
January 2014

Performance Audit
Recommendations and Corrective
Actions for Audit: 09-3

BGS: Performance Measurement
System Could be Improved

Dated: 06/29/2009

Overview

The SAO makes recommendations designed to improve the operations of state government. For our work to produce benefits, auditees or the General Assembly must implement these recommendations although we cannot require them to do so. Nevertheless, a measure of the quality and persuasiveness of our performance audits is the extent to which these recommendations are accepted and acted upon. The greater the number of recommendations that are implemented, the more benefit will be derived from our audit work.

In 2010, the SAO began to follow-up on the recommendations issued in our performance audits. Experience has shown that it takes time for some recommendations to be implemented. For this reason, we perform our follow-up activities two and four years after the calendar year in which the audit report is issued (e.g., we followed up on recommendations contained in audit reports issued in calendar year 2008 in 2010 and 2012). Our annual performance reports summarize whether we are meeting our recommendation implementation targets.

Act 155 (2012) required that we post on our website “a summary of significant recommendations arising out of the...audit reports... and the dates on which corrective actions were taken related to these recommendations. Recommendation follow-up shall be conducted at least biennially and for at least four years from the date of the audit report.”

This report addresses the requirements of Act 155 to post the results of our recommendation follow-up work on our website. The report does not include follow-up on recommendations issued as part of the state’s financial statement audit and the federally mandated Single Audit, which are performed by a contractor. However, our new contract for this work requires the contractor to provide the results of its recommendation follow-up in the future. Accordingly, we expect that future reports will contain this data.

Audit No., Name & Date	Rec #	Recommendation	Follow-Up Date	Status & Date	Review Comments
09-3 BGS: Performance Measurement System Could be Improved 06/29/2009	1	The Department of Buildings and General Services (BGS) should initiate a BGS-wide strategic planning process that (1) takes into account major plans and initiatives, (2) provides guidance on performance measurement, and (3) revisits the department's current goals and measure to make them more outcome and efficiency-oriented and includes a focus on obtaining feedback from customers as to their satisfaction with the quality and timeliness of the services provided.	11/23/2011	Implemented 11/04/2011	BGS issued a 2011-2015 strategic plan on November 4, 2011. This plan includes a description of the planning process used by the department as well as its new goals and measures. The following elements were found in the plan (1) goals and measures linked to each other and the statewide priority areas, (2) goals and measures that are more outcome and efficiency oriented, and (3) a goal related to customer satisfaction.
	2	The Department of Buildings and General Services (BGS) should develop, document, and periodically update a strategic plan.	11/23/2011	Implemented 11/04/2011	BGS issued a 2011-2015 strategic plan on 11/4/11.
	3	The Department of Buildings and General Services (BGS) should establish a set of common measures to be used and reported on by the three regions that make up BGS' Facilities Operations Division.	11/23/2011	Implemented 11/04/2011	BGS issued a 2011-2015 strategic plan on 11/4/11. This plan includes a series of common measures for facilities' operations. These measures are associated with goals three and seven.
	4	The Department of Buildings and General Services (BGS) should establish numerical targets for all measures, taking into consideration whether benchmarks from authoritative outside sources could be used to give a more complete picture of BGS' achievements.	11/23/2011	Partially Implemented (no date given)	The BGS 11 - 15 strategic plan contains numeric targets for some, but not all, measures. For example, measure 3A (p. 10) states that BGS' target is to reduce its energy consumption, including the amount of fuel used by its employees to travel to and from meetings during the workday, by 5% per year. Other measures did not have associated targets and/or were process-oriented. For example, measure 2.2 (p. 10) calls for BGS to conduct a customer service needs assessment, which would include assessing and defining customer service needs. In another example, measure 4.1 (p. 12) is to increase the level of employee satisfaction demonstrated by an annual employee survey.
12/19/2013	Update 2013: It appears from our review of the BGS FY 2014 budget request and the supplemental information provided by BGS' divisional directors/managers that BGS has developed numerical targets for some, but not all performance measures.				

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09-3 BGS: Performance Measurement System Could be Improved 06/29/2009	5	The Department of Buildings and General Services (BGS) should compare actual results to numerical targets on at least an annual basis.	11/23/2011	Not Implemented	BGS reported that it planned to implement this recommendation in the FY 2014 budget cycle.
			12/19/2013	Partially Implemented	BGS reported that it planned to implement this recommendation in the FY 2014 budget cycle. Update 2013: Our review of the BGS FY 2014 budget request and the supplemental information provided by BGS' divisional directors/managers found that BGS has not implemented this recommendation department wide. However, one division, Government Business Services, provided evidence that it compares results to numerical targets.
	6	The Department of Buildings and General Services (BGS) should require that the sources and methods used to develop actual performance results be documented and validated.	11/23/2011	Not Implemented	BGS reported that it planned to implement this recommendation in FY 2012-2013.
			1/31/2013	Not Implemented	Update 2013: The designated contact for BGS did not provide SAO with a status update related to this recommendation. Our review of the documentation provided by BGS divisional directors/managers did not contain sufficient information for us to determine if this recommendation has been implemented.
	7	The Department of Buildings and General Services (BGS) should correct the identified methodology errors in the measures that we reviewed or change the title and/or description of the measures to more accurately reflect the actual results being collected and reported.	11/23/2011	No Longer Applicable	Based on a review of the 2011-2015 strategic plan, none of the measures that had methodological errors were included in the measures in the plan. Accordingly, this recommendation is no longer applicable.
	8	The Department of Buildings and General Services (BGS) should include in its performance reports to the legislature (1) explicit links between goals, measures, targets, and actual results, (2) narrative explanations of results and corrective actions that are planned if targets were not met, and (3) data limitations.	11/23/2011	Not Implemented	BGS reported that this will be addressed in the FY 2014 budget cycle.
			12/19/2013	Partially Implemented	Update 2013: Our review of the BGS FY 2014 budget request and the supplemental information provided by BGS' divisional directors/managers found that one division, Government Business Services, provides this information in a report to the legislature.