

AREA	RECOMMENDATIONS	MANAGEMENT RESPONSE	MANAGEMENT RESPONSE - FEEDBACK
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Accounting	<p>Consideration should be given to increasing accounting related training among ROV staff to ensure that all members of the ROV are aware of appropriate accounting policies and procedures to enhance the process and working knowledge. The accounting function should also periodically conduct surveys to evaluate the satisfaction of their internal customers and obtain feedback for process improvement.</p>	Concur	<p>Registrar of Voters management agrees with the recommendation to improve awareness of administration processes and requirements across all functional areas of the department. Planning for improved communication and training regarding the accounting function has begun. We expect this educational effort will be rolled out within the next three months, assuming vacant positions in Administration are filled within that time. The program will be iterative, evolving over the initial 12 to 18 months based on surveys to evaluate the retention of information.</p>
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	<p>MGT recommends the Accounting Function implements key performance metrics, including days payable outstanding, invoice cycle time, invoice exception rate, payment error rate, and customer satisfaction. In addition, the Accounting Function should enhance procedures to ensure that invoices are processed in a timely manner as desired by ROV management.</p>	Concur	<p>As part of the overview of the department's goals for the coming year, Registrar of Voters management had already identified a need to update department performance metrics. Following department Mission, Vision and Values workshops on August 1, and 2, 2023 for all staff, working groups will be formed to develop and recommend key performance metrics in all functional areas before the department submits its proposed budget for 2024-25. MGT's metrics examples will be considered as will the elements of performance that are wholly under the control of the department and the availability of data. Additionally, desk top procedures will be updated to include target process times and the requirement to document any occurrences that delay the ability to meet targeted timing.</p>
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Budget

	<p>Consideration should be given to increasing budgeting related training among ROV staff to ensure that all members of the Department are aware of appropriate budget policies and procedures to enhance the process and working knowledge between the administrative functions and the service areas. Additionally, the budget function should periodically communicate updated budget information to the managers of the service areas. The budget function should also conduct surveys to evaluate the satisfaction of their internal customers and obtain feedback for process improvement.</p>	Concur	<p>Registrar of Voters management agrees with the recommendation to improve awareness of administration processes and requirements across all functional areas of the department. Planning for improved communication and training regarding the accounting function has begun. We expect this educational effort will be rolled out within the next three months, assuming vacant positions in Administration are filled within that time. The program will be iterative, evolving over the initial 12 to 18 months based on surveys to evaluate the retention of information.</p>
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	<p>MGT recommends the budget function implements key performance metrics. An example of a key performance metric that can be implemented is budget vs actual variance by service area. The updated budgeted amounts should be communicated to the managers of the service areas throughout the year to ensure that the service areas have an understanding of the funds available throughout the year.</p>	Concur	<p>As part of the overview of the department's goals for the coming year, Registrar of Voters management had already identified a need to update department performance metrics. Following department Mission, Vision and Values workshops on August 1, and 2, 2023 for all staff, working groups will be formed to develop and recommend key performance metrics in all functional areas before the department submits its proposed budget for 2024-25. MGT's metrics examples will be considered as will the elements of performance that are wholly under the control of the department and the availability of data. As stated above, Registrar of Voters management supports improved communication.</p>
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Human Resources

	<p>Consideration should be given to increasing human resources-related training and communication among ROV staff to ensure that all members of the ROV are aware of appropriate policies and procedures to enhance the process and working knowledge between the administrative functions and the service areas. The human resources function should also periodically conduct surveys to evaluate the satisfaction of their internal customers and obtain feedback for process improvement.</p>	Concur	<p>Registrar of Voters management agrees with the recommendation to improve awareness of administration processes and requirements across all functional areas of the department. Planning for improved communication and training regarding the accounting function has begun. We expect this educational effort will be rolled out within the next three months, assuming vacant positions in Administration are filled within that time. The program will be iterative, evolving over the initial 12 to 18 months based on surveys to evaluate the retention of information.</p>
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MGT recommends the ROV work with the County's Central HR Department in developing a plan to decrease the time it takes to have recruiters assigned to their job openings. This would be a proactive effort on the ROV's side to work with Central HR and identify solutions to better meet the needs of the ROV's internal customers. The ROV could potentially ask Central HR for one or two dedicated recruiters that would work closely with the ROV. These recruiters could work with other departments when ROV is not actively hiring new positions; however, when ROV is actively hiring, these recruiters could be made available and could keep the process moving forward, thus streamlining, and potentially decreasing the overall time it takes to hire new permanent employees. Also, having dedicated recruiters in Central HR could potentially lead to great efficiencies as these recruiters will be able to build an understanding of the candidates that would best fit the needs of the ROV.

Concur

Registrar of Voters management is committed to continuing to work collaboratively with the HRS Recruiting team on effective recruitments for FTE staff. The department will reach out to HRS Recruitment services to renew discussions about opportunities to have a dedicated recruiter that is assigned to the department's recruitments. While the audit does not discuss the data in Table 1 regarding the length of time permanent positions have been vacant, Registrar of Voters management would like to highlight that the data includes positions that were kept vacant for completion of a classification study.

MGT recommends the human resources function implements key performance metrics. Days to hire permanent and temporary positions and total acceptable number of performance evaluations that are returned to managers for additional comments or revisions each year are examples of human resources related performance metrics that the ROV can implement. The human resources function's performance and activities should be communicated to the service areas managers throughout the year to ensure that the service areas understand the human resources function's performance and activities at any given time for their service areas.

Concur

As part of the overview of the department's goals for the coming year, Registrar of Voters management had already identified a need to update department performance metrics. Following department Mission, Vision and Values workshops on August 1, and 2, 2023 for all staff, working groups will be formed to develop and recommend key performance metrics in all functional areas before the department submits its proposed budget for 2024-25. MGT's metrics examples will be considered as will the elements of performance that are wholly under the control of the department and the availability of data. As stated above, Registrar of Voters management supports improved communication.

MGT recommends the ROV update its current organizational chart by possibility removing the dotted lines from the chart. The ROV should consider moving the Deputy Director of Operations to the same level as the Deputy Director of Administration and the Community Outreach Manager and display the reporting lines for all employees under the manager's levels.

Concur

The Registrar of Voters agrees that the organizational chart should be updated to clearly communicate the reporting structure, position levels and service areas. A revised chart will be completed within 30 days.

Procurement

Consideration should be given to increasing procurement-related training among ROV staff to ensure that all members of the ROV are aware of appropriate procurement policies and procedures to enhance the process and working knowledge between the administrative functions and service areas. The procurement function should also periodically conduct surveys to evaluate the satisfaction of their internal customers and obtain feedback for process improvement.

Concur

Registrar of Voters management agrees with the recommendation to improve awareness of administration processes and requirements across all functional areas of the department. Planning for improved communication and training regarding the accounting function has begun. We expect this educational effort will be rolled out within the next three months, assuming vacant positions in Administration are filled within that time. The program will be iterative, evolving over the initial 12 to 18 months based on surveys to evaluate the retention of information.

The procurement function should implement key performance metrics to assess performance. Key performance metrics that can be implemented include average time to assign procurement requisitions to a buyer, average time to execute contracts by procurement method, percentage of procurement requisitions executed on time, percentage of unit staff trained in procurement procedures, and customer satisfaction.

Concur

As part of the overview of the department's goals for the coming year, Registrar of Voters management had already identified a need to update department performance metrics. Following department Mission, Vision and Values workshops on August 1, and 2, 2023 for all staff, working groups will be formed to develop and recommend key performance metrics in all functional areas before the department submits its proposed budget for 2024-25. MGT's metrics examples will be considered as will the elements of performance that are wholly under the control of the department and the availability of data.

Facilities Management

MGT recommends the facilities management function establishes policies and procedures that can be used to provide guidance and implements key performance metrics including, active work orders, completed work orders, time to work order completion, and preventive vs reactive maintenance.

Concur

As part of the overview of the department's goals for the coming year, Registrar of Voters management had already identified a need to update department performance metrics. Following department Mission, Vision and Values workshops on August 1, and 2, 2023 for all staff, working groups will be formed to develop and recommend key performance metrics in all functional areas before the department submits its proposed budget for 2024-25. MGT's metrics examples will be considered as will the elements of performance that are wholly under the control of the department and the availability of data.

Information Technology

The information technology function should also periodically conduct surveys to evaluate the satisfaction of their internal customers and obtain feedback for process improvement.

Concur

Registrar of Voters management agrees with the recommendation to utilize surveys to determine effectiveness and satisfaction with internal services. The department will enhance our current survey program to incorporate the services of the Information Technology function within six months.

MGT recommends the information technology function implements key performance metrics. Examples of IT related key performance metrics include resolution time, first contact resolution, customer satisfaction rating, support tickets opened vs solved, and transfer rate. In addition, the information technology function should enhance procedures to ensure that IT work orders are closed in a timely manner as desired by ROV management.

As part of the overview of the department's goals for the coming year, Registrar of Voters management had already identified a need to update department performance metrics. Following department Mission, Vision and Values workshops on August 1, and 2, 2023 for all staff, working groups will be formed to develop and recommend key performance metrics in all functional areas before the department submits its proposed budget for 2024-25. MGT's metrics examples will be considered as will the elements of performance that are wholly under the control of the department and the availability of data. Additionally, desk top procedures will be updated to include target process times and the requirement to document any occurrences that delay the ability to meet targeted timing.

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