



ORANGE COUNTY
OC Public Works
MEMORANDUM

County Administration South
801 North Ross Street
Santa Ana, CA 92701

P.O. Box 4048
Santa Ana, CA 92702


(714) 667-8800

info@ocpublicworks.com

[OC Public Works.com](http://ocpublicworks.com)

To: Lilly Simmering, Deputy County Executive Officer

From: Tim Corbett, Chief Deputy Director, OC Public Works
on behalf of James Treadaway, Director, OC Public Works

Date: October 11, 2022 

Subject: Performance Audit of the OC Public Works' Administrative Services Unit

Attached you will find the OC Public Works' responses to the observations and recommendations resulting from the performance audit conducted by Macias Gini & O'Connell LLP and documented by them on their report dated September 2, 2022.

Please contact me or James Treadaway if you have any questions.

cc: Lala Oca Ragen, Director, Performance Management and Policy
James Treadaway, Director, OC Public Works

OC PUBLIC WORKS RESPONSE TO MGO PERFORMANCE AUDIT REPORT FINDINGS

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 due to the Unit's functional areas' and staff's roles and responsibilities not being clearly defined, documented, and communicated.

Department's Response:

Department partially agrees with the finding. Administrative Services (AS) is in the process of identifying County policies and procedures that may be applicable for use by the department. To assist staff in understanding their roles and responsibilities, AS will then develop desk procedures that will strategically fill in all identified and justifiable gaps within AS and its 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. As part of their implementation, the procedures will be included for discussion (communicated) at staff meetings of the AS functional units and will be updated as needed, with the goal of adopting them as best practices.
- Desk procedures will be used in cross-training for both existing AS employees and new hires to ensure efficiency and consistency in managing roles, responsibilities, and expectations within AS and its functional units.

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

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.

Department's Response:

Department agrees with the finding – AS will review existing policies and procedures (P&Ps) and update them to reflect the actual tasks being performed and the time it should take to perform the tasks. P&Ps will also distinguish between Unit tasks and those performed in the department's other service areas. In addition, AS will establish a routine review cycle for all department P&Ps. P&Ps will be reviewed and updated by June 30, 2023.

Finding 3: Increased Workload

The Unit's staff experienced increased workloads during fiscal years 2020 and 2021 due to vacancies and the County-wide hiring freeze.

Department's Response:

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, equitable and stable workload and appropriate staffing levels. This action has been implemented.

Finding 4: Performance Metrics

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.

Department's Response:

Department partially agrees with the finding – Based on desk procedures that will be developed to assist staff in understanding their roles and responsibilities, reflect the time requirements for accomplishing tasks, and management of staff expectations, AS will establish and track performance metrics for critical tasks within the functional areas for procurement requisitions, number of Agenda Staff Reports processed annually, annual trainings provided and total number of boxes stored at County Records Center for records retention purposes. The AS 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. Performance metrics will be reported at least every six months to help determine the need to adjust staffing levels and workloads.