

Attachment A: Audit Scope – Executive & Council Efficiency Study

Propose Audit Engagement

Performance Audit of the Structure and Staffing of the Executive Office and Council Office

Audit Objective

Determine the efficiency and effectiveness of the staffing structures of the Executive Office and Council Office.

Audit Scope

Existing and past staffing structures of both offices, including historical trends over the past ten calendar years.

Audit Approach

- Conduct interviews with management and key staff of the Executive Office and Council Office to identify key roles and responsibilities and to gain an understanding of the organizational structure of each office, the functional responsibilities of key personnel and organizational units, and the allocation of workload to such units and personnel.
- Review relevant background documents, such as strategic plans, mission and goals, budget information, performance metrics, annual reports, relevant statutes, and other general information regarding the role, responsibilities, functions, performance, and initiatives of the two offices.
- Review job descriptions and classification specifications for key personnel and, if warranted, initiate the completion of position description questionnaires to gain an understanding of the contemporary roles and responsibilities of staff and management with both offices. Understanding that a classification and compensation study may already be underway, this step may include a review of the work performed by the consultant as it relates to the Executive Office and Council Office.
- Evaluate the organizational structures of each office, including reporting relationships, span of control, and the allocation of staffing resources.
- Conduct benchmark research to gain an understanding of the structures of Executive and Council offices in other similarly situated counties and, possibly, cities.
- Obtain and analyze historical budget and staffing data for both offices.
- Obtain and review the allocation of workload, including workload indicators, output or outcome indicators, and other evidence of the work performed and accomplished with existing staffing resources, and otherwise measure the quantity and necessity of the work performed.
- Assess, given the responsibilities of both offices, what work is and is not accomplished with the positions currently allocated to each office.

Preliminary Proposed Budget

We propose to complete this audit engagement with a budget of \$75,000.