

INTERNAL AUDITS



CLIENT: Business Oregon

PROJECT: Administrative Support Function

SERVICE: Internal Audit

PROJECT COST: \$24,790

PROJECT TIMELINE: April – July 2016

COMPLETION DATE: July 2016

■ BACKGROUND

As Business Oregon's contracted internal auditors, PlanB Assurance performs various internal audits as identified within the Agency's annual audit plan. We have completed multiple audits including an Agency-wide risk assessment, Small Purchase Order Transaction System (SPOTS) program and transaction audits, a Loan Process audit, and have documented various processes and assessed workflows.

An audit of administrative support function occurred to:

1. Analyze how administrative staff are deployed throughout Business Oregon programs including:
 - Roles and responsibilities
 - Classification levels
 - Number of staff
 - Availability and Utilization
2. Identify industry standards regarding staffing ratios and organizational models used to support similar organizations' operational and programmatic functions.
3. Suggest alternative organizational structures and/or staffing models to Business Oregon to more effectively and efficiently provide administrative support.

■ CHALLENGE

Business Oregon had 137 positions, including 14 positions designated as administrative support located within its offices in Salem and Portland. The Agency had been in a state of fluctuation for the past several years with two Directors being appointed and a number of leadership positions experiencing a change in personnel. To better serve the needs of the State, the former Director determined that the Agency should bring certain business units together to form five distinct divisions in addition to the Oregon Arts Commission and the Cultural Trust Board. However, questions concerning the use and allocation of administrative support personnel, performance, and availability were continuously being raised.

■ SOLUTION

Our observations and analysis found the Agency had sufficient administrative resources (FTE) to support its needs but the allocation of those resources to various divisions and programs was not optimal. Other factors, such as multiple locations in Portland and Salem and the existence of underperforming personnel posed additional challenges to effectively allocating resources. A number of administrative "models" were identified to Business Oregon for consideration in determining the most effective allocation of its staff. Additionally, specific recommendations were provided focusing on providing performance evaluations, the development of current position descriptions, conducting desk audits, upgrading the classification of identified positions, and evaluating defined tasks for multiple positions.