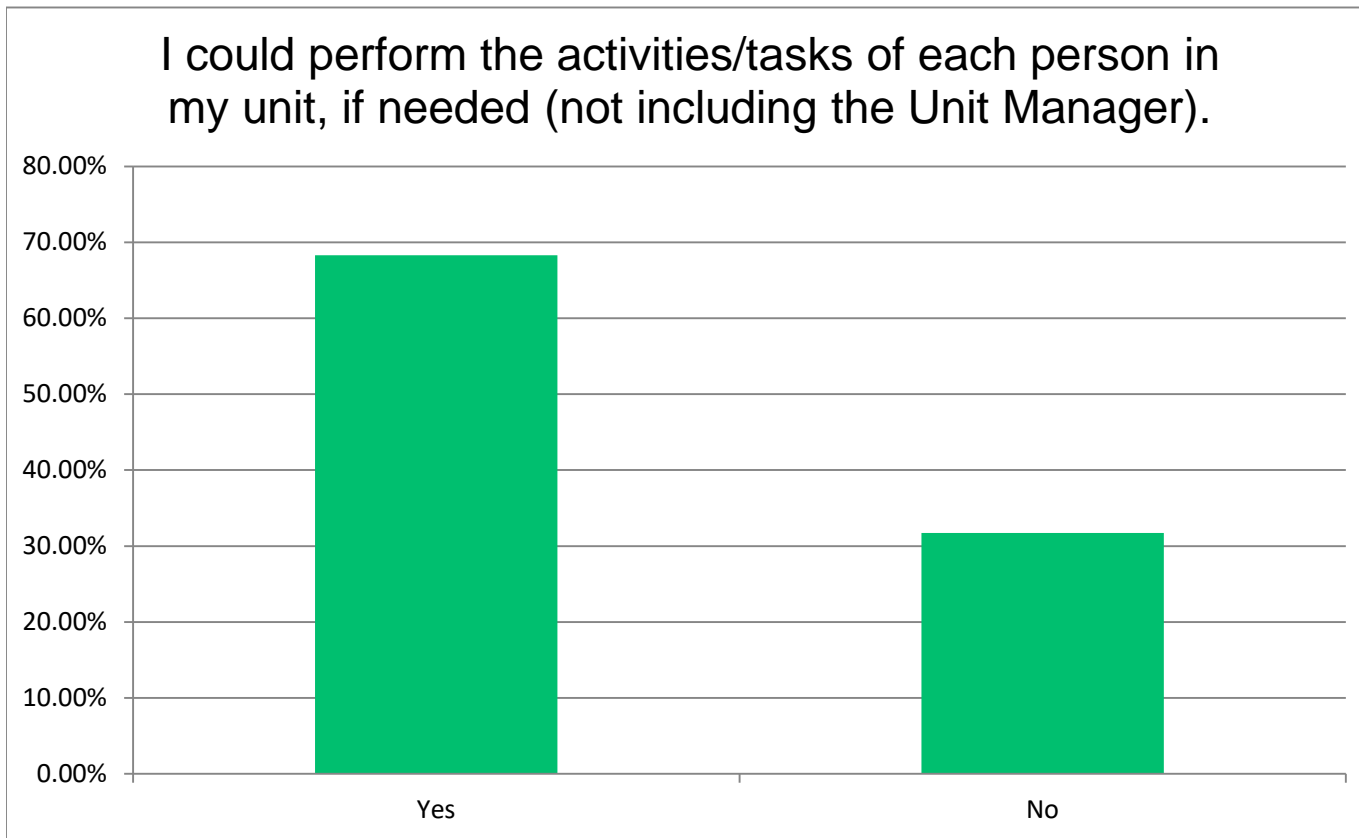
Answer Choices	Responses	
Yes	90.24%	37
No	9.76%	4
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I could perform the activities/tasks of each person in my unit, if needed (not including the Unit Manager).

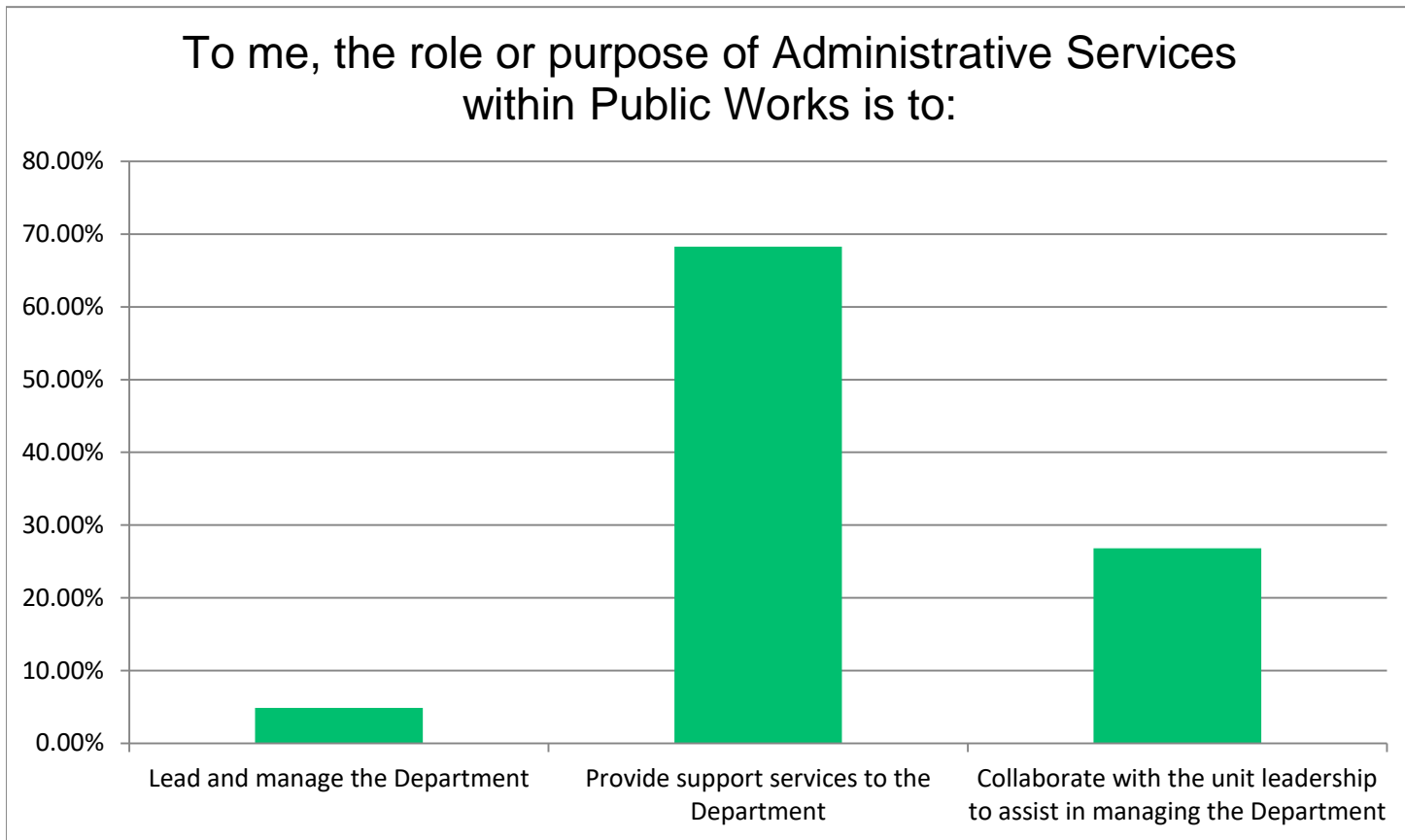
Answer Choices	Responses	
Yes	68.29%	28
No	31.71%	13
	Answered	41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: To me, the role or purpose of Administrative Services within Public Works is to:

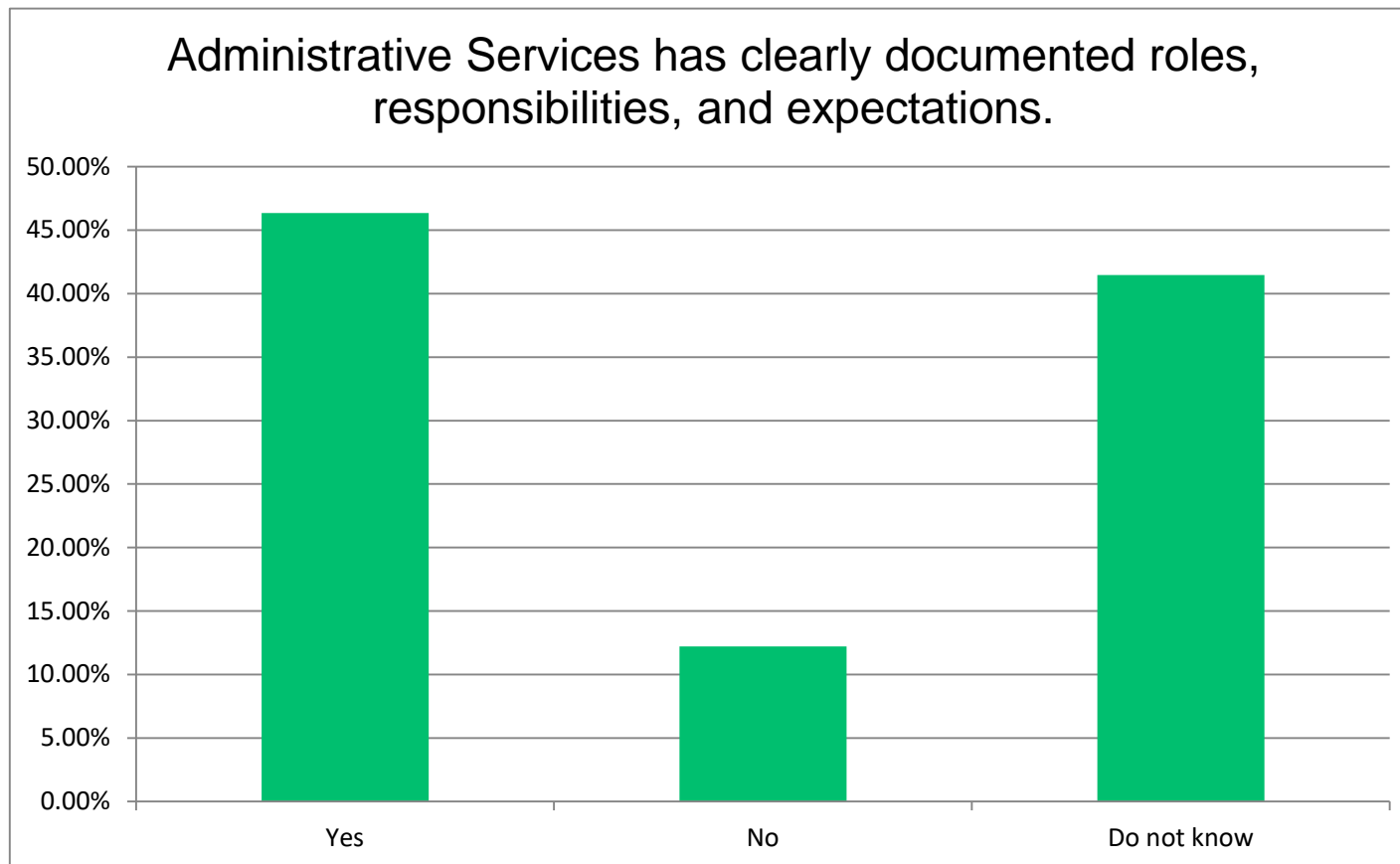
Answer Choices	Responses	
Lead and manage the Department	4.88%	2
Provide support services to the Department	68.29%	28
Collaborate with the unit leadership to assist in managing the Department	26.83%	11
	Answered	41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: Administrative Services has clearly documented roles, responsibilities, and expectations.

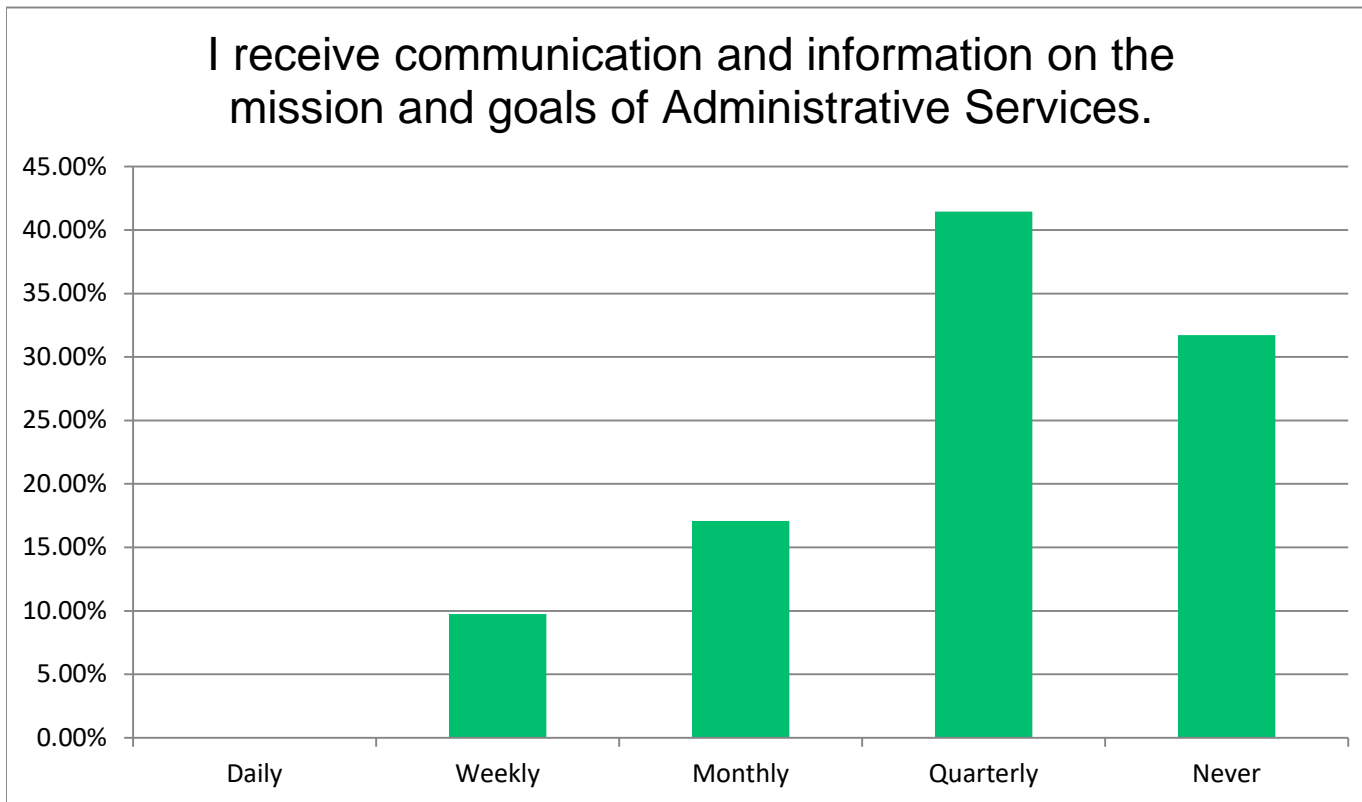
Answer Choices	Responses	
Yes	46.34%	19
No	12.20%	5
Do not know	41.46%	17
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I receive communication and information on the mission and goals of Administrative Services.

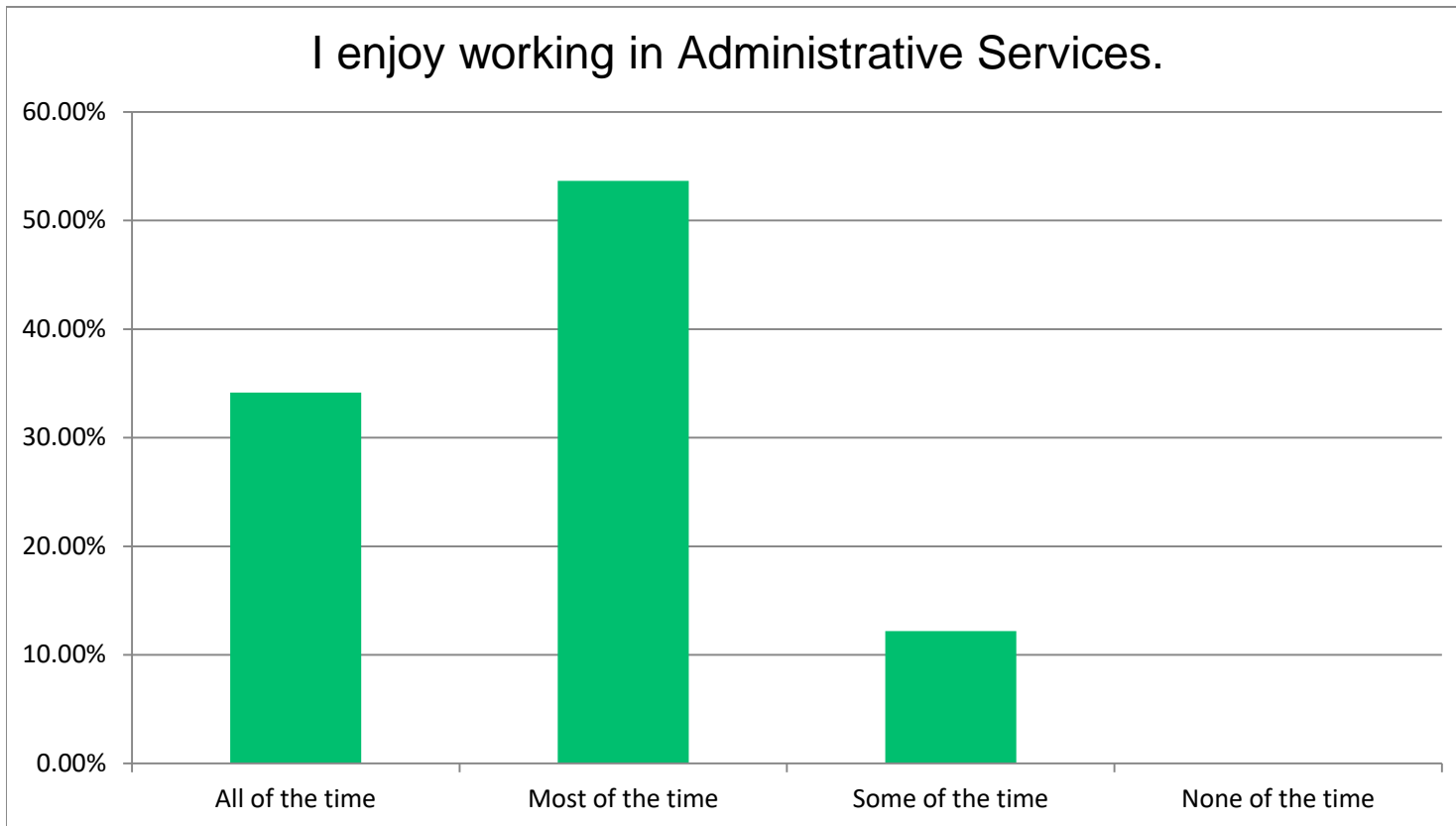
Answer Choices	Responses	
Daily	0.00%	0
Weekly	9.76%	4
Monthly	17.07%	7
Quarterly	41.46%	17
Never	31.71%	13
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I enjoy working in Administrative Services.

Answer Choices	Responses	
All of the time	34.15%	14
Most of the time	53.66%	22
Some of the time	12.20%	5
None of the time	0.00%	0
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I enjoy working in Public Works.

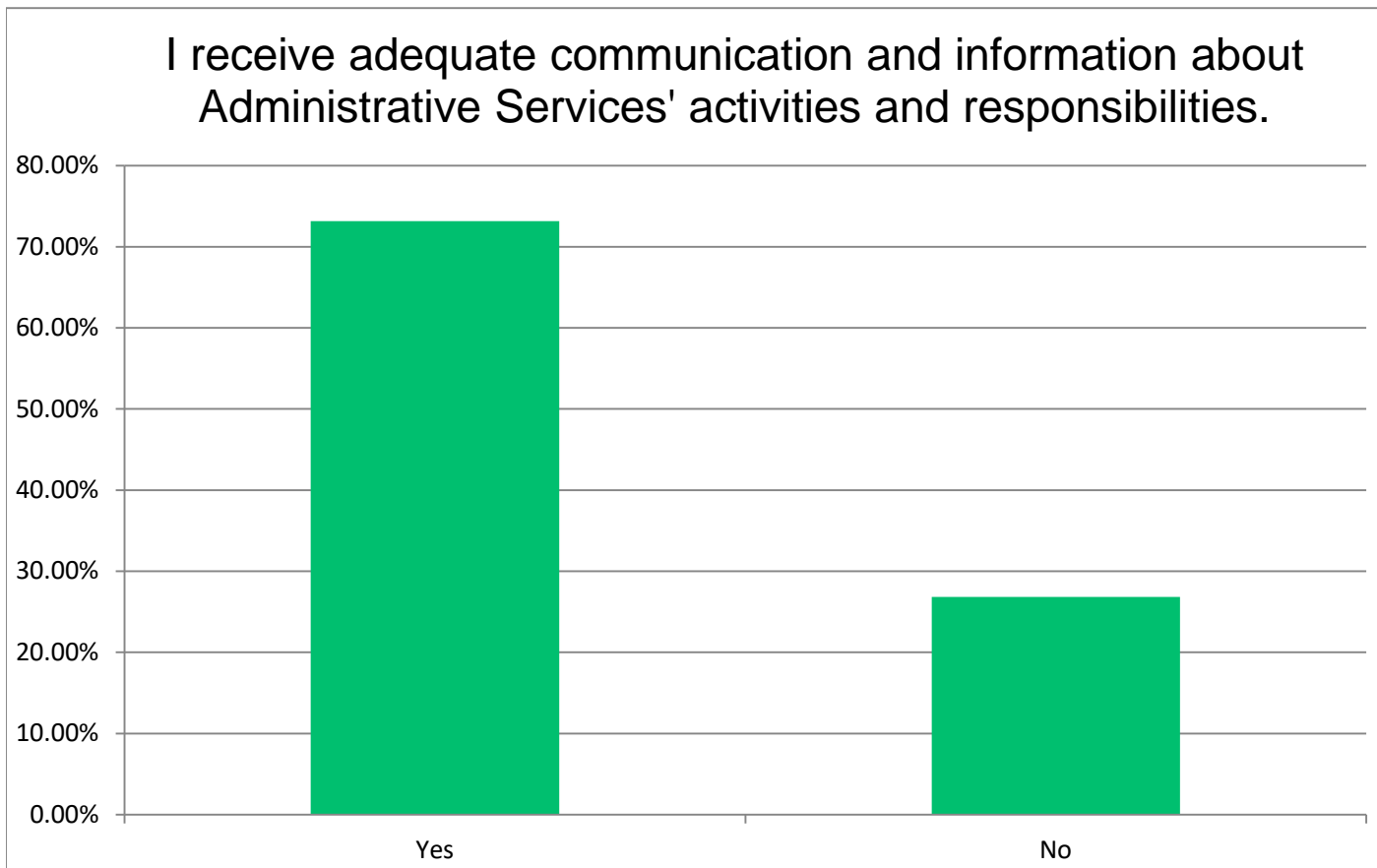
Answer Choices	Responses	
All of the time	34.15%	14
Most of the time	51.22%	21
Some of the time	14.63%	6
None of the time	0.00%	0
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I receive adequate communication and information about Administrative Services' activities and responsibilities.

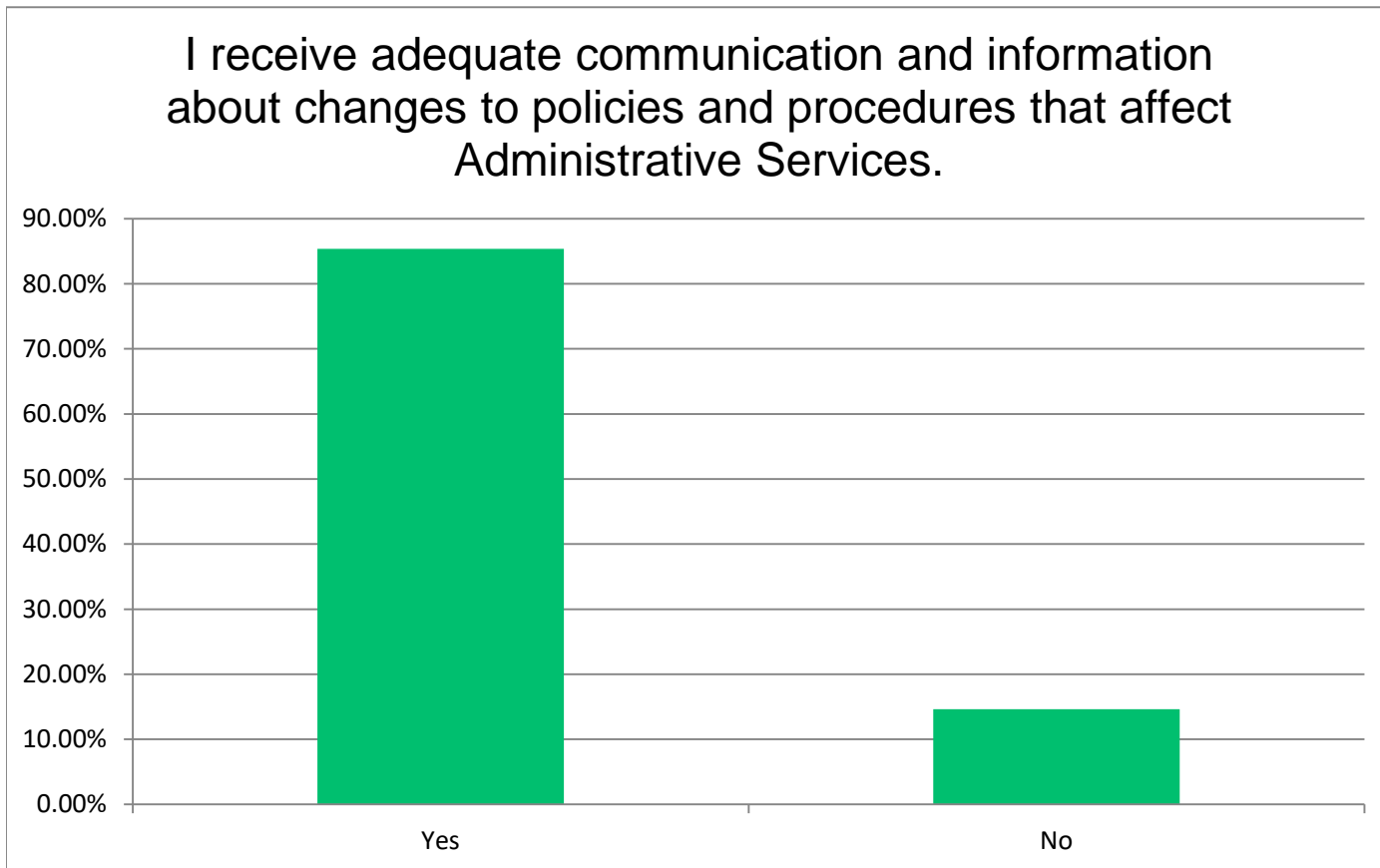
Answer Choices	Responses	
Yes	73.17%	30
No	26.83%	11



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I receive adequate communication and information about changes to policies and procedures that affect Administrative Services.

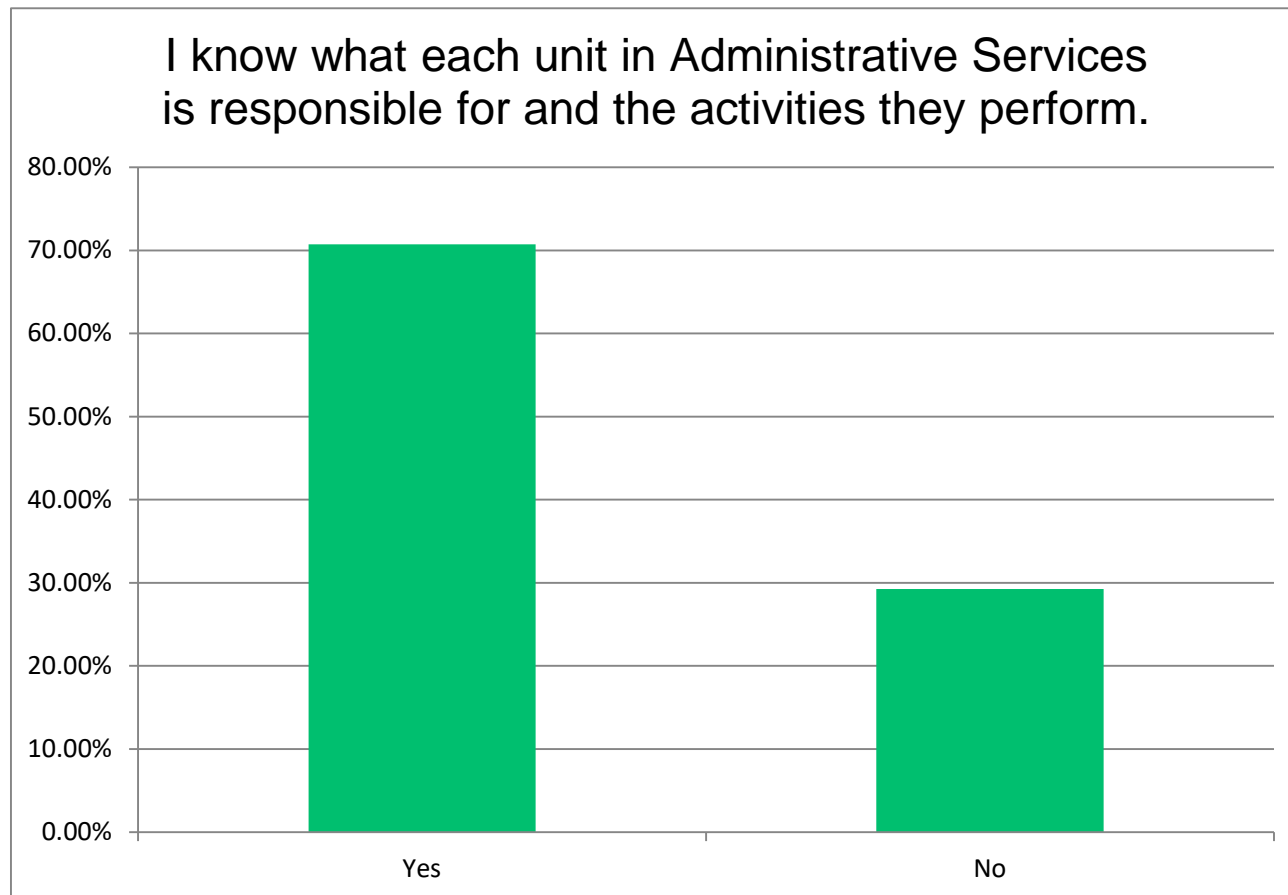
Answer Choices	Responses	
Yes	85.37%	35
No	14.63%	6
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I know what each unit in Administrative Services is responsible for and the activities they perform.

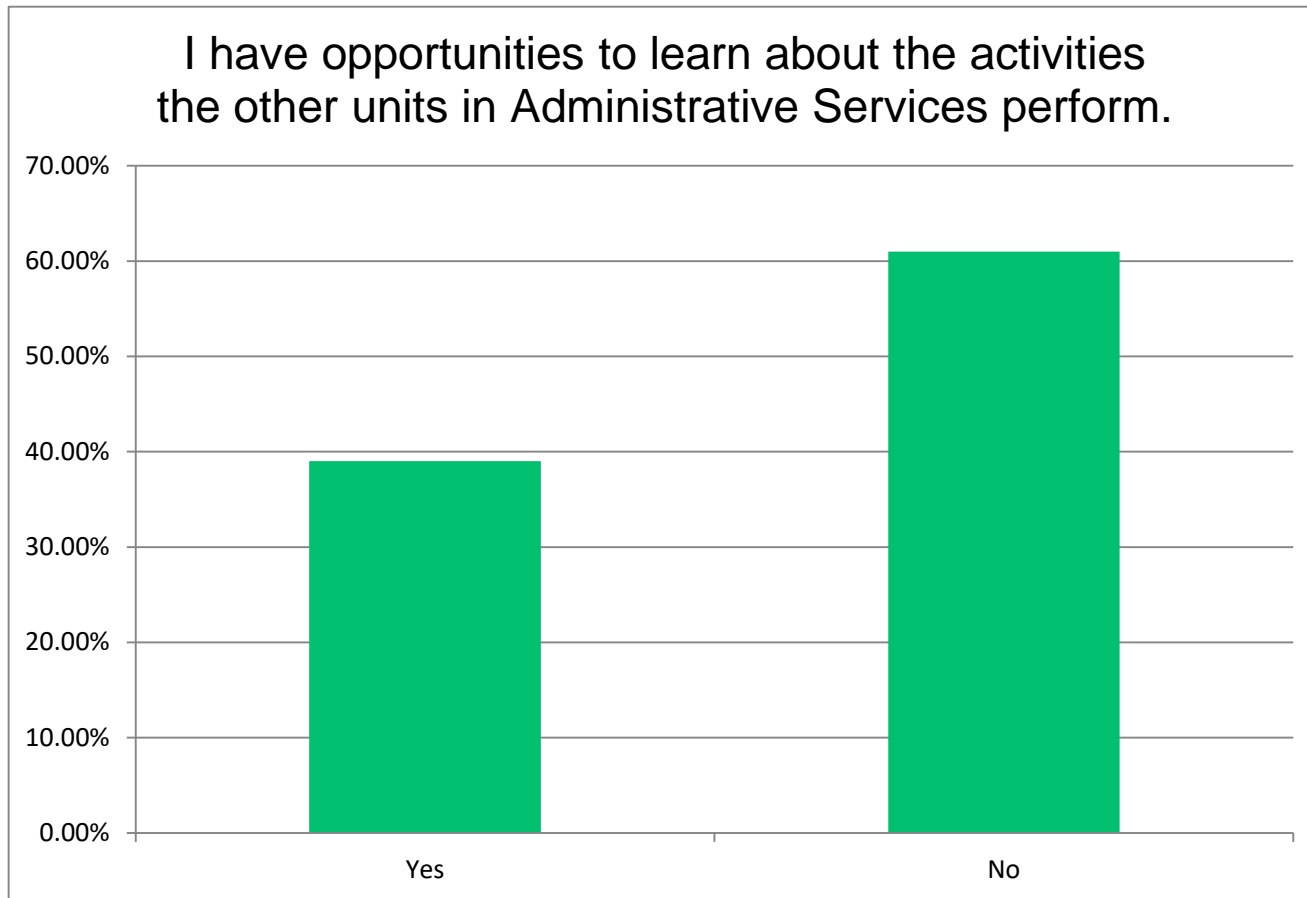
Answer Choices	Responses	
Yes	70.73%	29
No	29.27%	12
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I have opportunities to learn about the activities the other units in Administrative Services perform.

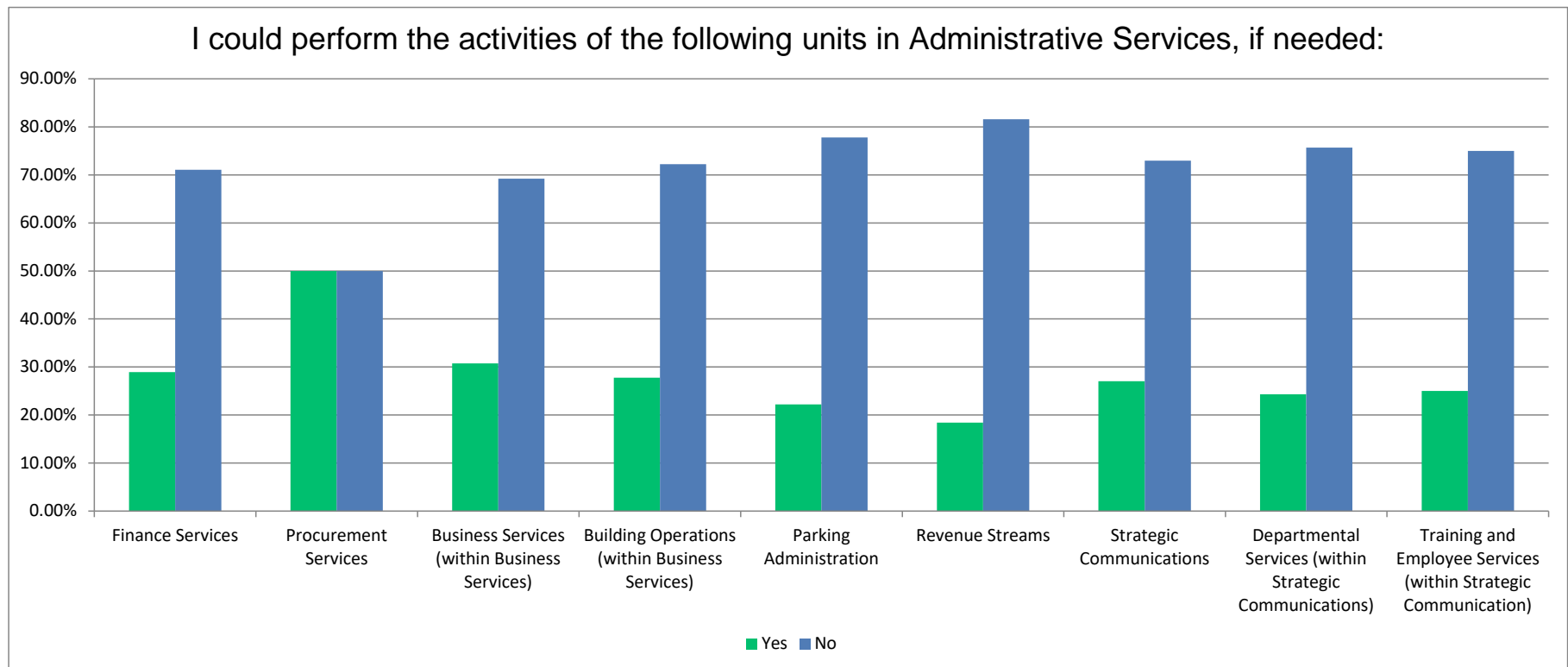
Answer Choices	Responses	
Yes	39.02%	16
No	60.98%	25
Answered		41



**Appendix 1: Feedback Survey of Orange County Public Works (OCPW)
Administrative Services Staff**

Question: I could perform the activities of the following units in Administrative Services, if needed:

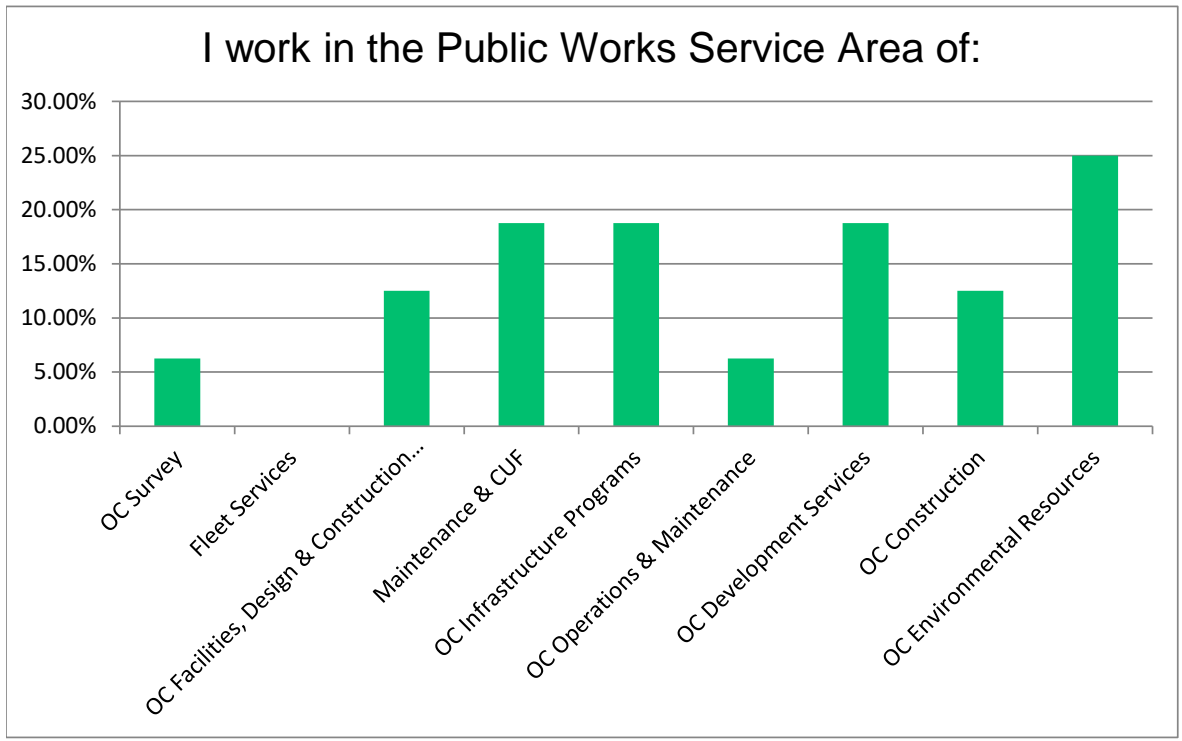
Answer Choices	Yes	No	Total
Finance Services	28.95%	71.05%	38
Procurement Services	50.00%	50.00%	38
Business Services (within Business Services)	30.77%	69.23%	39
Building Operations (within Business Services)	27.78%	72.22%	36
Parking Administration	22.22%	77.78%	36
Revenue Streams	18.42%	81.58%	38
Strategic Communications	27.03%	72.97%	37
Departmental Services (within Strategic Communications)	24.32%	75.68%	37
Training and Employee Services (within Strategic Communication)	25.00%	75.00%	36



**Appendix 2: Feedback Survey of Orange County Public Works (OCPW) Administrative Services
by Non-Administrative Services Staff**

Question: I work in the Public Works Service Area of:

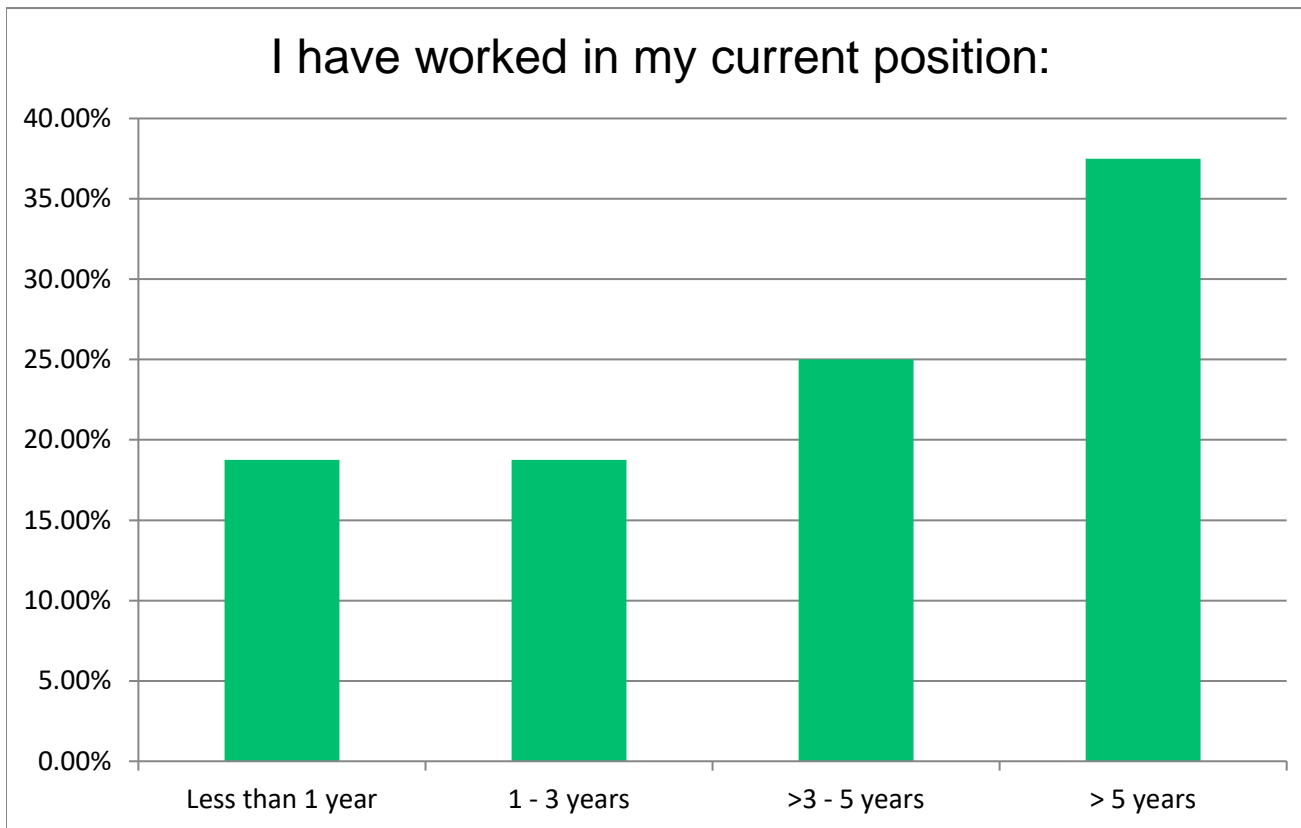
Answer Choices	Responses	
OC Survey	6.25%	1
Fleet Services	0.00%	0
OC Facilities, Design & Construction Management	12.50%	2
Maintenance & CUF	18.75%	3
OC Infrastructure Programs	18.75%	3
OC Operations & Maintenance	6.25%	1
OC Development Services	18.75%	3
OC Construction	12.50%	2
OC Environmental Resources	25.00%	4
Answered		16



**Appendix 2: Feedback Survey of Orange County Public Works (OCPW) Administrative Services
by Non-Administrative Services Staff**

Question: I have worked in my current position:

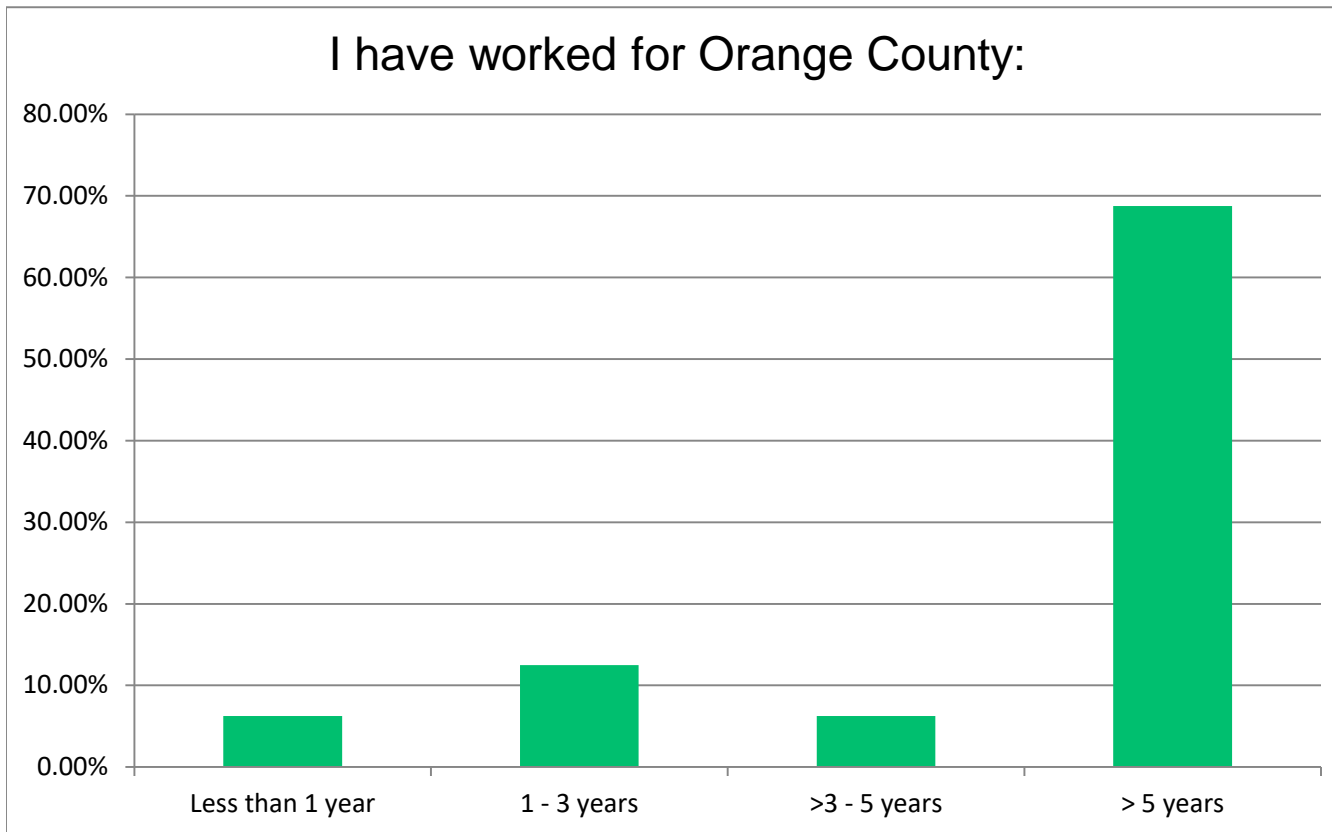
Answer Choices	Responses	
Less than 1 year	18.75%	3
1 - 3 years	18.75%	3
>3 - 5 years	25.00%	4
> 5 years	37.50%	6
Answered		16



**Appendix 2: Feedback Survey of Orange County Public Works (OCPW) Administrative Services
by Non-Administrative Services Staff**

Question: I have worked for Orange County:

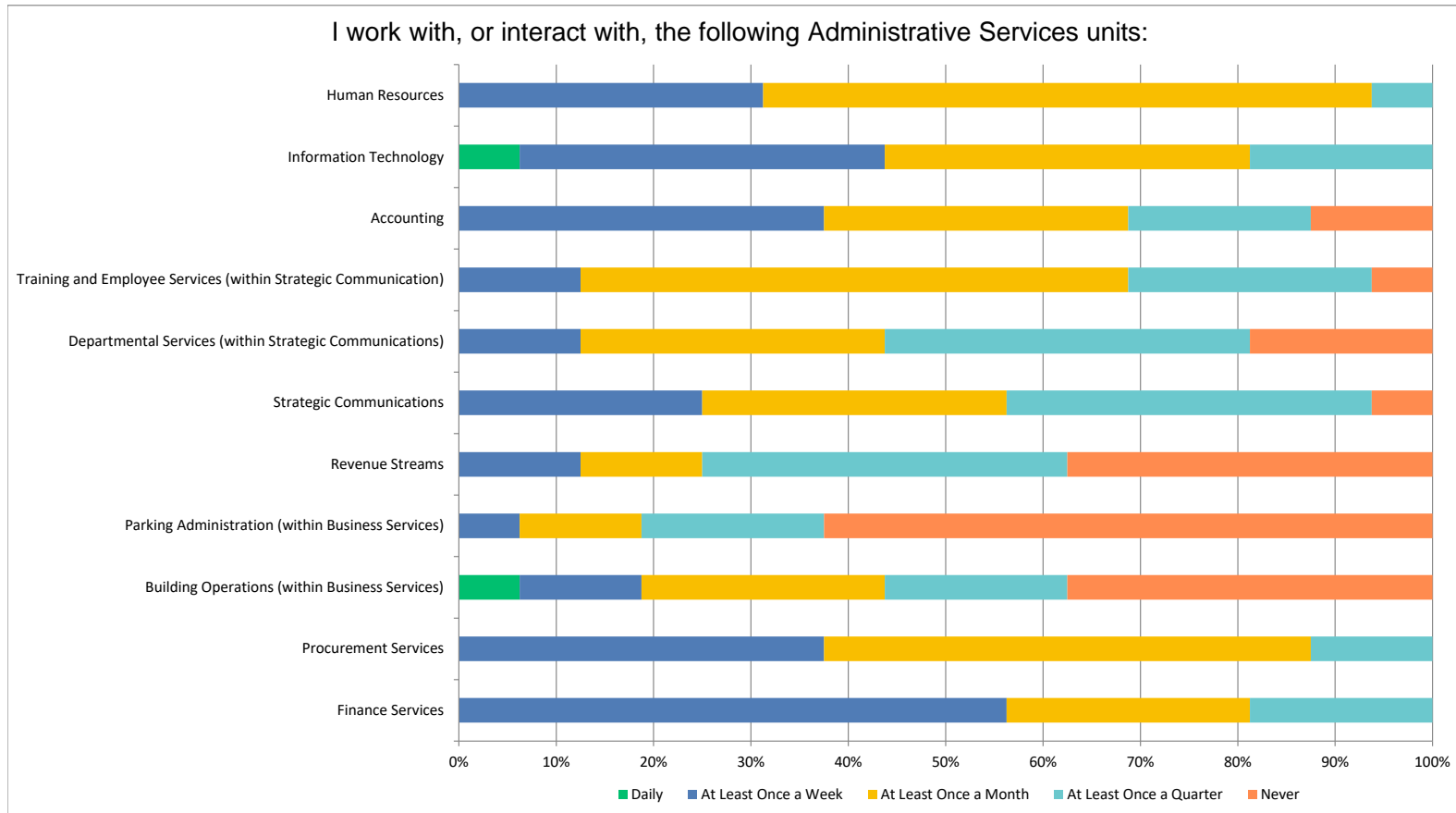
Answer Choices	Responses	
Less than 1 year	6.25%	1
1 - 3 years	12.50%	2
>3 - 5 years	6.25%	1
> 5 years	68.75%	11
Answered		16



Appendix 2: Feedback Survey of Orange County Public Works (OCPW) Administrative Services by Non-Administrative Services Staff

Question: I work with, or interact with, the following Administrative Services units:

Answer Choices	Daily	At Least Once a Week	At Least Once a Month	At Least Once a Quarter	Never	Total					
Finance Services	0.00%	0	56.25%	9	25.00%	4	18.75%	3	0.00%	0	16
Procurement Services	0.00%	0	37.50%	6	50.00%	8	12.50%	2	0.00%	0	16
Building Operations (within Business Services)	6.25%	1	12.50%	2	25.00%	4	18.75%	3	37.50%	6	16
Parking Administration (within Business Services)	0.00%	0	6.25%	1	12.50%	2	18.75%	3	62.50%	10	16
Revenue Streams	0.00%	0	12.50%	2	12.50%	2	37.50%	6	37.50%	6	16
Strategic Communications	0.00%	0	25.00%	4	31.25%	5	37.50%	6	6.25%	1	16
Departmental Services (within Strategic Communications)	0.00%	0	12.50%	2	31.25%	5	37.50%	6	18.75%	3	16
Training and Employee Services (within Strategic Communication)	0.00%	0	12.50%	2	56.25%	9	25.00%	4	6.25%	1	16
Accounting	0.00%	0	37.50%	6	31.25%	5	18.75%	3	12.50%	2	16
Information Technology	6.25%	1	37.50%	6	37.50%	6	18.75%	3	0.00%	0	16
Human Resources	0.00%	0	31.25%	5	62.50%	10	6.25%	1	0.00%	0	16
										Answered	16

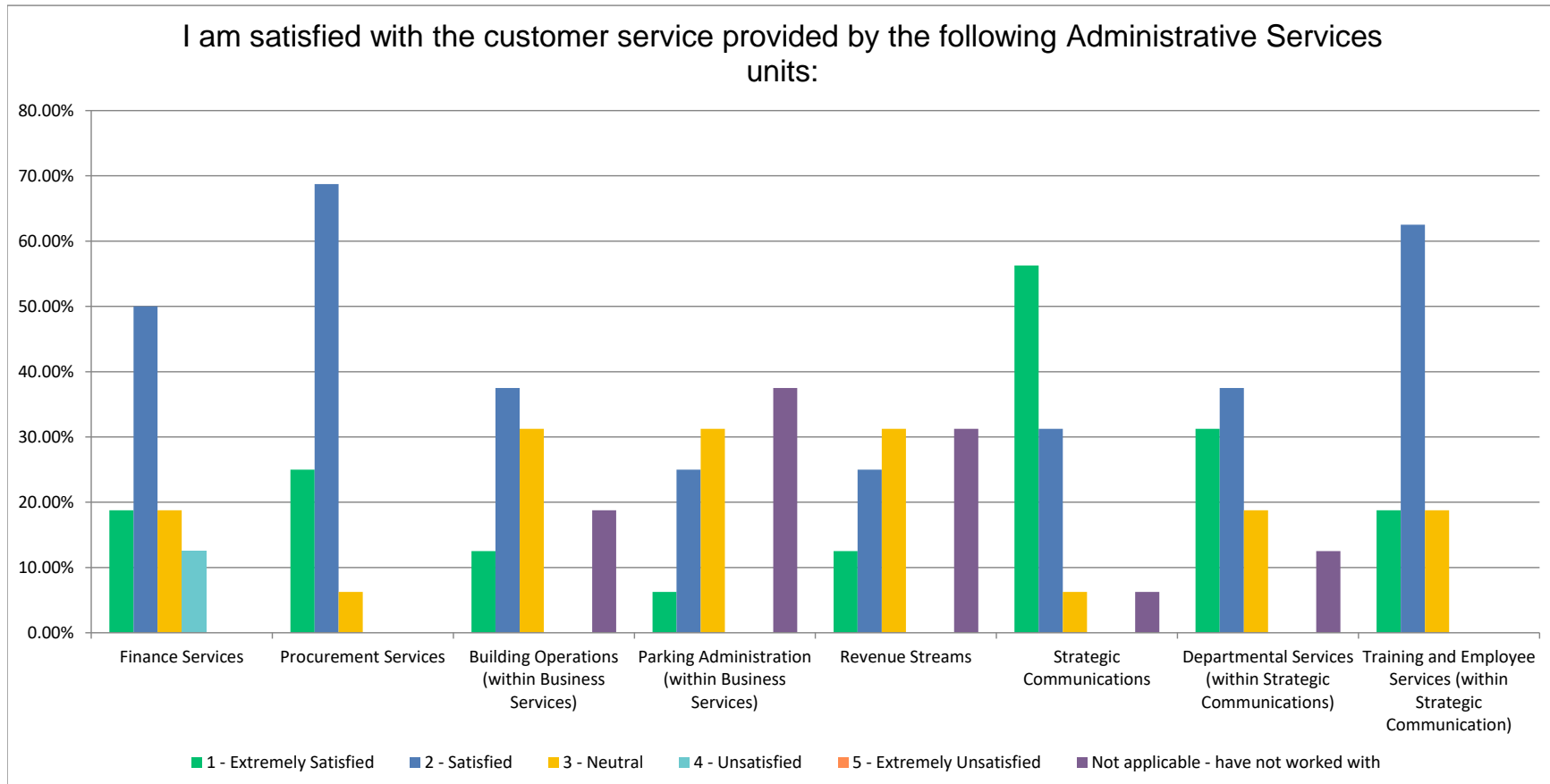


Appendix 2: Feedback Survey of Orange County Public Works (OCPW) Administrative Services by Non-Administrative Services Staff

Question: I am satisfied with the customer service provided by the following Administrative Services units:

Answer Choices	1 - Extremely Satisfied		2 - Satisfied		3 - Neutral		4 - Unsatisfied		5 - Extremely Unsatisfied		Not applicable - have not worked with		Total
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	
Finance Services	18.75%	3	50.00%	8	18.75%	3	12.50%	2	0.00%	0	0.00%	0	16
Procurement Services	25.00%	4	68.75%	11	6.25%	1	0.00%	0	0.00%	0	0.00%	0	16
Building Operations (within Business Services)	12.50%	2	37.50%	6	31.25%	5	0.00%	0	0.00%	0	18.75%	3	16
Parking Administration (within Business Services)	6.25%	1	25.00%	4	31.25%	5	0.00%	0	0.00%	0	37.50%	6	16
Revenue Streams	12.50%	2	25.00%	4	31.25%	5	0.00%	0	0.00%	0	31.25%	5	16
Strategic Communications	56.25%	9	31.25%	5	6.25%	1	0.00%	0	0.00%	0	6.25%	1	16
Departmental Services (within Strategic Communications)	31.25%	5	37.50%	6	18.75%	3	0.00%	0	0.00%	0	12.50%	2	16
Training and Employee Services (within Strategic Communication)	18.75%	3	62.50%	10	18.75%	3	0.00%	0	0.00%	0	0.00%	0	16

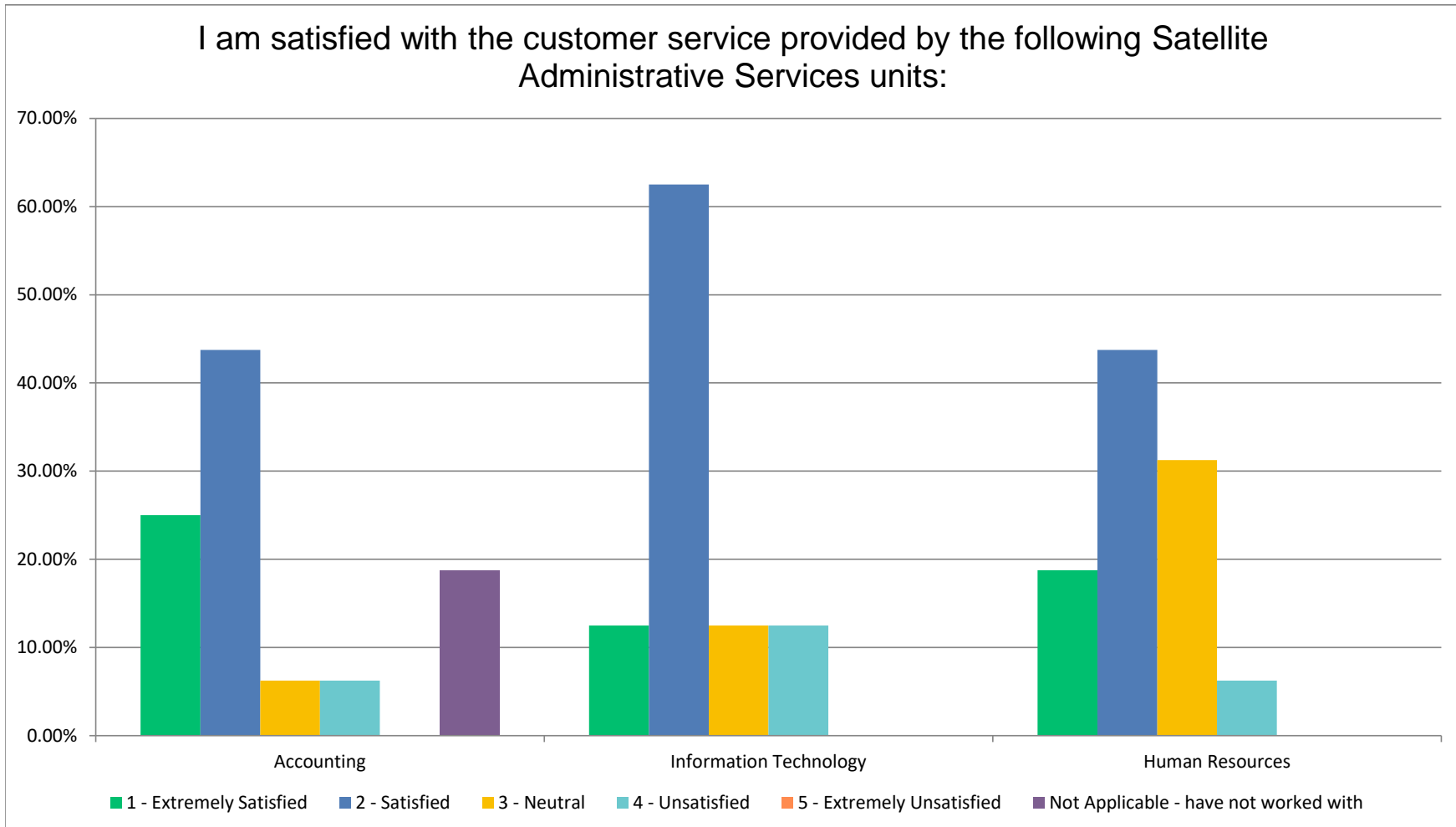
Answered 16



**Appendix 2: Feedback Survey of Orange County Public Works (OCPW) Administrative Services
by Non-Administrative Services Staff**

Question: I am satisfied with the customer service provided by the following Satellite Administrative Services units:

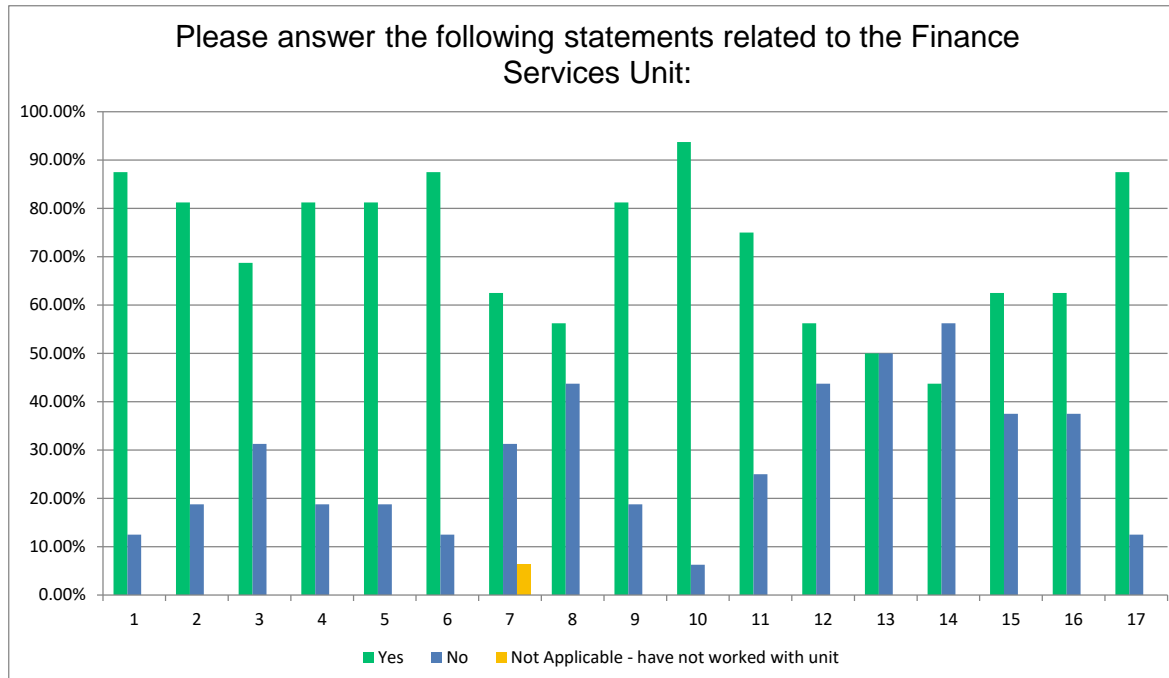
Answer Choices	1 - Extremely Satisfied		2 - Satisfied		3 - Neutral		4 - Unsatisfied		5 - Extremely Unsatisfied		Not Applicable - have not worked with		Total
Accounting	25.00%	4	43.75%	7	6.25%	1	6.25%	1	0.00%	0	18.75%	3	16
Information Technology	12.50%	2	62.50%	10	12.50%	2	12.50%	2	0.00%	0	0.00%	0	16
Human Resources	18.75%	3	43.75%	7	31.25%	5	6.25%	1	0.00%	0	0.00%	0	16
Answered													16



Appendix 2: Feedback Survey of Orange County Public Works (OCPW) Administrative Services by Non-Administrative Services Staff

Question: Please answer the following statements related to the Finance Services Unit:

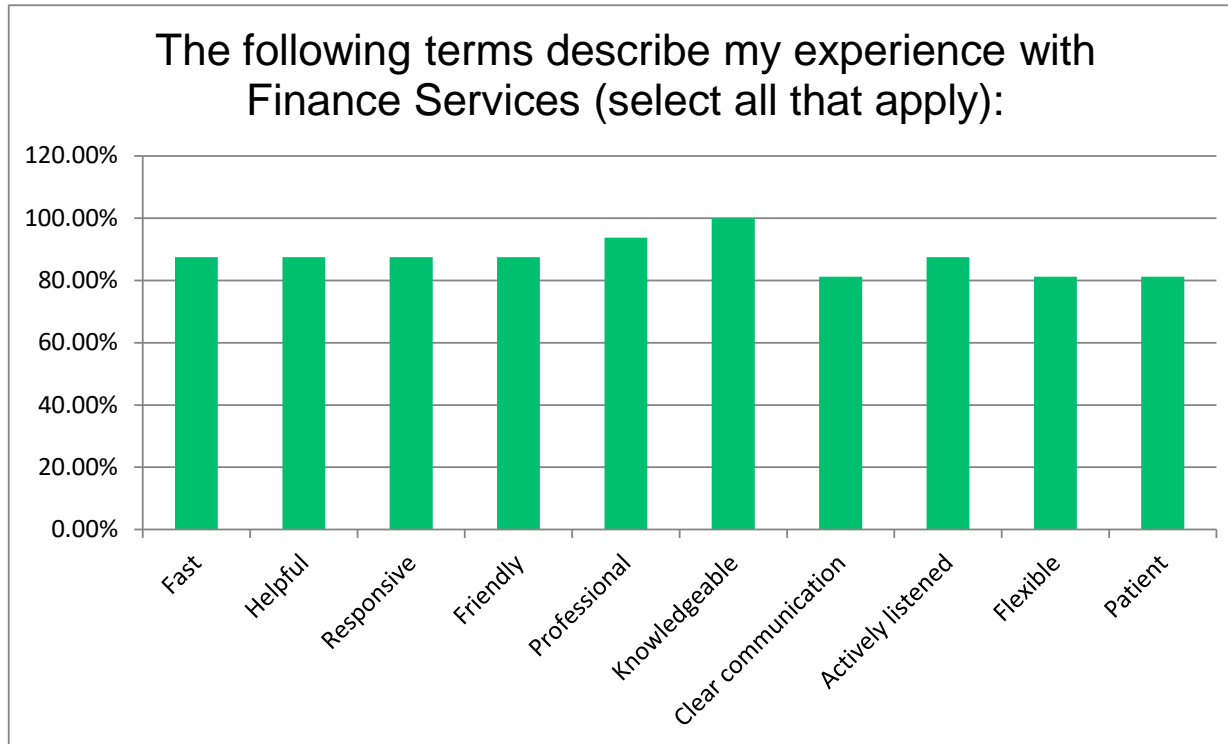
Answer Choices	Yes		No		Not Applicable - have not worked with unit		Total
1 I understand the purpose, activities and responsibilities of the Finance Services Unit.	87.50%	14	12.50%	2	0.00%	0	16
2 I receive adequate information to understand Finance Services' roles and responsibilities related to requisitions.	81.25%	13	18.75%	3	0.00%	0	16
3 I receive adequate information to understand Finance Services' roles and responsibilities related to budgeting.	68.75%	11	31.25%	5	0.00%	0	16
4 I receive adequate information to understand my role and responsibilities related to budgeting.	81.25%	13	18.75%	3	0.00%	0	16
5 I receive adequate information to know what is expected of me related to budgeting.	81.25%	13	18.75%	3	0.00%	0	16
6 I receive adequate information to know what is expected of me related to requisitions.	87.50%	14	12.50%	2	0.00%	0	16
7 I understand why Finance Services questions requisitions that have been approved by management.	62.50%	10	31.25%	5	6.25%	1	16
8 I perform budgeting or other activities that I believe are duplicative of activities performed by Finance Services.	56.25%	9	43.75%	7	0.00%	0	16
9 I receive adequate information about the annual budget process.	81.25%	13	18.75%	3	0.00%	0	16
10 I receive adequate notification of the annual budget timeline.	93.75%	15	6.25%	1	0.00%	0	16
11 I receive adequate time to complete and respond to information requests.	75.00%	12	25.00%	4	0.00%	0	16
12 I receive adequate information explaining why a quick turnaround of information is required.	56.25%	9	43.75%	7	0.00%	0	16
13 I receive adequate information to know why information is being requested.	50.00%	8	50.00%	8	0.00%	0	16
14 I receive adequate information to know what Finance Services does with the information provided.	43.75%	7	56.25%	9	0.00%	0	16
15 I meet regularly with the Finance Services analyst assigned to my service area.	62.50%	10	37.50%	6	0.00%	0	16
16 I receive regularly communication from the Finance Services analyst assigned to my service area.	62.50%	10	37.50%	6	0.00%	0	16
17 I have a good working relationship with the Finance Services analyst assigned to my service area.	87.50%	14	12.50%	2	0.00%	0	16
Answered							16



**Appendix 2: Feedback Survey of Orange County Public Works (OCPW) Administrative Services
by Non-Administrative Services Staff**

Question: The following terms describe my experience with Finance Services (select all that apply):

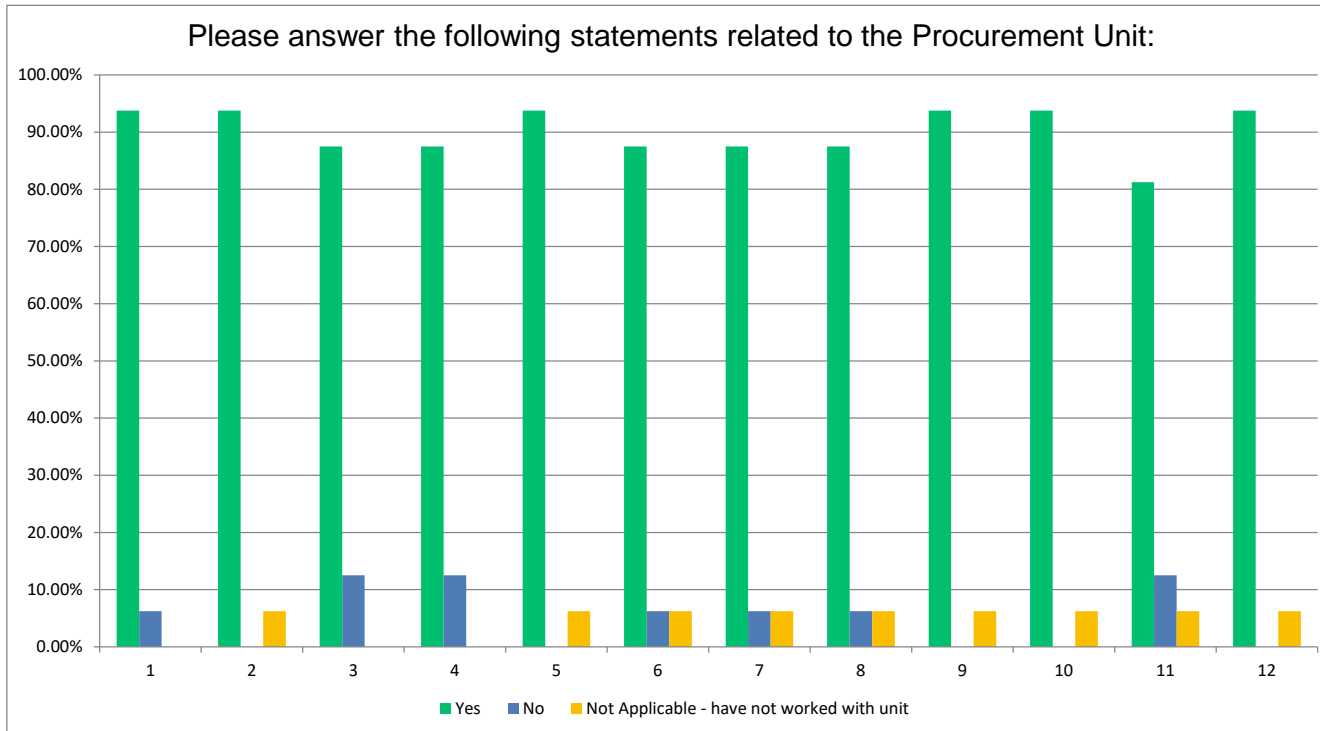
Answer Choices	Responses	
Fast	87.50%	14
Helpful	87.50%	14
Responsive	87.50%	14
Friendly	87.50%	14
Professional	93.75%	15
Knowledgeable	100.00%	16
Clear communication	81.25%	13
Actively listened	87.50%	14
Flexible	81.25%	13
Patient	81.25%	13
Answered		16



Appendix 2: Feedback Survey of Orange County Public Works (OCPW) Administrative Services by Non-Administrative Services Staff

Question: Please answer the following statements related to the Procurement Unit:

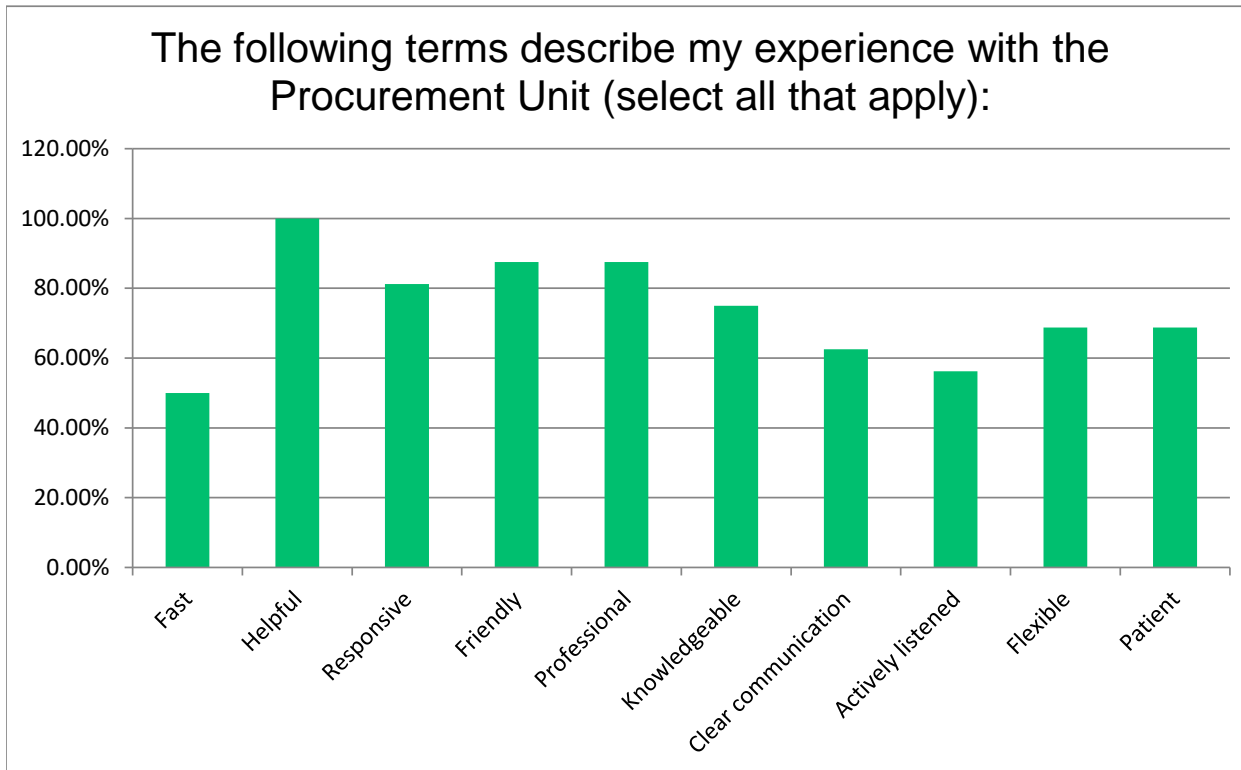
Answer Choices	Yes	No	Not Applicable - have not worked with unit	Total
1 I understand the purpose, activities and responsibilities of the Procurement Unit.	93.75%	6.25%	0.00%	16
2 I receive adequate time to complete and respond to information requests.	93.75%	0.00%	6.25%	16
3 I receive adequate information about the procurement process to obtain services.	87.50%	12.50%	0.00%	16
4 I receive adequate information about the procurement process to obtain goods.	87.50%	12.50%	0.00%	16
5 I receive adequate notification of the status of my requests for bids/quotes/proposals (RFB/RFQ/RFP).	93.75%	0.00%	6.25%	16
6 I receive adequate opportunities to review the bid specifications or scope of work/services prior to the request for bid/quote/proposal being published.	87.50%	6.25%	6.25%	16
7 I receive adequate information about purchasing to understand my role and responsibilities vs. Procurement Services.	87.50%	6.25%	6.25%	16
8 I receive adequate information to know what is expected of me related to purchasing.	87.50%	6.25%	6.25%	16
9 I receive adequate time to complete and respond to information requests.	93.75%	0.00%	6.25%	16
10 I receive adequate information explaining why a quick turnaround of information is required.	93.75%	0.00%	6.25%	16
11 I receive adequate information to know why information is being requested.	81.25%	12.50%	6.25%	16
12 I have a good working relationship with the Procurement Unit staff assigned to my service area.	93.75%	0.00%	6.25%	16
			Answered	16



**Appendix 2: Feedback Survey of Orange County Public Works (OCPW) Administrative Services
by Non-Administrative Services Staff**

Question: The following terms describe my experience with the Procurement Unit (select all that apply):

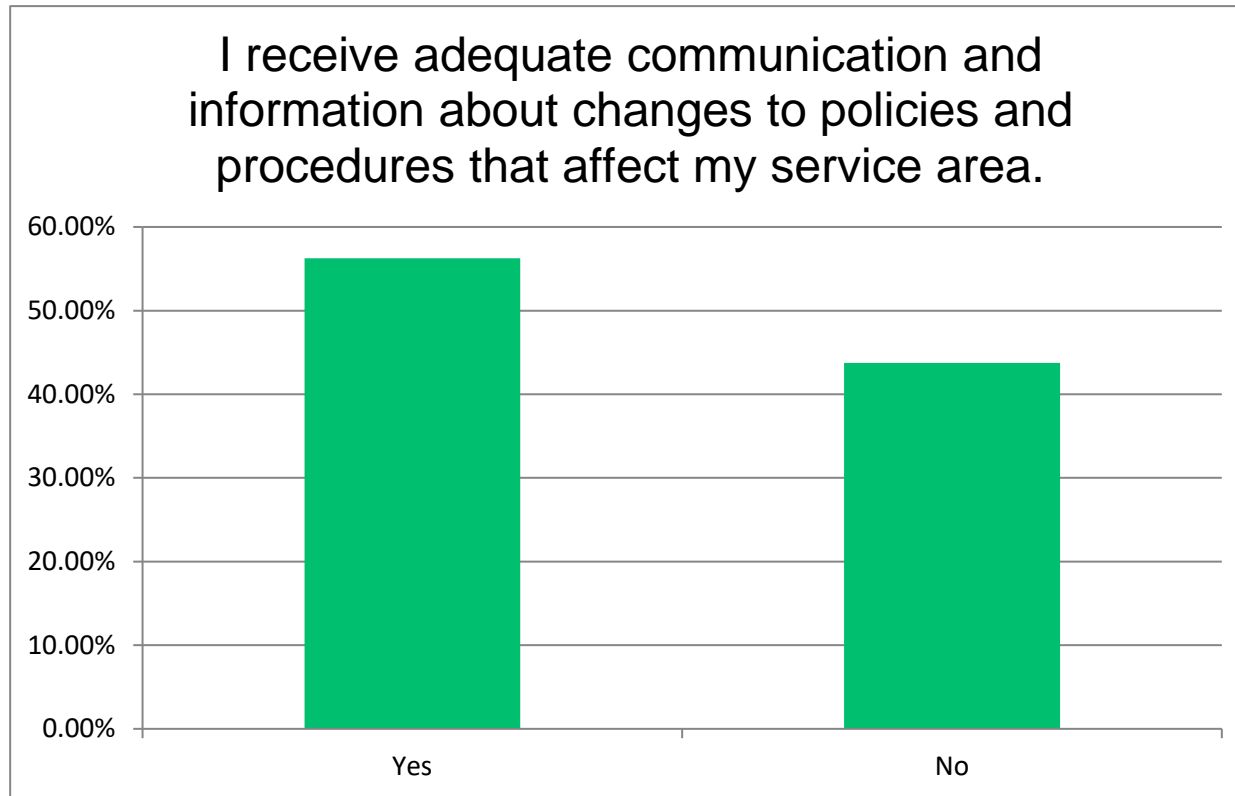
Answer Choices	Responses	
Fast	50.00%	8
Helpful	100.00%	16
Responsive	81.25%	13
Friendly	87.50%	14
Professional	87.50%	14
Knowledgeable	75.00%	12
Clear communication	62.50%	10
Actively listened	56.25%	9
Flexible	68.75%	11
Patient	68.75%	11
Answered		16



**Appendix 2: Feedback Survey of Orange County Public Works (OCPW) Administrative Services
by Non-Administrative Services Staff**

Question: I receive adequate communication and information about changes to policies and procedures that affect my service area.

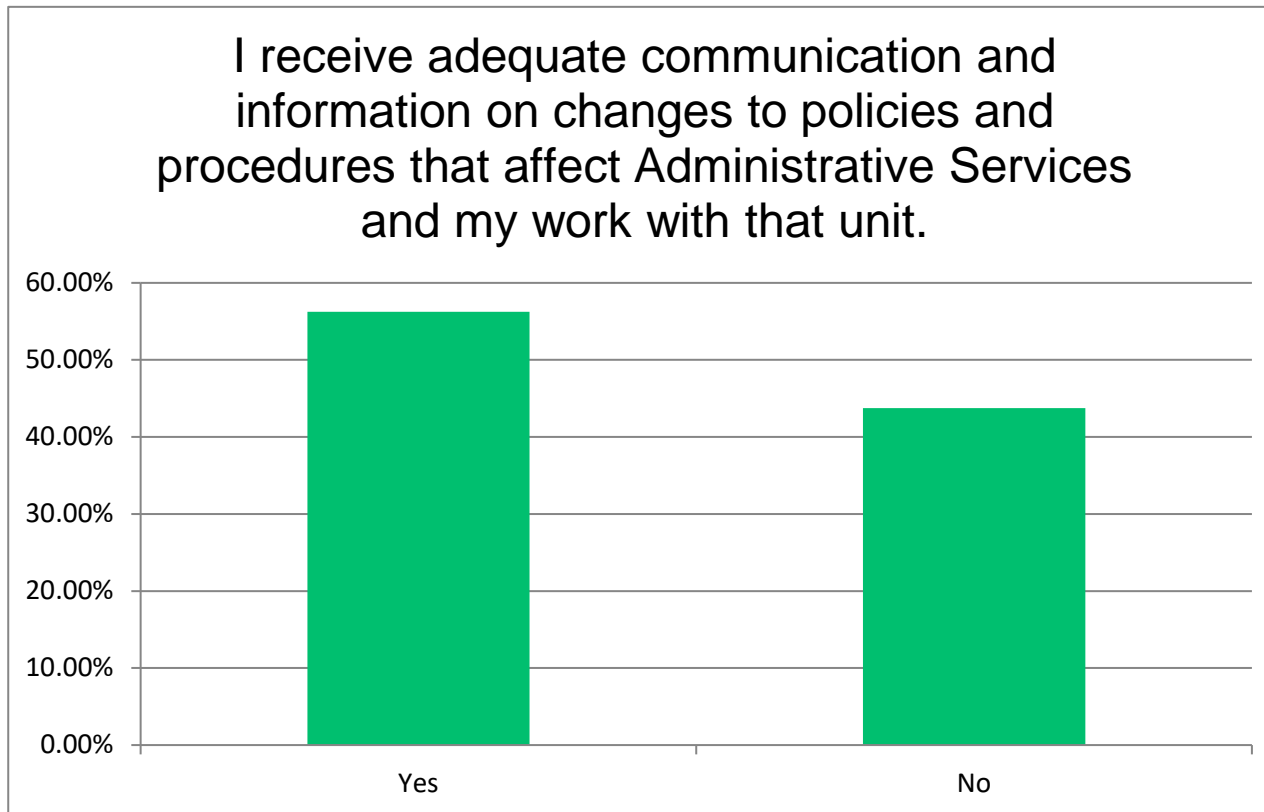
Answer Choices	Responses	
Yes	56.25%	9
No	43.75%	7
	Answered	16



**Appendix 2: Feedback Survey of Orange County Public Works (OCPW) Administrative Services
by Non-Administrative Services Staff**

Question: I receive adequate communication and information on changes to policies and procedures that affect Administrative Services and my work with that unit.

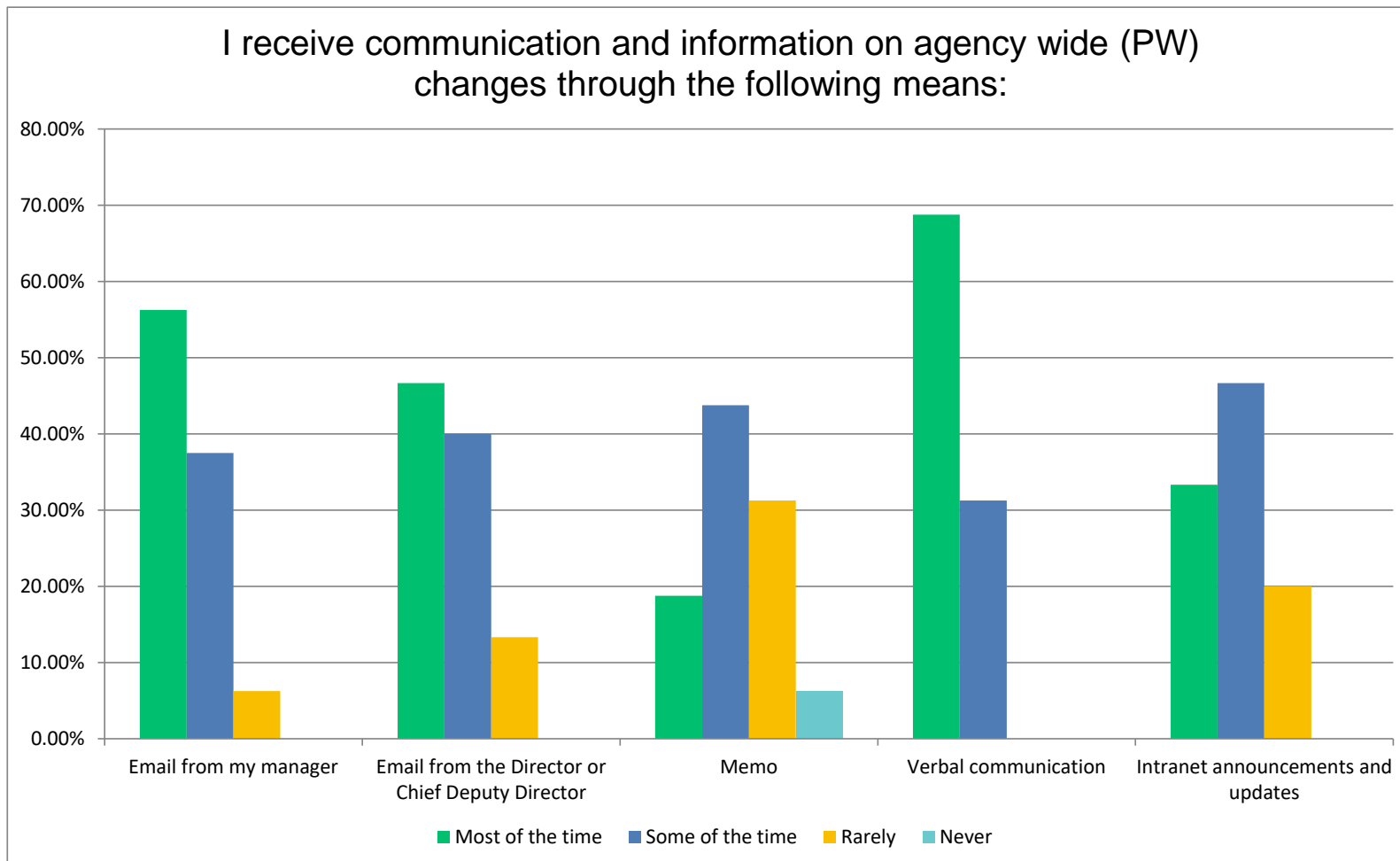
Answer Choices	Responses	
Yes	56.25%	9
No	43.75%	7
	Answered	16



**Appendix 2: Feedback Survey of Orange County Public Works (OCPW) Administrative Services
by Non-Administrative Services Staff**

Question: I receive communication and information on agency wide (PW) changes through the following means:

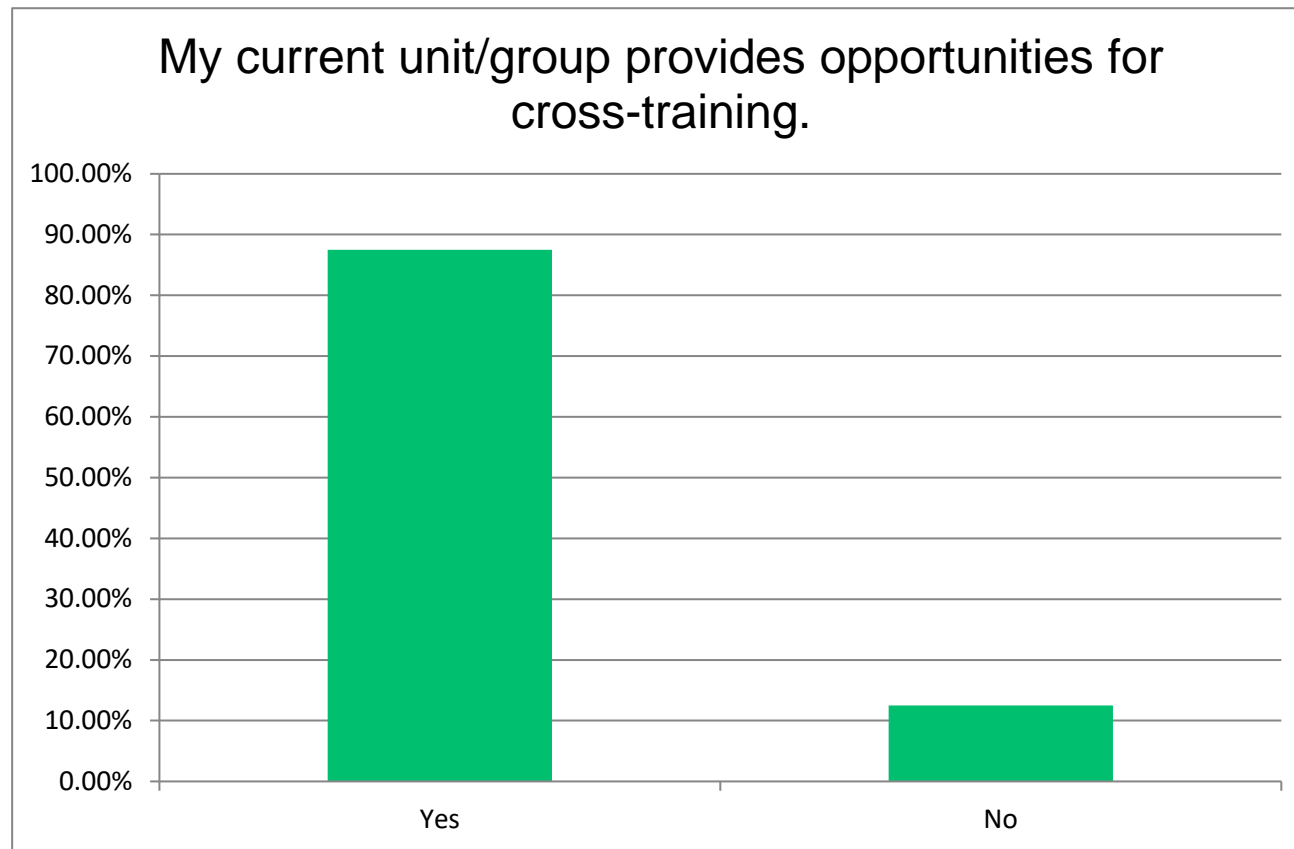
Answer Choices	Most of the time	Some of the time	Rarely	Never	Total				
Email from my manager	56.25%	9	37.50%	6	6.25%	1	0.00%	0	16
Email from the Director or Chief Deputy Director	46.67%	7	40.00%	6	13.33%	2	0.00%	0	15
Memo	18.75%	3	43.75%	7	31.25%	5	6.25%	1	16
Verbal communication	68.75%	11	31.25%	5	0.00%	0	0.00%	0	16
Intranet announcements and updates	33.33%	5	46.67%	7	20.00%	3	0.00%	0	15



**Appendix 2: Feedback Survey of Orange County Public Works (OCPW) Administrative Services
by Non-Administrative Services Staff**

Question: My current unit/group provides opportunities for cross-training.

Answer Choices	Responses	
Yes	87.50%	14
No	12.50%	2
Answered		16



Finding 1

- Department partially agrees with the finding – Administrative Services (AS) will develop desk procedures for all justifiable gaps within the AS functional units. Desk procedures will be completed by June 2023.
 - Desk procedures will clearly define and document roles and responsibilities and expectations of each functional unit; including key staff duties.
 - Desk procedures will assist in cross-training for both existing AS employees and new hires to ensure efficiency and consistency.

Finding 2

- Department agrees with the finding – Administrative Services will establish AS internal P&P to establish a routine review cycle for all department P&Ps. P&Ps will be reviewed and updated by June 30, 2023.

Finding 3

- Department agrees with the finding - OCPW is working closely with HR to recruit and prioritize key positions in the Administrative Services functional areas to provide efficient and stable workload and appropriate staffing levels. This action has been implemented.

Finding 4

- Department partially agrees with the finding - Admin services will continue to track metrics for critical tasks within the functional areas for procurement requisitions, number of ASR's processed annually, annual trainings provided and total number of boxes stored at County Records Center for records retention purposes. Admin Services team will implement a staff time tracking method for those critical tasks by June 2023 to determine total number of hours spent on each critical task and implement during July 2023.