

# Office of Auditor General (OAG) Audit Recommendation Follow-Up as of April 30, 2024



# Audit Recommendation Follow-up as of April 30, 2024

The following presents the **quarterly** status of audit recommendations since the last follow-up presented to the Audit Committee:

Item #	Fiscal Year	Report Number	Audit Title <i>(linked to final audit report)</i>	Report Issue Date	Recommendations			
					Total	Previously Closed	Closed this Period	Outstanding
1	2022	22-1002	<a href="#">IT Technology Platform Implementation and Hardware Acquisition &amp; Management</a>	September 2022	5	3	2	0
2	2023	23-1001	<a href="#">Succession Planning and Leadership Development</a>	February 2023	2	1	0	1
3	2023	23-1003	<a href="#">Employee Evaluation Process</a>	September 2023	4	1	2	1
4	2024	24-1001	<a href="#">Food and Nutrition Services</a>	December 2023	3	0	1	2*
5	2024	24-1002	<a href="#">Facilities Maintenance</a>	February 2024	11	0	1	10*

\*These recommendations were **not** due as of April 30, 2024.

# Audit Recommendation Follow-up as of April 30, 2024 (cont'd)

The following presents the **quarterly** status of audit recommendations since the last follow-up presented to the Audit Committee:

Item #	Fiscal Year	Report Number	Audit Title <i>(linked to final audit report)</i>	Report Issue Date	Recommendations			
					Total	Previously Closed	Closed this Period	Outstanding
6	2024	24-13111	<a href="#">Business Process Audit - Holmes Middle School</a>	February 2024	1	0	0	1*
7	2024	24-13437	<a href="#">Business Process Audit - Bull Run Elementary School</a>	May 2024	1	0	0	1*
8	2024	24-13141	<a href="#">Business Process Audit - Poe Middle School</a>	May 2024	1	0	0	1*
				<b>Total</b>	<b>28</b>	<b>5</b>	<b>6</b>	<b>17</b>

\*These recommendations were **not** due as of April 30, 2024.

The two remaining recommendations including **(1) Integrate Financial IT Asset Information with RequestIT** and **(2) Follow a Consistent Data Collection and Data Entry Process** are closed.

OAG verified that the Department of Information Technology (DIT) recently implemented Freshworks, a cloud-based IT service management software. OAG confirmed that DIT has configured the asset management module within the new IT Service Management tool to capture financial data for new assets.

# Item #2 - FY23 Succession Planning and Leadership Development

OAG noted that the recommendation to **develop a division-wide succession plan and enhance leadership development framework is currently past due but is in process.** Currently, six corrective actions remain outstanding:

## Management Updates -

1. Office of Professional Learning (OPL) is developing a plan for expansion of Professional Development (PD) for Schedule A employees, which requires additional funding.
2. A draft guidebook for mentoring and onboarding of new department staff has been created. OPL and Human Resources (HR) working together to determine the rollout of the guidebook and support for mentoring practices. This is stalled due to lack of OPL staffing.
3. OPL is seeking alternate funding for two operational specialist positions, however, funding for these positions are not currently in the budget.
4. OPL is seeking funding for developing a mentoring and coaching initiative for leaders in critical positions that align to national standards and practices, however, this year's budget did not include any new funding for developing new initiatives. OPL is also working to develop a cadre of seasoned principals to act as mentors through their Leading the Mission program. The program began last year as an opportunity to cultivate seasoned principals and use their knowledge and skills to support division initiatives like this. The program's second class is underway with 24 principals. OPL has been working with the Chief of Schools Office to review the Leadership Development Pipeline to included clearer expectations for mentoring.
5. OPL and HR has formed a joint working group to form a succession plan and explore the development policies and regulations to align with industry leading practices is in process. This work will be subsumed within the transitional work to the new Human Capital Management system. This component will align competencies and job descriptions to create pipelines for professional growth.
6. The action to expand pathways to leadership communication and opportunities has been deferred to Fall 2024.

- OAG verified and closed the following two recommendations:
  1. **Update the Performance Assessments and Evaluations Regulation:** OAG noted that Regulation 4440 was updated as of May 2024.
  2. **User Experience of MyPDE:** OAG verified that short tutorials are posted on the [EmployeeHub](#) that demonstrates how to complete employee assessment and evaluations in MyPDE. Also, OAG reviewed the enhanced dashboard that the Office of Employee Relations (OER) collaborated with Department of Information Technology to develop to facilitate tracking evaluation completions enhanced. In addition, OAG noted that OER has made more resources and trainings available throughout the school year.
- OAG noted that one recommendation is currently in process:
  1. **Employee Evaluation Monitoring and Communication:** OAG noted that the action to complete quality control checks of random employee files and run the completions is partially completed. OAG obtained access to the results of the quality control checks completed by OER for random samples of teachers and school-based administrators files. However, OAG confirmed that the quality control checks for operational employee files has not completed yet.

- OAG verified that one recommendation is closed:
  1. **Automation of Manual Processes:** OAG confirmed that as of March 2024, Food and Nutritional Services (FNS) has employed a full-time Employment Specialist who sits at Human Resources and two additional full-time Operation Specialists. In addition, FNS has also awarded a contract for the food service software that will be fully implemented in FY25.
- OAG noted that two recommendations are outstanding and are currently in process:
  1. **Benchmarking and Key Performance Indicators (KPI):** OAG noted that the implementation of FNS's new software system will provide on-demand reports for KPIs, which FNS will use to assess data-driven success at the district and school level. The KPIs that FNS aims to track are Meal Equivalents (MEQ), Meals Per Labor Hour (MPLH), Inventory Turnover Rate, Average Daily Participation (ADP), Cost Per MEQ, Revenue per MEQ, and Staff Turnover Rate.

**Management Updates** - Management expects that the corrective actions will be implemented by Fall 2024.
  2. **Update FNS Regulation:**

**Management Updates** - FNS has begun updating the regulations and expects to be completed by March 2025.

- OAG confirmed that the recommendation related to **benchmarking with other educational institutions** is closed. OAG reviewed the benchmarking information OFM compiled against other educational institutions such as Loudoun and Prince William County and industry standards.
- OAG noted that ten recommendations are outstanding but are not due until August 2024:

## Management Updates -

1. **Develop Written Procedures:** OFM has began developing standard operating procedures (SOP) and OFM has created an SOP committee that meets regularly to develop, review, and approve SOPs.
2. **Conduct Quality Review and Customer Surveys:** OFM is currently reorganizing the department and also working with DIT on a plan to replace the facilities maintenance software, TeamWorks.
3. **Enhance Preventive Maintenance:** The Trades for Tomorrow program has grown from four in 2019 to nearly 20 apprentices in 2024, however expanding the program requires additional resources.
4. **Form Dedicated Preventive Maintenance Team:** While the actions needed to address this recommendation are resource driven, OFM is hoping that custodial work throughout the summer, while school is out, and continuance of the dedicated night operations team will help to enhance preventative maintenance.

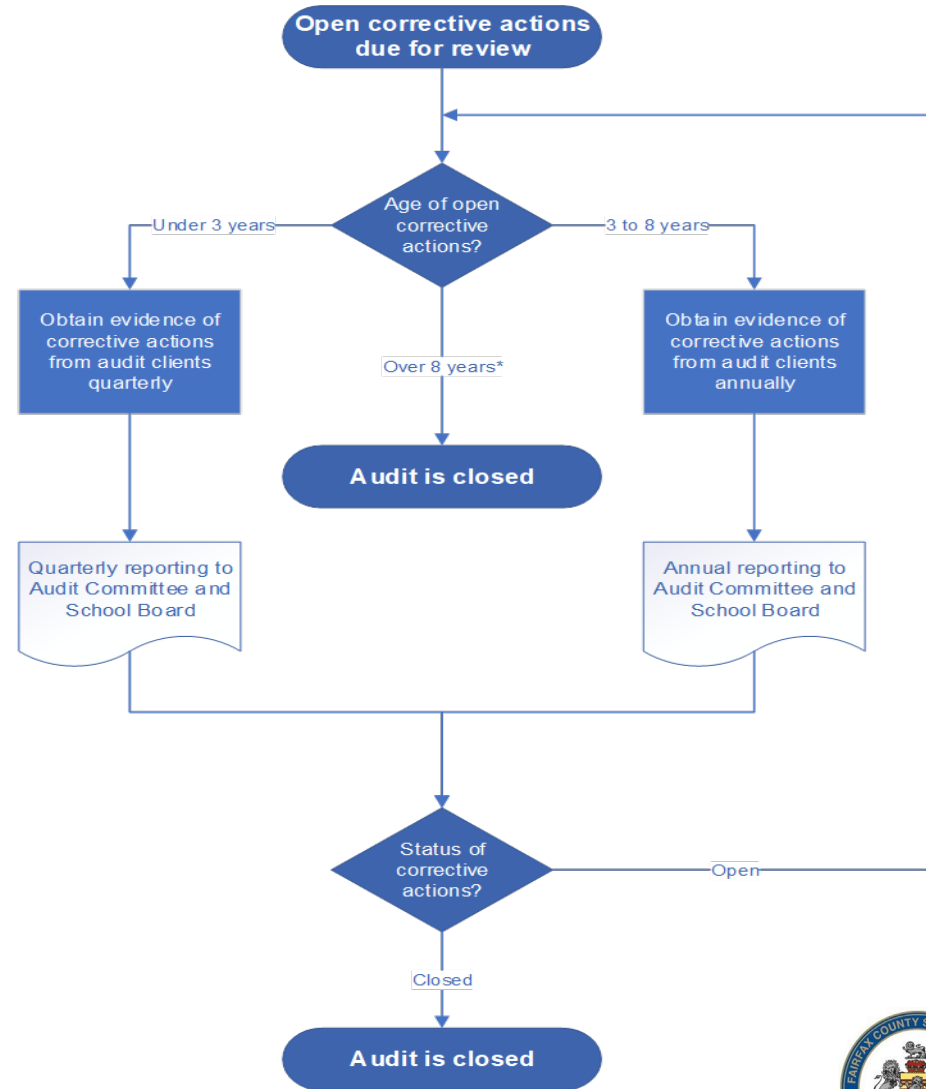


## Management Updates (Cont'd) –

5. **Continue Efforts to Develop Facilities Condition Assessment (FCA):** A draft request for proposal (RFP) was developed and submitted to Facilities leadership for review. OFM is anticipating that an FCA should be performed before the end of next school year.
6. **Utilize Software to Prioritize Preventive Maintenance:** OFM has developed a plan and working with DIT to explore options for obtaining a new software solution to replace TeamWorks.
7. **Establish and Track Key Performance Indicators (KPIs):** KPI's were developed to include measures related to sustainability, maintenance costs and the goals of the Joint Environmental Task Force (JET). The KPIs are currently being reviewed for approval by the Office of Strategy, Planning, and Learning.
8. **Communicate Results of KPIs:** KPI's were developed to include measures related to sustainability, maintenance costs and the goals of the Joint Environmental Task Force (JET). The KPIs are currently being reviewed for approval by the Office of Strategy, Planning, and Learning.
9. **Explore Information System Functionalities:** OFM has developed a plan and working with DIT to explore options for obtaining a new software solution to replace TeamWorks.
10. **Enhance Comprehensive Compliance Efforts:** OFM is working to develop a standard operating procedure (SOP) for compliance activities and establishing an ongoing monitoring mechanism.

# Appendix

- OAG conducts audit recommendation follow-up and reports results to the Audit Committee/School Board on a quarterly basis.
- If audit recommendations are open for more than three years, OAG will conduct follow-up and report to the Audit Committee/School Board on an annual basis.
- For audit recommendations open for more than eight years, the audit will be closed.



\* Per FCPS Records Management Manual and Library of Virginia, audit records are retained for 8 years after the fiscal year in which the audit report was published.