



## City Auditor Executive Summary Best Practices of Work Orders on Public Works

### **Why We Did This Audit**

On July 29, 2022, the Mayor and City Council did approve the City Auditor's Audit Plan for the 2023 fiscal year. This Audit Plan requires the review of existing Policies, Procedures, Practices, and Controls governing the City of Galveston's Work Order performance by City Staff on previous New Construction Projects.

### **Evaluating Existing Policies, Procedures, Practices, and Controls**

The City Auditor's Office is observing a "written":

- Work Orders Course Exercises Manual from VUEWorks (a work order management system).
- Recurring Work Orders from VUEWorks (a work order management system).
- Best Practices for Work Orders in Public Works.

### **Best Practices for Work Orders**

A Work Order is a formal written communication that authorizes a crew to complete a job or task for the City. Work Orders encompass an array of requests, including Repairs, Preventative Maintenance, Inspections, or Replacement of City assets. VueWorks Management System captures and stores the City's Work Orders electronically.

Work Orders are vital to the success of maintenance and construction workers. A good work order lays out the job or task and provides all the necessary information to complete the job.

A successful work order contains specific details about the type of work or tasks up for completion. Work Orders should serve as a roadmap for maintenance workers to do the job right the first time. To be as **effective as possible**, the most efficient work orders include a few vital aspects:

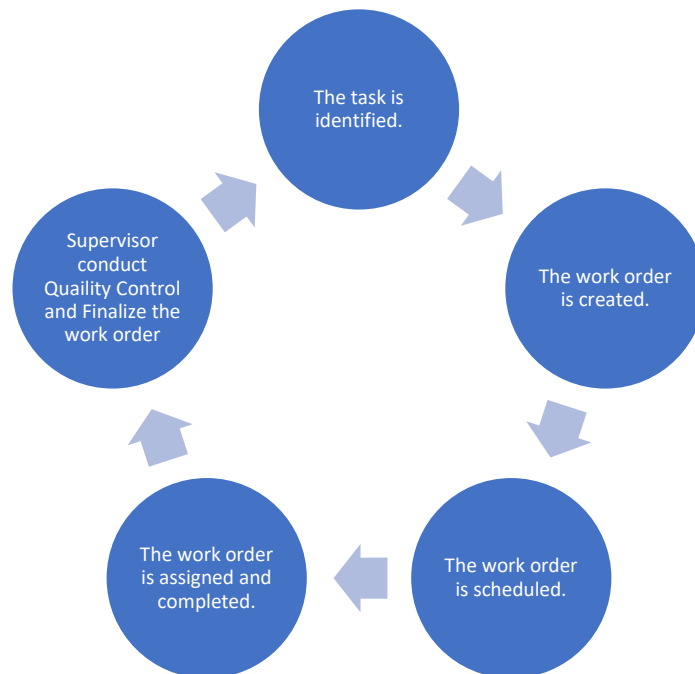
- A detailed description of the job, including the location.
- The name and contact information of the internal staff, citizen, or entity requesting the work.



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- An overview of any special circumstance causing the work order or contributing to completing the job efficiently and correctly.
- A detailed account of any specific problems that need repairs.
- An estimated time for completion. This is currently a work in progress.
- The name of the person completing the work order job.
- A list of parts, tools, equipment, or labor requirements to complete the job.

### Work Order Management Process:





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### **VUEworks Management System**

VUEworks is a user-friendly work order system for the Public Works Department. To create a Work Order in VUEworks, staff can go to: Work Orders / Add New Work Order / and Form View Screen to fill in the data fields. The majority of the data fields provide a drop-down list to choose from. Some of the required data fields are the type of work order, the department responsible for the issue, the group associated with the selected department, the activity description associated with the group, the location of repair, and a description field that is a free-form field allowing staff to add additional information. The drop-down list makes it easier for staff out in the field.

### **What We Are Observing**

The Public Works and Utilities Director is creating training programs for all employees under his supervision on using VUEwork, the fields expected to be filled out, and the level of comments required. When filled out properly, the data in the system paints a picture that can be used to determine the cause. The City Auditor's Office applauds this initiative wholeheartedly as this is necessary for the City's Public Works concerns. The Public Works Department could benefit tremendously in a timely manner by electing the City Auditor's Compliance Management System (CMS) project. This project would not use the City Auditor's Office to determine the procedures and best practices that would be practicable for the City of Galveston. The City Auditor's Office will stay out of Public Works Department operations. However, this election will help facilitate the Public Works Department's goal of identifying causes for work orders and place this project on the high-priority pathway for implementation.

### **What to Look for in the Future**

The Public Works and Utilities Director is considering innovative ways to utilize VUEworks. He wishes to change some drop-down lists on the work orders to include more detail about work order repairs and their causes. The City Auditor's Office again congratulates the Director on this goal as it will lead to more timely and accurate chargebacks to prior contractor construction work. We would recommend a separate account per the City's accounting to track the value of this concept. Since VUEworks can determine the total repair cost, the Public Works and Utilities Director and Infrastructure and Engineering Director plan to use this information while reviewing



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contractor change orders. This plan will save the City of Galveston money which will go back to its citizens and should receive high priority and assistance with its achievement.

### City Manager's Office Comment

The Manager is aware of the efforts to enhance the current use of the VUEworks tool to ensure change order oversight is consistently tracked and chargebacks to contractors are timely. The Manager believes this focus will result in more accurate and timely reporting, which will ultimately result in stronger and more effective contract management.

Prepared by: \_\_\_\_\_ Date: \_\_\_\_\_

### The City Auditor's Verification of Auditor Assignments

I have assigned the above staff to the stated engagement. I have determined that they collectively possess the competence, knowledge, and skills necessary to perform the assigned work, and individuals have the skills necessary to perform their assigned roles in accordance with Generally Accepted Government Auditing Standards (Standards 4.02 & 4.03).

Approved By: \_\_\_\_\_ Date: \_\_\_\_\_



# City of Galveston

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