

Office of Internal Audit

Performance Audit 13-02: Internal Support Services

July 2013

City Auditor

Stan Sewell, CPA, CGFM, CFE

Internal Auditor

Meghan Petty, CIA, CGAP





OFFICE OF INTERNAL AUDIT

Stan Sewell, City Auditor

July 17, 2013

To: Mayor Andy Berke
City Council Members

Subject: Internal Support Services (Report #13-02)

Dear Mayor Berke and City Council Members:

The attached report contains the results of our audit of Internal Support Services. The audit used a survey tool collaboratively developed with department heads to assess satisfaction rates with internal support services. The survey identified two areas of excellence and 20 areas needing improvement, based on thresholds of 90% or higher satisfaction and 30% or higher dissatisfaction from all survey respondents. For a high-level summary of survey results, see Exhibit 1 on page 3 in this report. A table of satisfaction rates for all areas under study can be found in Appendix C. Although we used 30% dissatisfaction rates as a threshold for concern, we encourage managers to evaluate negative ratings in detail for their respective areas.

Our audit provides detailed analysis of areas perceived as needing improvement to provide management with information to address areas of dissatisfaction. We recommended departments with an identified area needing improvement take action to address dissatisfaction with their services. We also recommended departments develop a customer satisfaction measurement tool and adopt standards for performance related to customer satisfaction ratings. Recognizing the importance of customer satisfaction measurement tools, our office will be adopting standards for satisfaction with our services as measured by a post-audit survey this year.

Please note that significant changes were made to the structure of city government since the start of our audit. Participants were asked to complete the Internal Support Services Survey in April 2013, the same month the new city administration took office. Our audit uses titles of departments and personnel that may no longer be accurate due to the changes; however,

we feel the nature of the responses and information provided herein to be valuable to department managers nonetheless.

We thank the management and staff of all city departments for their time and valuable input into this assessment of inter-departmental services.

Sincerely,

Stan Sewell, CPA, CGFM, CFE
City Auditor

Attachment

cc: Audit Committee Members
Travis McDonough, Chief of Staff
Jeff Cannon, Deputy Chief of Staff
Andrew Kean, Chief Operating Officer
Cary Bohannon, General Services Director
David Carmody, Purchasing Agent
Brian Kiesche, Fleet Manager
Doug Eckert, Deputy CIO
Todd Dockery, Human Resources Director
Daisy Madison, CFO
Wade Hinton, City Attorney

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AUDIT PURPOSE

This audit was conducted in accordance with the Office of Internal Audit's 2013 Audit Agenda. The objectives of this audit were to:

- Identify internal support services and their users; and
- Assess departmental satisfaction with current operations of internal support services.

BACKGROUND

City departments rely on centralized support services for a variety of functions to include: hiring personnel, advancing technology, managing fleet, representing legal interests, and processing payments. Though the use of such services is frequent, managers of the services do not often receive feedback in a comprehensive and strategic manner. This audit identified the services that support city departments and the users of those services. We then surveyed identified individuals within departments who routinely interact with internal support services to assess satisfaction with the services.

Internal support services are spread amongst various departments. During the course of our audit, we identified the following units of city government that primarily support other city departments:

- Finance and Administration Department
- General Services Department
- Information Services
- Personnel Department
- Office of the City Attorney

In Fiscal Year 2013, the City of Chattanooga budgeted approximately \$28 million (14% of the City's undesignated general fund/operating budget) to provide centralized services in these departments.

For each unit identified, we consulted with management to determine which services they provide to other city departments.

We then collaboratively developed questions to include in the survey related to those areas of service. We worked with department heads and managers to identify user groups of the internal support services for participating in our survey (e.g., a user group of the Purchasing Division would be purchasing contacts for departments, a user group of Information Services would be IS liaisons).

In total, we collectively identified 196 city employees across departments and levels of responsibility to participate in the Internal Support Services Survey. The survey was distributed to participants via email and responses were collected throughout April 2013 through an internet-based survey tool (Survey Monkey). The full survey is included as Appendix B. Of those identified participants, we had responses from 147 respondents (a 75% response rate).

Overall Results of Internal Support Services Survey

Survey results do not provide causal explanations- they simply provide a condition at a point in time. Results indicate the presence or absence of satisfaction with the service. We did not seek to determine whether the root of the dissatisfaction was due to a real problem or was a problem of perception. Survey results are provided to management as a risk assessment and decision-making tool. Management may follow up on specific issues to determine whether a problem of perception or a real problem exists that drives the satisfaction rates seen in the survey.

Overall, respondents were more satisfied with services than dissatisfied. The average level of satisfaction was 52%, with the range extending from 20-93%. The average level of dissatisfaction was 20%, with the range extending from 0-53%. A full reporting and visualization of satisfaction rates with individual services can be found in Appendices C and D.

We considered internal support services as essentially customer service functions provided for internal customers (City departments). In private industry, customer service satisfaction performance standards are typically set at 90% or higher levels of satisfaction. However, given that we surveyed exclusively internal customers in a government environment, we do not expect every service to meet this level of satisfaction.

For reporting purposes, we used the following system for rating internal support services: If 90% or more of all respondents expressed satisfaction, we considered it an area of excellence. If 30% or more of all respondents expressed dissatisfaction, we considered it as an area needing improvement. It should be noted that management should strive for excellence in all areas of service. While we used 30% dissatisfaction rates as a threshold for concern, we encourage managers to evaluate negative ratings in detail for their respective areas.

Exhibit 1 shows the results of the satisfaction ratings sorted highest to lowest. Higher percentages of satisfaction are considered better outcomes; whereas, higher percentages of dissatisfaction indicate worse outcomes.

Exhibit 1: Reported Areas of Excellence and Areas Needing Improvement

Areas of Excellence (90% or greater satisfaction rates)

Service Area	% Satisfied
Providing employee benefits	93%
Offering employee wellness opportunities	92%

Areas Needing Improvement (30% or greater dissatisfaction rates)

Service Area	% Dissatisfied
Disposal of surplus property	53%
Cost of repairs/maintenance	46%
Cost of leased vehicles	45%
Communication of procurement status	40%
Timeliness of procurement process	39%
Clarity of procurement procedures	39%
Approval process for procurements	38%
Facilitating employee promotions (Fire and Police)	36%
Management training	36%
Improving employee retention	34%
Recruiting a well-qualified workforce	33%
Cost-effectiveness of procured products and services	33%
Usefulness of management reports provided by Fleet	33%
Communication on project status	31%
Being a resource rather than a roadblock	31%
Timely approval of technology purchases	31%
Timeliness of response to @IS requests	31%
Processing recruits in a timely manner	30%
Clarity of payment procedures	30%
Providing employee training opportunities	30%

At the thresholds we established for the purpose of reporting, we identified two areas of perceived excellence – *Providing employee benefits* and *Offering employee wellness opportunities*. The Personnel Department should be commended for their role in providing these services to employees.

We also identified 20 areas perceived as needing improvement. All of our results were discussed with managers of the services asked about in our survey. We have also discussed survey results in detail with management for each of the services perceived as needing improvement.

FINDINGS AND RECOMMENDATIONS

General Services should consider results of the Internal Support Services survey and take appropriate action to remedy areas of dissatisfaction.

General Services provides support to other city departments and agencies in the areas of purchasing, building maintenance, real property management, mobile communication, and fleet services. Since all units within General Services are support services for city departments, they were all included in the survey.

Overall, Building Maintenance, Real Property Management, and the TN Valley Regional Radio Shop had satisfaction ratings that did not meet reporting thresholds we established (areas of excellence or needing improvement). Areas needing improvement were identified for the Purchasing and Fleet Maintenance Divisions.

Purchasing Division

The Purchasing Division is responsible for obtaining the maximum value at lowest possible cost through centralized purchasing. It also seeks to obtain the greatest possible revenue for the disposal of by-products and surplus items.

Of the 7 Purchasing services included in our survey, all but one (*Quality of procured products*) was perceived to be an area needing improvement (shown in Exhibit 2). *Disposal of surplus property* had the area of highest dissatisfaction in the survey at 53%.

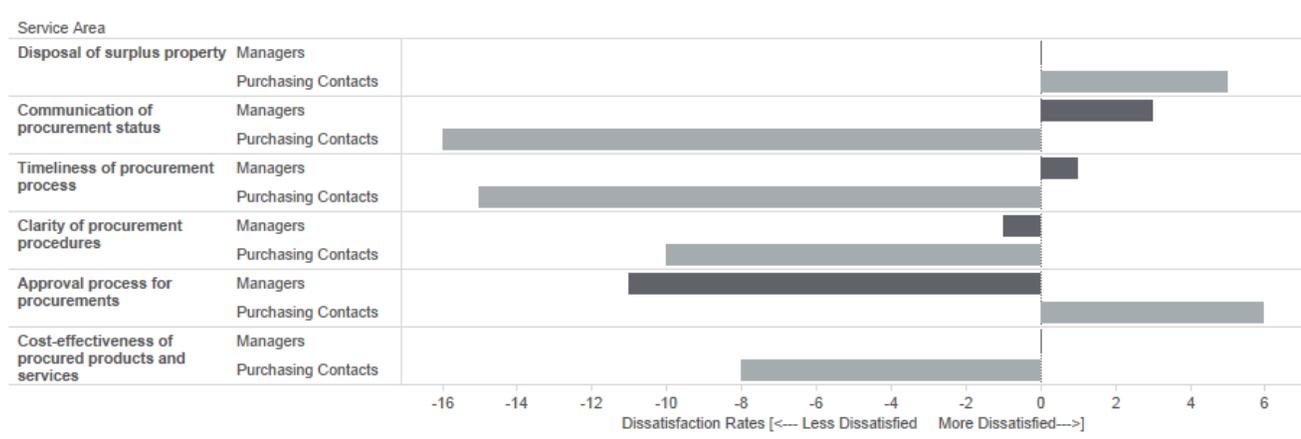
Exhibit 2: Areas within Purchasing Division Needing Improvement

Service Area	% Dissatisfied
Disposal of surplus property	53%
Communication of procurement status	40%
Timeliness of procurement process	39%
Clarity of procurement procedures	39%
Approval process for procurements	38%
Cost-effectiveness of procured products and services	33%

To determine whether a pattern of dissatisfaction was present within Purchasing Division's core user groups (managers and purchasing contacts), we isolated these groups and reported the difference in the percentage of respondents reporting dissatisfaction as compared to overall dissatisfaction rates.

Exhibit 3 shows rates of dissatisfaction among users of Purchasing services. The vertical line at zero represents rates of overall dissatisfaction seen in our survey results. Values less than zero indicate less dissatisfaction and values greater than zero indicate more dissatisfaction. Across the areas we asked about, purchasing contacts were less dissatisfied than overall respondents with two exceptions – *Approval process for procurements* and *Disposal of surplus property*. Managers had a lower rate of dissatisfaction than overall respondents and purchasing contacts with the *Approval process for procurements*.

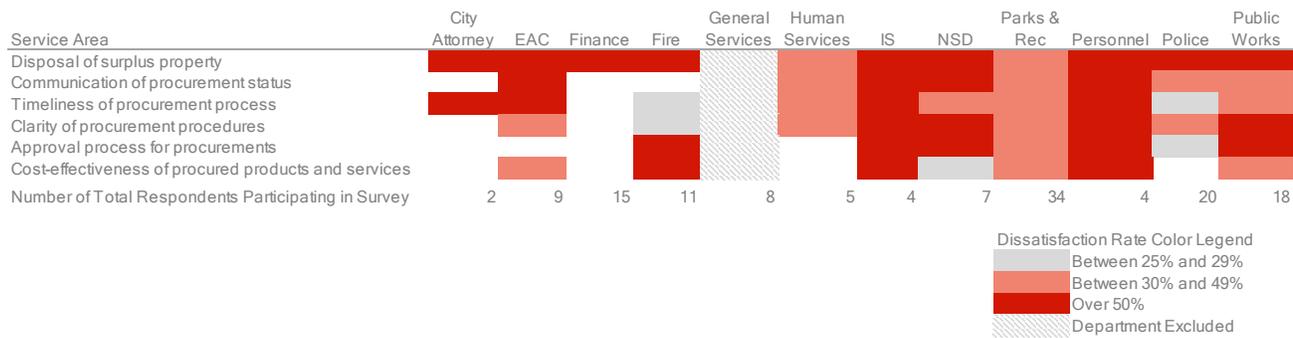
Exhibit 3: Dissatisfaction Rates of Purchasing Users versus Overall Respondents



Purchasing contacts, who are charged with making departmental purchases, may often not be the individual who is responsible for disposing of property. Inventory coordinators are more likely to have this role. Inventory coordinators included in our survey had dissatisfaction rates of 75% with *Disposal of surplus property*. In comments made to the survey, respondents expressed particular dissatisfaction with the Purchasing Division not picking up surplus items.

To identify patterns of dissatisfaction at the department level, we created the graphic below. Exhibit 4, shows rates and numbers of respondents expressing dissatisfaction with each area included in our survey related to the Purchasing Division. As the exhibit demonstrates, while dissatisfaction was spread across all departments, Personnel and Information Services had the highest rates of dissatisfaction with Purchasing services.

Exhibit 4: Inter-departmental Analysis of Purchasing Services



In addition, respondents indicated a need for better communication with departments about changes to projects and processes (e.g., changes to specifications, procedures, bid dates). Respondents also made comments reinforcing general dissatisfaction with the timeliness of procurements.

Recommendation 1:

We recommend Purchasing Division management consider the results of the Internal Support Services Survey and take action upon areas of dissatisfaction noted within it.

Audit Client Response: *We agree. To address audit findings, we intend to make improvements to the Purchasing Manual to ensure minimum legal standards are met and improve its ease of use. The revised Manual will clarify the process for disposing of surplus property. In addition, the Manual will simplify the purchasing approval process by allowing more purchases from cooperative agreements, in accordance with revised State standards, and allowing online auctions. We will also implement a training program for Buyers on the revised Manual to ensure compliance with its procedures.*

Recommendation 2:

We recommend Purchasing Division management develop a method for measuring customer service satisfaction and adopt customer service satisfaction performance standards to determine how well it is meeting expectations of its clients – other City departments.

Audit Client Response: *We agree. The Purchasing Division is currently developing a quality survey and intends to develop standards for performance related to survey results.*

Fleet Management Division

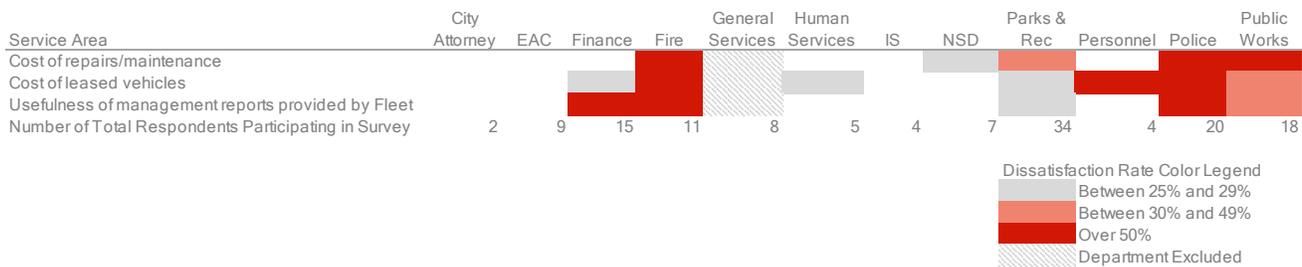
Fleet Management provides centralized repair and maintenance services for the City’s fleet. In addition, Fleet Management operates a leasing program where department leasing revenues are placed in a revolving fleet replacement fund. As shown in Exhibit 5, of the 8 services provided by Fleet Management included in our survey, we identified three services perceived to need improvement based on rates of dissatisfaction – *Cost of repairs/maintenance*, *Cost of leased vehicles*, and *Usefulness of management reports provided by Fleet Management*.

Exhibit 5: Areas within Fleet Management Division Needing Improvement

Service Area	% Dissatisfied
Cost of repairs/maintenance	46%
Cost of leased vehicles	45%
Usefulness of management reports provided by Fleet	33%

The user group most likely to interact with Fleet Management is department heads/administrators. Department heads/administrators expressed greater levels of dissatisfaction in these areas than the general population (78% dissatisfied with *Cost of repairs/maintenance*, 55% dissatisfied with *Cost of leased vehicles*, and 40% dissatisfied with *Usefulness of management reports*).

Exhibit 6: Inter-departmental Analysis of Fleet Management Services



As demonstrated in Exhibit 6, departments registering highest dissatisfaction in these areas were those with the largest fleets – Fire, Police, Parks and Recreation, and Public Works. In comments made to the survey, respondents indicated better cost reporting is needed for repairs and maintenance provided to departments.

Recommendation 3:

We recommend Fleet Management Division leadership consider the results of the Internal Support Services Survey and take action upon areas of dissatisfaction noted within it.

***Audit Client Response:** We agree. Fleet Management will continue to advocate for online sales of its surplus vehicles in order to reduce allocated costs to departments for replacement vehicles. In the last study done by Internal Audit a couple of years ago, our repair costs were carefully studied and compared, we were deemed very competitive. Our lease rates and cost per mile are lower for each of our leased vehicles than the national organizations who carefully study every aspect of the true cost to own and operate for each type of vehicle. These would be Edmunds and Runzheimer, two of the largest names in the automotive industry for statistical research.*

In addition, the costs of repairs are borne by fleet management for all leased vehicles. Fleet Management will provide additional education around the costs of repairs and maintenance that are borne by the Fleet Management Division. As part of this effort, Fleet Management will review its cost report for improvements.

Recommendation 4:

We recommend Fleet Management Division leadership develop a method for measuring customer service satisfaction and adopt customer service satisfaction performance standards to determine how well it is meeting expectations of its clients – other City departments.

***Audit Client Response:** We agree. Fleet Management will adopt a user satisfaction survey after maintenance is performed on a vehicle. Due to the nature of our operations, we will consider a performance standard for incremental improvements in satisfaction rates (e.g., improve satisfaction to X% in the next 2 years).*

Personnel Department should consider results of the Internal Support Services survey and take appropriate action to remedy areas of dissatisfaction.

Personnel works with each department to develop specific standards for the recruitment and hiring of a qualified and diverse workforce. The Personnel Department assesses job classifications, compensation and benefits, and offers employee training and skill development. The Personnel Department maintains an off-site medical clinic dedicated to employee wellness and addresses safety issues and on-the-job injuries. The Personnel Department also provides assistance for promotions in the Fire and Police department.

Of the 15 services provided by Personnel, we identified two services perceived to be excellent – *Offering employee wellness opportunities* (92% satisfied) and *Providing employee benefits* (93% satisfied). We commend Personnel for being the only department with satisfaction levels over 90% in any service area.

We also identified six areas perceived as needing improvement based on rates of dissatisfaction (shown in Exhibit 7) – *Recruiting a well-qualified work force*, *Processing recruits in a timely manner*, *Improving employee retention*, *Facilitating employee promotions (Fire and Police)*, *Providing employee training opportunities*, and *Management training (HR policies, laws, etc.)*.

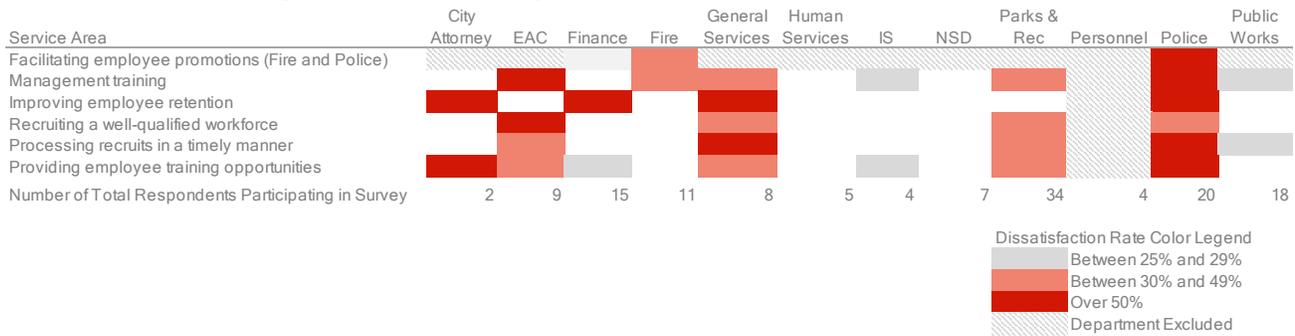
Exhibit 7: Areas within Personnel Department Needing Improvement

<u>Service Area</u>	<u>% Dissatisfied</u>
Facilitating employee promotions (Fire and Police)	36%
Management training	36%
Improving employee retention	34%
Recruiting a well-qualified workforce	33%
Processing recruits in a timely manner	30%
Providing employee training opportunities	30%

We identified managers as the primary user group of Personnel Department services. Managers were slightly more dissatisfied than the general population of respondents in the above areas – with an average of 3% higher rates of dissatisfaction. Highest dissatisfaction among managers was in the area of *Improving employee retention* (41%). In addition, 34% of managers expressed dissatisfaction with *Assistance with disciplinary actions*.

In our intra-departmental analysis (Exhibit 8), we observed highest rates of dissatisfaction with Personnel in the Police Department, where they were dissatisfied with all six areas noted above and in five of six areas dissatisfaction was greater than 50%. General Services also had high rates of dissatisfaction – all services registered 30% or higher dissatisfaction.

Exhibit 8: Inter-departmental Analysis of Personnel Services



In comments made to the survey, respondents noted a need for more advanced training and greater consistency in rating candidates for awarding positions.

Recommendation 5:

We recommend Personnel Department management consider the results of the Internal Support Services Survey and take action upon areas of dissatisfaction noted within it.

Audit Client Response: We agree. We are currently undergoing a restructuring of our Department and hope improvements in the areas identified above will be a consequence of the restructuring.

Recommendation 6:

We recommend Personnel Department management develop a method for measuring customer service satisfaction and adopt customer service satisfaction performance standards to determine how well it is meeting expectations of its clients – other City departments.

Audit Client Response: We agree. A survey tool for performance is needed.

Information Services should consider results of the Internal Support Services survey and take appropriate action to remedy areas of dissatisfaction.

The mission of Information Services (IS) is to enhance the City's business of governing with cost-effective information management and systems. Specifically, IS supports the gathering and dissemination of management-specified information, provides an interoperable and secure environment for the storage and exchange of information, provides consistent and reliable access to data and systems, supports information technology users with the necessary tools and training to make their daily tasks more productive and cost effective, and continually evaluates new directions in hardware, software, and information services methodology to position the city to take advantage of current and emerging technologies.

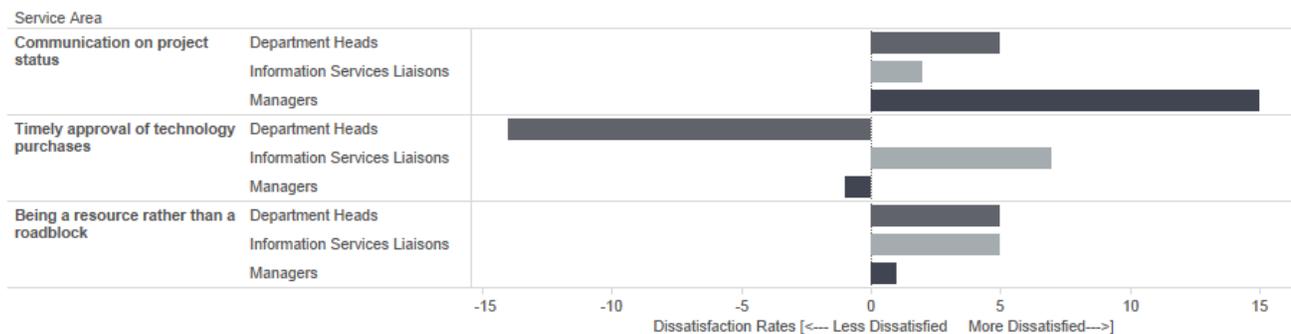
Of the 11 services provided by Information Services, we identified four services perceived to need improvement based on rates of dissatisfaction (shown in Exhibit 9)– *Communication on project status, Being a resource rather than a roadblock, Timely approval of technology purchases, and Timeliness of response to @IS service requests.*

Exhibit 9: Areas within IS Needing Improvement

Service Area	% Dissatisfied
Communication on project status	31%
Being a resource rather than a roadblock	31%
Timely approval of technology purchases	31%
Timeliness of response to @IS requests	31%

We identified the following key user groups: department heads/administrators, managers, and Information Services liaisons. As Exhibit 10 shows¹, key users expressed greater levels of dissatisfaction in the area of *Communication on project status* than the general population (36%, 46%, and 33% dissatisfied, respectively). Department heads/administrators were slightly more dissatisfied than the general population *with IS Being a resource rather than a roadblock* (36% dissatisfied).

Exhibit 10: Dissatisfaction Rates of IS Users versus Overall Respondents



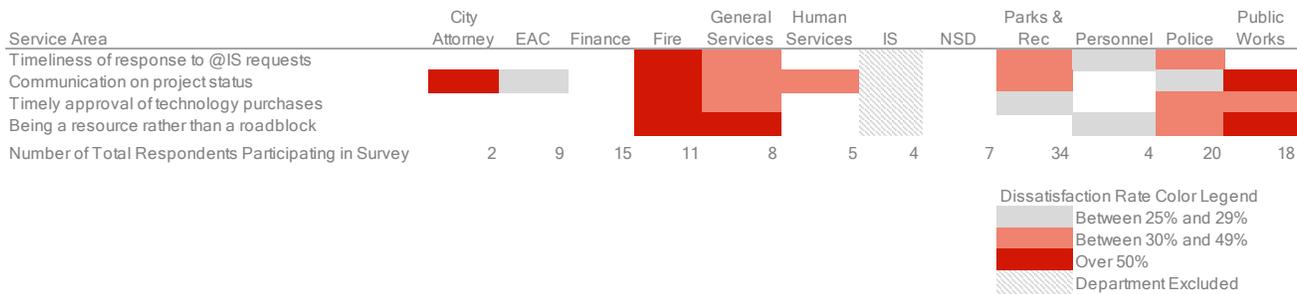
While *Timely approval of technology purchases* was an area noted for needing improvement, rates of dissatisfaction among purchasing contacts was slightly lower than among the general population (27% dissatisfied as compared to 31% in the general population). Information Services liaisons were more dissatisfied than the general population with the *Timely approval of technology purchases* at 38% dissatisfied. In comments made to the survey, respondents were dissatisfied with the timeliness of certain approvals for technology

¹ We considered all respondents the user group for Timeliness of @IS requests.

purchases and specifically questioned the need for such approvals for items already on contract (e.g., printers, ink cartridges). In addition, Parks and Recreation respondents expressed dissatisfaction with their departmental liaison and process of handling information technology issues.

Our inter-departmental analysis (Exhibit 11) showed *Communication on project status* and *Timely approval of technology purchases* as being IS service areas that caused greatest dissatisfaction across departments. Large departments such as Fire, General Services, Parks and Recreation, Police, and Public Works showed greater dissatisfaction than smaller departments.

Exhibit 11: Inter-departmental Analysis of IS Services



In comments made to the survey, respondents also indicated dissatisfaction with the support for currently used systems (two specifically referenced a need for 24/7 service). Commenters noted a lack of IS support for implementation of up-to-date or innovative technologies.

Recommendation 7:

We recommend Information Services management consider the results of the Internal Support Services Survey and take action upon areas of dissatisfaction noted within it.

Audit Client Response: *We agree. Information Services is currently implementing bi-monthly meetings to improve communication with City departments. Such meetings will include discussions on projects and potential areas identified by city departments and Information Services for technology changes that could improve effectiveness and efficiency of business operations.*

To improve timeliness of technology purchase approvals, Information Services will advocate removal of all items that do not absolutely require their approval. To this end, Information Services has recently removed its approval for toner and ink cartridges.

To improve timeliness of response to @IS service requests, Information Services will review all open calls in the @IS system to determine why they are not closed. IS is also looking to implement a true helpdesk that will allow all staff to see and respond to open requests.

Recommendation 8:

We recommend Information Services management develop a method for measuring customer service satisfaction and adopt customer service satisfaction performance standards to determine how well it is meeting expectations of its clients – other City departments.

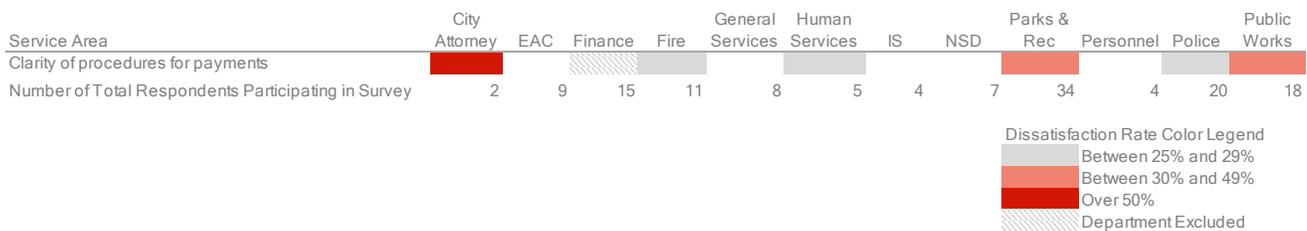
Audit Client Response: We agree and are planning to develop a survey of our users in the near future.

Finance and Administration should consider results of the Internal Support Services survey and take appropriate action to remedy areas of dissatisfaction.

The Finance and Administration Department provides financial and management information, control, and guidance to City departments and elected officials. The Finance and Administration Department is responsible for all budget and finance related functions including accounting and treasury operations. The Finance and Administration Department also provides support to other departments and agencies in the areas of accounts payable and payroll.

As shown in Exhibit 12, of the 9 services provided by Finance, we identified one perceived to need improvement based on rates of dissatisfaction – *Clarity of payment procedures (30%)*. Purchasing contacts were slightly less dissatisfied at 27%. Dissatisfaction was more concentrated in the Parks and Recreation and Public Works departments.

Exhibit 12: Inter-departmental Analysis of Finance Services



In comments made to the survey, respondents indicated a need for additional training related to financial systems. In addition, they relayed the need for better communication of policy/procedure changes.

Recommendation 9:

We recommend the Finance and Administration Department management consider the results of the Internal Support Services Survey and take action upon areas of dissatisfaction noted within it.

***Audit Client Response:** We agree. To address audit findings and recommendations, we are currently updating the financial inquiry training material for the new release (R12) and will schedule training sessions for all departments. In addition, we are clarifying the payment procedures. As these are updated we will clearly explain changes being made. There will be comprehensive training on procure-to-pay procedures in conjunction with the Purchasing Division of General Services. Periodic training sessions will be scheduled as needed for new employees and for current employees who want a refresher.*

Recommendation 10:

We recommend the Finance and Administration Department management develop a method for measuring customer service satisfaction and adopt customer service satisfaction performance standards to determine how well it is meeting expectations of its clients – other City departments.

***Audit Client Response:** We will develop a methodology for an annual survey.*

APPENDIX A: SCOPE, METHODOLOGY AND STANDARDS

Based on the work performed during the preliminary survey and the assessment of risk, the audit covers satisfaction with internal support services as measured by our survey in April 2013. Results cannot be extrapolated forward or backward, but represent a snapshot of satisfaction with services at the particular date and time of the survey. As disclosed in the background section of this audit, we made no attempt to identify the underlying cause of dissatisfaction.

To identify internal support services for inclusion in the Internal Support Services Survey, we reviewed the 2012 Comprehensive Annual Budget Report and identified departments that provided services to other city departments. Office of Internal Audit staff came together and brainstormed services supporting city departments. We then met with each department providing the services to get feedback on areas included in the survey and how they were to be presented. We also discussed user groups for services provided by their department. In addition, we requested feedback from departments to identify additional services they routinely rely upon.

To identify participants for the survey, we provided guidelines to each department requesting participation from individuals who routinely interact with services included in the survey. Department heads and managers provided us with a list of participants. We collaboratively worked with other department staff where necessary to ensure the list of participants met our target audience without including individuals who did not interact with support services on a routine basis. In total, we collaboratively identified 196 participants across departments and levels of city government.

To assess rates of satisfaction with internal support services, we developed a survey using Survey Monkey. Emails were sent to participants' work addresses inviting them to respond from April 2nd thru April 26th. Each email contained a unique link to the survey, eliminating the chances of duplicate entries. We collected responses from 147 individuals (a 75% response rate).

In our analysis, we excluded responses from individuals who work in the same department, regardless of division, from calculations of satisfaction for all units within their department. For example, we excluded participants who work in Purchasing from rating services provided by Purchasing as well as Fleet Management, Building Maintenance, Real Property Management, and TN Valley Regional Radio Service because all are provided by the General Services Department.

For reporting purposes, we used the following system for rating internal support services. If 90% or more of all respondents expressed satisfaction, we considered it an area of excellence. If 30% or more of all respondents expressed dissatisfaction, we considered it as an area needing improvement.

For all areas noted as needing improvement, we provided detailed analysis showing rates of dissatisfaction among identified user groups of the service. In addition, we provided inter-departmental analysis to identify potential patterns in dissatisfaction among specific departments.

We conducted this performance audit from January 2013 to June 2013 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

APPENDIX B: INTERNAL SUPPORT SERVICES SURVEY TOOL

Internal Support Services Survey

Your individual responses will not be anonymous to Internal Audit staff; however, we are allowed to maintain confidentiality of your responses per Tennessee Code Annotated 10-7-504(a)22. Your individual responses will not be shared with anyone outside of Internal Audit and will not be open to public inspection from public records requests (TCA 4-3-304(7) and 9-3-406). Summary responses will be available to department personnel.

*1. Which of the following departments/divisions employs you?

- | | |
|---|---|
| <input type="radio"/> Parks and Recreation | <input type="radio"/> Neighborhood Services and Community Development |
| <input type="radio"/> Education, Arts and Culture | <input type="radio"/> Office of the City Attorney |
| <input type="radio"/> Finance | <input type="radio"/> Office of Multicultural Affairs |
| <input type="radio"/> Fire | <input type="radio"/> Personnel |
| <input type="radio"/> General Services | <input type="radio"/> Police |
| <input type="radio"/> Human Services | <input type="radio"/> Public Works |
| <input type="radio"/> Information Services | |

*2. Which of the following roles do you serve in your department?

- | | |
|--|--|
| <input type="checkbox"/> Department Administrator/Director (or Deputy/Assistant) | <input type="checkbox"/> Budget Technician |
| <input type="checkbox"/> Manager | <input type="checkbox"/> Information Services Liaison |
| <input type="checkbox"/> Payroll Clerk | <input type="checkbox"/> Personnel Liaison/Technician |
| <input type="checkbox"/> Purchasing Contact | <input type="checkbox"/> Safety Coordinator (OSHA Contact) |

Other (please specify)

Internal Support Services Survey

If you have any additional information you feel we need to know (or the manager of the support function should know), please include it in the "Other Comments" box below each section.

3. How do you rate your satisfaction with the following City Attorney's Office services?

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	No Opinion/ No Answer
Timeliness of response to requests for legal advice/opinions	<input type="radio"/>					
Quality of response to requests for legal advice/opinions	<input type="radio"/>					
Timeliness of contract development/review	<input type="radio"/>					
Quality of contract development/review	<input type="radio"/>					
Drafting ordinances and resolutions	<input type="radio"/>					
Representation in Personnel hearings	<input type="radio"/>					
Representation in litigation	<input type="radio"/>					
Other legal representation	<input type="radio"/>					
Maintaining up-to-date City Code and Charter	<input type="radio"/>					
Timeliness of responses to open records requests	<input type="radio"/>					

Other Comments:

Internal Support Services Survey

4. How do you rate your satisfaction with the following Information Services functions?

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	No Opinion/ No Answer
Timeliness of response for @IS support requests	<input type="radio"/>					
Communication on project status (delays, changes, etc.)	<input type="radio"/>					
Quality of project management	<input type="radio"/>					
Availability of management data for ChatResults reporting	<input type="radio"/>					
Timeliness of approval of IT purchases (Oracle)	<input type="radio"/>					
Downtime of technology infrastructure (e.g., Internet, Phones)	<input type="radio"/>					
Implementation of innovative technology	<input type="radio"/>					
Communication and application of IT security policies	<input type="radio"/>					
Maintaining an up-to-date City website	<input type="radio"/>					
Working cooperatively with your department on technology needs	<input type="radio"/>					
Being a resource rather than a roadblock	<input type="radio"/>					

Other Comments:

Internal Support Services Survey

5. How do you rate your satisfaction with the following Finance and Administration services?

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	No Opinion/ No Answer
Providing information necessary to prepare and manage your budget	<input type="radio"/>					
Timeliness of payment processing	<input type="radio"/>					
Clarity of procedures for collections	<input type="radio"/>					
Clarity of procedures for payments	<input type="radio"/>					
Clarity of payroll procedures	<input type="radio"/>					
Training on use of financial systems	<input type="radio"/>					
Availability of financial reporting needed in your department	<input type="radio"/>					
Timeliness of collections processing (Treasurer's Office)	<input type="radio"/>					
Facilitation of ChatResults process	<input type="radio"/>					

Other Comments:

Internal Support Services Survey

6. How do you rate your satisfaction with the following Personnel Department services?

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	No Opinion/No Answer
Recruiting a well-qualified workforce	<input type="radio"/>					
Recruiting a diverse workforce	<input type="radio"/>					
Processing recruits in a timely manner	<input type="radio"/>					
Effectiveness of new employee orientation	<input type="radio"/>					
Assistance in understanding HR policies	<input type="radio"/>					
Assistance in disciplinary actions	<input type="radio"/>					
Improving employee retention	<input type="radio"/>					
Offering employee wellness opportunities	<input type="radio"/>					
Providing employee benefits (pharmacy and insurance)	<input type="radio"/>					
Facilitating employee promotions (Fire and Police only)	<input type="radio"/>					
Providing employee training opportunities	<input type="radio"/>					
Management training (employment practices, policies, laws, etc)	<input type="radio"/>					
Reducing on-the-job injuries	<input type="radio"/>					
Processing on-the-job injury cases	<input type="radio"/>					
Maintenance of personnel records	<input type="radio"/>					

Other Comments:

Internal Support Services Survey

7. How do you rate your satisfaction with the following Purchasing Division services?

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	No Opinion
Timeliness of procurement process	<input type="radio"/>					
Communication of procurement status (delays, changes, etc)	<input type="radio"/>					
Quality of procured products and services	<input type="radio"/>					
Cost-effectiveness of procured products and services	<input type="radio"/>					
Clarity of procurement procedures	<input type="radio"/>					
Approval process for procurements	<input type="radio"/>					
Disposal of surplus property	<input type="radio"/>					

Other Comments:

Internal Support Services Survey

8. How do you rate your satisfaction with the following Fleet Management Division services?

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	No Opinion/No Answer
Timeliness of repairs/maintenance	<input type="radio"/>					
Quality of repairs/maintenance	<input type="radio"/>					
Cost of repairs/maintenance	<input type="radio"/>					
Availability of leased vehicles	<input type="radio"/>					
Cost of leased vehicles	<input type="radio"/>					
Quality of leased vehicles	<input type="radio"/>					
Types of leased vehicles available	<input type="radio"/>					
Usefulness of management reports provided by Fleet Management	<input type="radio"/>					

Other Comments:

Internal Support Services Survey

9. How do you rate your satisfaction with the following Building Maintenance services?

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	No Opinion
Providing a clean and comfortable workplace	<input type="radio"/>					
Providing a safe and secure workplace	<input type="radio"/>					
Timeliness of response to work requests	<input type="radio"/>					

Other Comments:

10. How do you rate your satisfaction with the following Real Property Management services?

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	No Opinion/No Answer
Assistance in acquiring property	<input type="radio"/>					
Maintenance of property records	<input type="radio"/>					
Maintenance of city-owned properties	<input type="radio"/>					
Processing property loss claims	<input type="radio"/>					

Other Comments:

Internal Support Services Survey

11. How do you rate your satisfaction with the following TN Valley Regional Radio services?

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	No Opinion/No Answer
Timeliness of repairs/maintenance	<input type="radio"/>					
Quality of repairs/maintenance	<input type="radio"/>					
Cost of repairs/maintenance	<input type="radio"/>					
Reliability of radio system	<input type="radio"/>					
Quality of communications	<input type="radio"/>					

Other Comments:

APPENDIX C: INTERNAL SUPPORT SERVICES SURVEY RESULTS

Service Area	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Total Respondents	% Satisfied	% Dissatisfied
Building Maintenance								
Providing a clean and comfortable workplace	39	38	10	13	4	104	74%	16%
Providing a safe and secure workplace	44	34	13	7	3	101	77%	10%
Timeliness of response to work requests	30	43	18	4	5	100	73%	9%
City Attorney								
Timeliness of legal advice	47	28	15	6	1	97	77%	7%
Quality of legal advice	49	29	15	3	1	97	80%	4%
Timeliness of contract review	22	38	13	5	1	79	76%	8%
Quality of contract review	38	26	13	3	0	80	80%	4%
Drafting ordinances and resolutions	36	20	18	1	1	76	74%	3%
Representation in personnel hearings	20	13	19	3	1	56	59%	7%
Representation in litigation	23	13	19	4	0	59	61%	7%
Maintaining up-to-date City Code and Charter	23	28	22	9	2	84	61%	13%
Timely response to open records requests	29	21	20	1	0	71	70%	1%
Other legal representation	22	16	17	3	1	59	64%	7%
Finance and Administration								
Providing budget information	24	31	23	10	2	90	61%	13%
Timeliness of payment processing	27	38	22	13	3	103	63%	16%
Clarity of procedures for collections	24	23	21	20	3	91	52%	25%
Clarity of procedures for payroll	26	30	22	11	2	91	62%	14%
Training on use of financial systems	14	27	27	23	5	96	43%	29%
Availability of financial reporting	13	37	21	22	3	96	52%	26%
Timeliness of collections processing	31	23	25	3	2	84	64%	6%
Facilitation of ChattResults	14	21	27	6	0	68	51%	9%
Clarity of procedures for payments	26	25	20	25	6	102	50%	30%
Fleet Management								
Timeliness of repairs/maintenance	16	31	15	10	2	74	64%	16%
Quality of repairs/maintenance	17	28	16	11	3	75	60%	19%
Cost of repairs/maintenance	8	10	19	17	14	68	26%	46%
Availability of leased vehicles	10	20	25	13	5	73	41%	25%
Cost of leased vehicles	5	10	23	13	18	69	22%	45%
Quality of leased vehicles	19	22	21	6	6	74	55%	16%
Types of leased vehicles available	14	23	25	6	6	74	50%	16%
Usefulness of management reports provided by Fleet	5	8	30	6	15	64	20%	33%

Service Area	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Total Respondents	% Satisfied	% Dissatisfied
Information Services								
Timeliness of response to @IS requests	29	48	13	22	18	130	59%	31%
Communication on project status	18	37	22	19	16	112	49%	31%
Quality of project management	13	39	30	10	14	106	49%	23%
Availability of data for ChattResults reporting	12	17	35	8	3	75	39%	15%
Timely approval of technology purchases	10	28	31	10	21	100	38%	31%
Downtime of technology infrastructure	32	47	21	13	9	122	65%	18%
Implementation of innovative technology	14	30	33	19	13	109	40%	29%
Communication and application IT security policies	16	28	44	6	11	105	42%	16%
Maintaining an up-to-date website	31	37	40	12	3	123	55%	12%
Working cooperatively with departments	26	40	21	19	17	123	54%	29%
Being a resource rather than a roadblock	23	32	29	19	19	122	45%	31%
Personnel								
Recruiting a well-qualified workforce	16	45	17	25	14	117	52%	33%
Recruiting a diverse workforce	21	42	34	14	5	116	54%	16%
Processing recruits in a timely manner	18	37	25	27	8	115	48%	30%
Effectiveness of new employee orientation	26	30	34	16	5	111	50%	19%
Assistance in understanding HR policies	29	35	27	21	8	120	53%	24%
Assistance in disciplinary actions	19	20	32	17	11	99	39%	28%
Improving employee retention	5	24	42	27	10	108	27%	34%
Offering employee wellness opportunities	84	35	8	2	1	130	92%	2%
Providing employee benefits	86	35	6	2	1	130	93%	2%
Facilitating employee promotions (Fire and Police)	9	6	17	8	10	50	30%	36%
Providing employee training opportunities	13	46	29	21	16	125	47%	30%
Management training	6	40	31	25	18	120	38%	36%
Reducing on-the-job injuries	12	27	42	11	3	95	41%	15%
Processing on-the-job injury claims	15	34	30	7	4	90	54%	12%
Maintenance of personnel records	28	34	35	4	2	103	60%	6%
Purchasing								
Timeliness of procurement process	13	27	25	23	19	107	37%	39%
Communication of procurement status	12	24	27	21	21	105	34%	40%
Quality of procured products and services	13	31	34	17	13	108	41%	28%
Cost-effectiveness of procured products and services	8	24	37	17	17	103	31%	33%
Clarity of procurement procedures	11	25	31	20	22	109	33%	39%
Approval process for procurements	10	26	30	19	21	106	34%	38%
Disposal of surplus property	6	15	23	15	34	93	23%	53%

Service Area	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Total Respondents	% Satisfied	% Dissatisfied
Real Property Management								
Maintenance of property records	4	12	22	2	3	43	37%	12%
Maintenance of City-owned properties	8	20	22	4	5	59	47%	15%
Processing property loss claims	4	9	22	1	1	37	35%	5%
Assistance in acquiring property	8	16	19	2	2	47	51%	9%
TN Valley Regional Radio								
Timeliness of repairs/maintenance	5	15	18	2	0	40	50%	5%
Quality of repairs/maintenance	6	16	18	0	0	40	55%	0%
Cost of repairs/maintenance	4	7	21	6	1	39	28%	18%
Reliability of radio system	7	14	18	2	1	42	50%	7%
Quality of communications	7	13	21	0	1	42	48%	2%

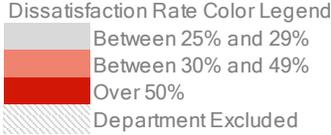
APPENDIX D: SURVEY RESULTS CHART SORTED BY DISSATISFACTION RATES



Service Area	Somewhat Satisfied		Neutral	Somewhat Dissatisfied		Very Dissatisfied	%	%
	Very Satisfied	Satisfied		Dissatisfied	Dissatisfied			
Reducing on-the-job injuries	12	27	42	11	3	41%	15%	
Availability of data for ChattResults reporting (IS)	12	17	35	8	3	39%	15%	
Clarity of procedures for payroll	26	30	22	11	2	62%	14%	
Providing budget information	24	31	23	10	2	61%	13%	
Maintaining up-to-date City Code and Charter	23	28	22	9	2	61%	13%	
Processing on-the-job injury claims	15	34	30	7	4	54%	12%	
Maintaining an up-to-date website	31	37	40	12	3	55%	12%	
Maintenance of property records	4	12	22	2	3	37%	12%	
Providing a safe and secure workplace	44	34	13	7	3	77%	10%	
Timeliness of response to work requests	30	43	18	4	5	73%	9%	
Facilitation of ChattResults (Finance + Admin)	14	21	27	6	0	51%	9%	
Assistance in acquiring property	8	16	19	2	2	51%	9%	
Timeliness of contract review	22	38	13	5	1	76%	8%	
Timeliness of legal advice	47	28	15	6	1	77%	7%	
Reliability of radio system (Radio Shop)	7	14	18	2	1	50%	7%	
Representation in personnel hearings	20	13	19	3	1	59%	7%	
Representation in litigation	23	13	19	4	0	61%	7%	
Other legal representation	22	16	17	3	1	64%	7%	
Timeliness of collections processing	31	23	25	3	2	64%	6%	
Maintenance of personnel records	28	34	35	4	2	60%	6%	
Processing property loss claims	4	9	22	1	1	35%	5%	
Timeliness of repairs/maintenance (Radio Shop)	5	15	18	2	0	50%	5%	
Quality of legal advice	49	29	15	3	1	80%	4%	
Quality of contract review	38	26	13	3	0	80%	4%	
Drafting ordinances and resolutions	36	20	18	1	1	74%	3%	
Quality of communications (Radio Shop)	7	13	21	0	1	48%	2%	
Offering employee wellness opportunities	84	35	8	2	1	92%	2%	
Providing employee benefits	86	35	6	2	1	93%	2%	
Timely response to open records requests	29	21	20	1	0	70%	1%	
Quality of repairs/maintenance (Radio Shop)	6	16	18	0	0	55%	0%	

APPENDIX E: INTER-DEPARTMENTAL ANALYSIS OF DISSATISFACTION RATES

Service Area	Department												% Overall Dissatisfaction
	City Attorney	EAC	Finance	Fire	General Services	Human Services	IS	NSD	Parks & Rec	Personnel	Police	Public Works	
Clarity of procedures for payments	Over 50%		Department Excluded	Over 50%	Department Excluded	Between 25% and 29%			Between 30% and 49%		Between 25% and 29%	Over 50%	30
Cost of repairs/maintenance				Over 50%	Department Excluded	Between 25% and 29%		Between 25% and 29%	Between 30% and 49%		Over 50%	Over 50%	46
Cost of leased vehicles			Between 25% and 29%	Over 50%	Department Excluded	Between 25% and 29%			Between 25% and 29%	Over 50%	Over 50%	Over 50%	45
Usefulness of management reports provided by Fleet			Over 50%	Over 50%	Over 50%	Over 50%			Between 25% and 29%	Over 50%	Over 50%	Over 50%	33
Timeliness of response to @IS requests				Over 50%	Over 50%	Over 50%	Between 25% and 29%		Between 30% and 49%	Between 25% and 29%	Over 50%	Over 50%	31
Communication on project status	Over 50%	Between 25% and 29%		Over 50%	Over 50%	Over 50%	Between 25% and 29%		Between 30% and 49%	Between 25% and 29%	Over 50%	Over 50%	31
Timely approval of technology purchases				Over 50%	Over 50%	Over 50%	Between 25% and 29%		Between 25% and 29%		Over 50%	Over 50%	31
Being a resource rather than a roadblock				Over 50%	Over 50%	Over 50%	Between 25% and 29%		Between 25% and 29%	Between 25% and 29%	Over 50%	Over 50%	31
Facilitating employee promotions (Fire and Police)	Department Excluded		Between 25% and 29%	Over 50%	Over 50%	Over 50%	Between 25% and 29%	Over 50%	Over 50%	36			
Management training	Over 50%	Over 50%		Over 50%	Over 50%	Over 50%	Between 25% and 29%		Between 30% and 49%	Between 25% and 29%	Over 50%	Over 50%	36
Improving employee retention	Over 50%	Over 50%	Over 50%		Over 50%	Over 50%			Between 25% and 29%	Over 50%	Over 50%	Over 50%	34
Recruiting a well-qualified workforce		Over 50%	Over 50%		Over 50%	Over 50%			Over 50%	Department Excluded	Over 50%	Over 50%	33
Processing recruits in a timely manner		Over 50%			Over 50%	Over 50%			Over 50%	Department Excluded	Over 50%	Over 50%	30
Providing employee training opportunities	Over 50%	Over 50%	Between 25% and 29%		Over 50%	Over 50%	Between 25% and 29%		Over 50%	Department Excluded	Over 50%	Over 50%	30
Disposal of surplus property	Over 50%	Over 50%	53										
Communication of procurement status					Over 50%	Over 50%	40						
Timeliness of procurement process	Over 50%			Between 25% and 29%	Department Excluded	Over 50%	Over 50%	39					
Clarity of procurement procedures		Over 50%			Department Excluded	Over 50%	Over 50%	39					
Approval process for procurements		Over 50%		Over 50%	Department Excluded	Over 50%	Over 50%	38					
Cost-effectiveness of procured products and services		Over 50%		Over 50%	Department Excluded	Over 50%	Over 50%	33					
Number of Total Respondents Participating in Survey	2	9	15	11	8	5	4	7	34	4	20	18	



City of Chattanooga Fraud, Waste, and Abuse Hotline

Internal Audit's Fraud, Waste, and Abuse Hotline gives employees and citizens an avenue to report misconduct, waste or misuse of resources in any City facility or department.

Internal Audit contracts with a hotline vendor, The Network, to provide and maintain the reporting system. The third party system allows for anonymous reports. All reports are taken seriously and responded to in a timely manner. Reports to the hotline serve the public interest and assist the Office of Internal Audit in meeting high standards of public accountability.

To make a report, call 1-877-338-4452 or visit our website:
www.chattanooga.gov/internal-audit