

Internal Audit Report 2019-310

**Riverside County Transportation and Land
Management Agency, Planning Department
Follow up Audit**

Report Date: June 13, 2019



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June 13, 2019

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Riverside County TLMA, Planning Department
4080 Lemon Street, 9th Floor
Riverside, CA 92501

Subject: Internal Audit Report 2019-310: Riverside County Transportation and Land Management Agency, Planning Department Follow-up Audit

Dear Mr. Perez:

We have completed the follow-up audit of the Riverside County Transportation and Land Management Agency, Planning Department. Our audit was limited to reviewing actions taken as of November 8, 2017, to help correct the findings noted in our original audit report 2017-018 dated November 8, 2017.

We conducted our audit in accordance with the International Standards for the Professional Practice of Internal Auditing. These standards require that we plan and perform the audit to obtain reasonable assurance that our objective, as described in the preceding paragraph, is achieved. Additionally, the standards require that we conduct the audit to provide sufficient, reliable, and relevant evidence to achieve the audit objectives. We believe the audit provides a reasonable basis for our conclusion.

The original audit report contained two recommendations, all of which required implementation to help correct the reported findings. Based on the results of our audit, we found that of the two recommendations:

- One of the recommendations was implemented.
- One of the recommendations was not implemented.

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Planning Department Follow-up Audit**

Details of the findings from the original audit and the status of the implementation of the recommendations are provided in this report. For an in-depth understanding of the original audit, please refer to Internal Audit Report 2017-018 at www.auditorcontroller.org/Divisions/AuditsandSpecializedAccounting/InternalAuditReports.

Paul Angulo, CPA, MA
Riverside County Auditor-Controller



By: René Casillas, CPA, CRMA
Chief Internal Auditor

cc: Board of Supervisors
George Johnson, County Executive Officer
Grand Jury

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Control Environment

Finding 1: Performance Evaluations

“Board of Supervisors Policy, C-21, *Employee Performance Evaluation Reports*, Section 3 (b) states, “...regular employees of Riverside County shall be evaluated on an annual basis, approximately on the anniversary of their initial employment with county or on the anniversary of promotion or entry into their current job classification.” Annual performance evaluations were not completed timely for four of the five employees we reviewed in our sample. According to department officials, the high turnover with Planning management delayed the completion of the performance evaluations. Delayed performance evaluations can deter the achievement of the department’s overall mission and goals as it documents the employee’s improvement areas, and gives them the opportunity to enhance their performance.”

Recommendation 1

“Complete all performance evaluations when required.”

Current Status 1: Not Implemented

We conducted limited testing of performance evaluations and found two (40%) of the five were not completed. Planning does not have a system in place to properly identify employees when a performance evaluation is due. The department officials rely on notifications from the Riverside County Human Resources evaluation system which they state is used to track time for performance evaluations. However, the system only notifies management when performance evaluations are past due.

Finding 2: Formal Succession Plan

“Planning does not have a formal written succession plan. Formal plans would identify risks and strategies, providing a basis for specific succession initiatives, including how employees are eligible to participate. In addition, transfer of knowledge is a critical component of succession management. Written procedures formalize the experience-transfer from management and key personnel to successors. Without a succession plan, an organization may not have the means to ensure continuity of core services upon the departure of key personnel.”

Recommendation 2

“Develop formal written succession plan for management and key personnel.”

Current Status 2: Implemented

The Planning Department's succession plan identifies key personnel and possible successors. It also identifies critical job requirements of various management positions, core competencies, and gaps of the potential successors.